



STARHUB

TRANSFORMATION
FOR A NEW GENERATION

STARHUB ENTERPRISE
DIGITAL SERVICE PROVIDER

Cloud | Cybersecurity | Connectivity

STARHUB INVESTOR DAY 2021



Forward-Looking Statements

The following presentation may contain forward-looking statements by StarHub Ltd (“StarHub”) relating to financial trends for future periods.

Some of the statements in this presentation which are not historical facts are statements of future expectations with respect to the financial conditions, results of operations and businesses, and related plans and objectives. These forward-looking statements are based on StarHub’s current views, intentions, plans, expectations, assumptions and beliefs about future events and are subject to risks, uncertainties and other factors, many of which are outside StarHub’s control. Important factors that could cause actual results to differ materially from the expectations expressed or implied in the forward-looking statements include known and unknown risks and uncertainties. Because actual results could differ materially from StarHub’s current views, intentions, plans, expectations, assumptions and beliefs about the future, such forward-looking statements are not and should not be construed as a representation, forecast or projection of future performance of StarHub. It should be noted that the actual performance of StarHub may vary significantly from such statements.

DARE+

StarHub Enterprise – Digital Service Provider | FY2022 - FY2026



DIGITAL

In Everything We Do



Driving and safeguarding a **digital world** with Cloud Enablement, Cybersecurity and 5G Solutions.

Ongoing internal transformation to streamline architecture, systems and processes.

Differentiate with **end-to-end digital solutions** for SMEs & Enterprises and scale with partnerships.



ACCELERATING

Value Creation



Play to **convergence** of use cases across Cloud, Security & 5G across our business solutions

Drive fastest and highest quality **next-generation connectivity** – **secure and low latency**, to our customers

Pursue emerging opportunities in mobile private network, telco data, edge computing, IoT and mission critical capabilities



REALISING

Growth Without Frontiers



Pursue & acquire capabilities adjacent to our core networking strengths

Expand product portfolio, pursue new growth areas

Build new competencies as an end-to-end Digital Service Provider

Accelerate toward our goals with M&A to add scale, footprint and capabilities



EXPERIENCES

That Enrich Customers' Lives



Accelerate business values for our customers and empower the digital transformation of their operations

Match customers needs and wants with converged network & solutions, delivering superior experiences through integrated network offerings



FOCUS ON CONVERGENCE OF CYBERSECURITY, CLOUD & CONNECTIVITY

HARNESSING TAILWINDS...

Strong secular growth in public cloud...

IaaS 5-year 24.1% CAGR growth
with **S\$2.7B** market by 2024 in SG¹

Cybersecurity an imperative; Cloud Security the opportunity...

Cloud Security 5-year 36% CAGR growth
with **S\$9M** market by 2024
5-yr CAGR growth for Security at **7%** with
S\$1.6B market by 2024 in SG²

Smart City, Industry 4.0, with Sustainability as a cornerstone (SG Green Plan 2030)

...WITH OUR BUSINESSES...

CYBERSECURITY

Leading Cybersecurity Provider to Singapore Government Agencies & Large Corporates



REGIONAL ICT



Digital Solutions Provider with proprietary products



ICT Specialist with >30 years track record

NETWORK SOLUTIONS

Connectivity, Managed Services, Cloud migration & apps modernization, Ops Tech



...WITH INTERWOVEN FOCUS AREAS

- Security Across Public Cloud Environments
- 5G & IoT Security, OT Security
- Capabilities in Data Science; AI for Threat Detection
- Regionalisation

- Regionalisation & Vertical Depth
- Cloud capabilities, Managed Services & 5G enablement

- Rich suite of 5G solutions; Ops Tech for industrial development
- Next-Generation Network Product; Managed SASE, Secure Low Latency Cloud Connectivity
- Digital/Cloud Transformation for Enterprises & SMEs

- New platforms and use cases exponentially grow **Data** creation & new **Cloud** workloads
- Ultra low latency and more agile **Connectivity** needed as complexity grows - distributed from core to edge, in physical Data Centres to 5G MEC. All requires end-to-end **Cybersecurity** from device to network to workload to core



ENSIGN: 2021 DEVELOPMENTS

KEY STRATEGIC THRUSTS

Deepening & expanding client engagements with noteworthy projects



Patenting technology from Ensign Labs



Continued push into regional opportunities



Deploying proprietary AI-Powered Cyber Analytics into Ensign SOC

EXPANDING ASIAN FOOTPRINT FOR GREATER REGIONAL OPPORTUNITIES

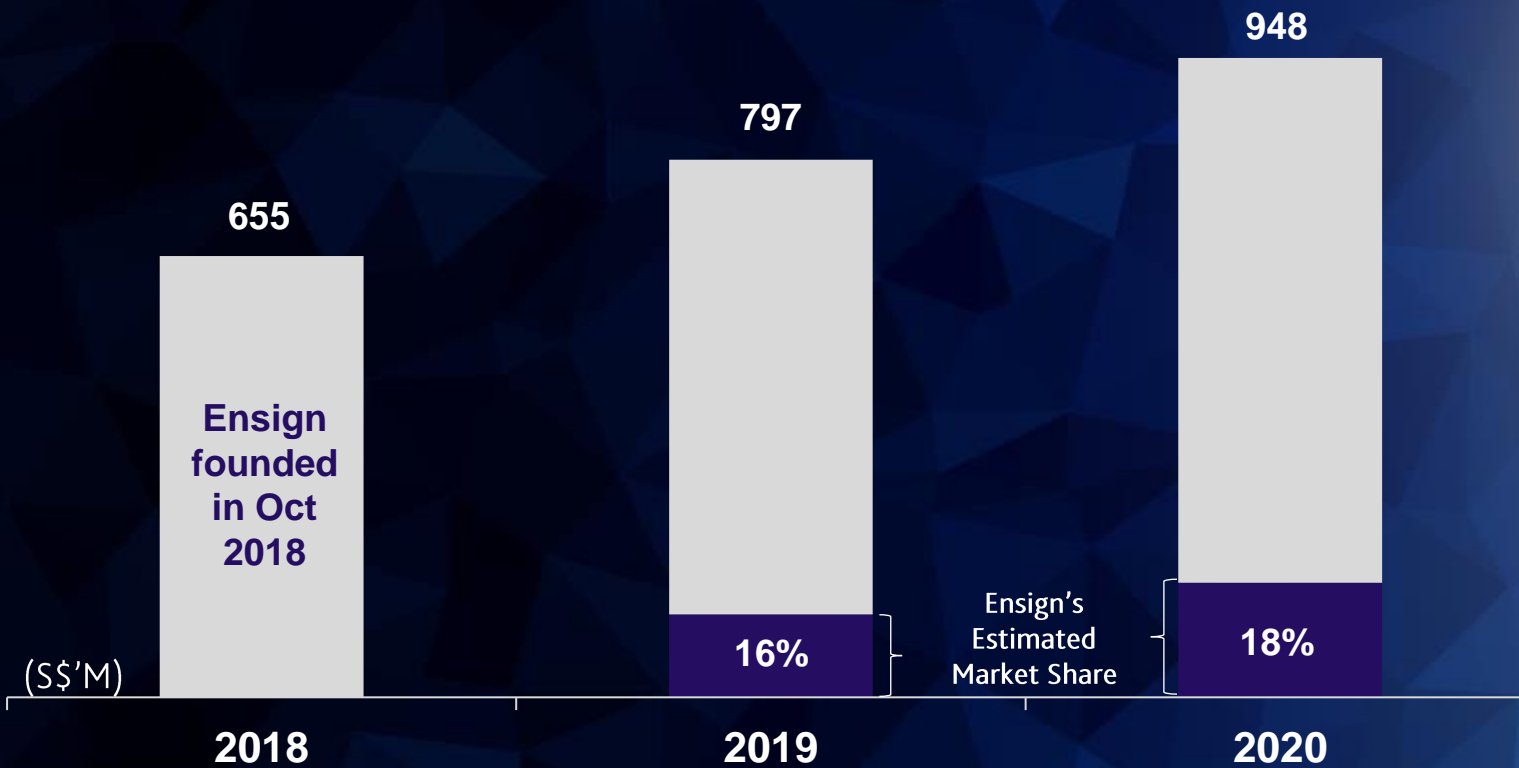
- Continued growth in markets with existing presence – Malaysia, HK
- Winning opportunities in new markets – Brunei, Myanmar, Vietnam
- Expansion into new geographies with new clients – S.Korea, Indonesia





IMMENSE MARKET POTENTIAL

The Cybersecurity Market in Singapore is estimated to continue its growth at a CAGR of 15%¹



¹ Source: IMDA, Technology Roadmap, November 2018



NOTEWORTHY CYBERSECURITY PROJECT WINS IN 2021

Fueling Growth Into 2022



PUBLIC SECTOR

Keystone win to deliver a Security Operations Centre that taps on capabilities across all Ensign



TECH

Range of cybersecurity professional services for a regional technology unicorn



GAMING

Cloud MSS project with Ensign proprietary analytics



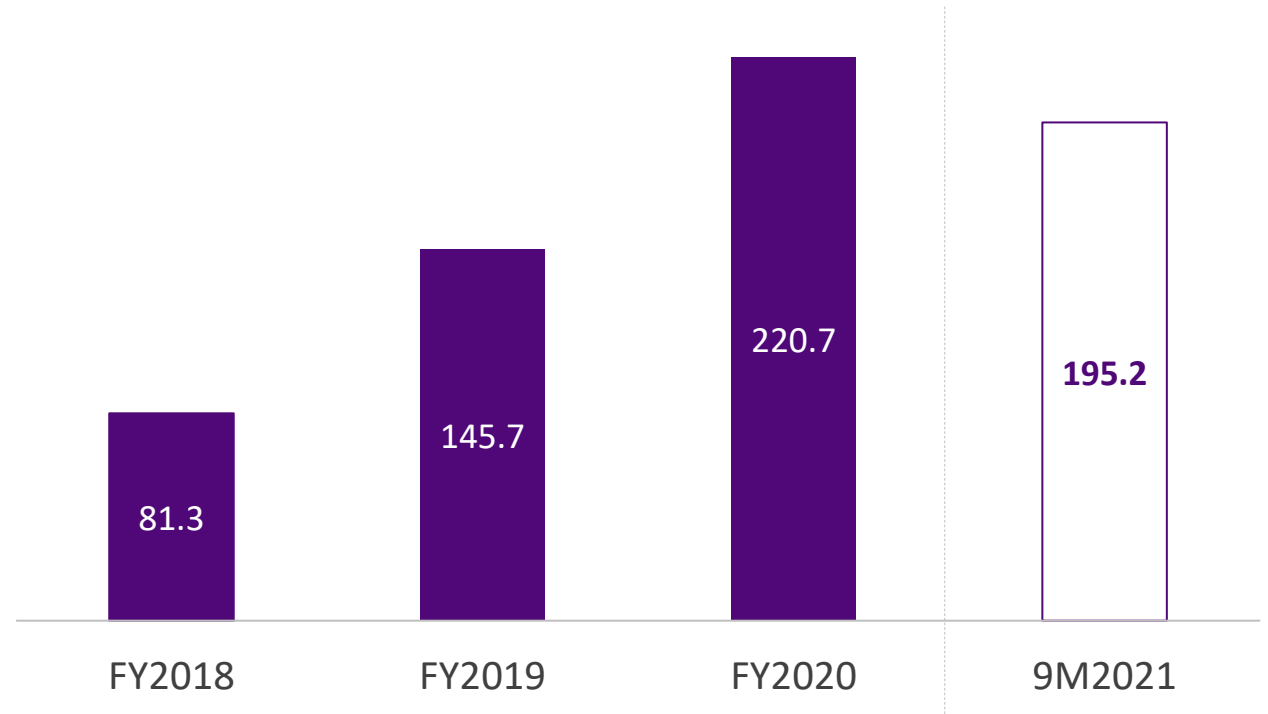
PUBLIC SECTOR

Technology development project in IoT security

STRONG REVENUE GROWTH MOMENTUM

Sustained Double-Digit Annual Growth

Cybersecurity Services Revenue (S\$'M)¹

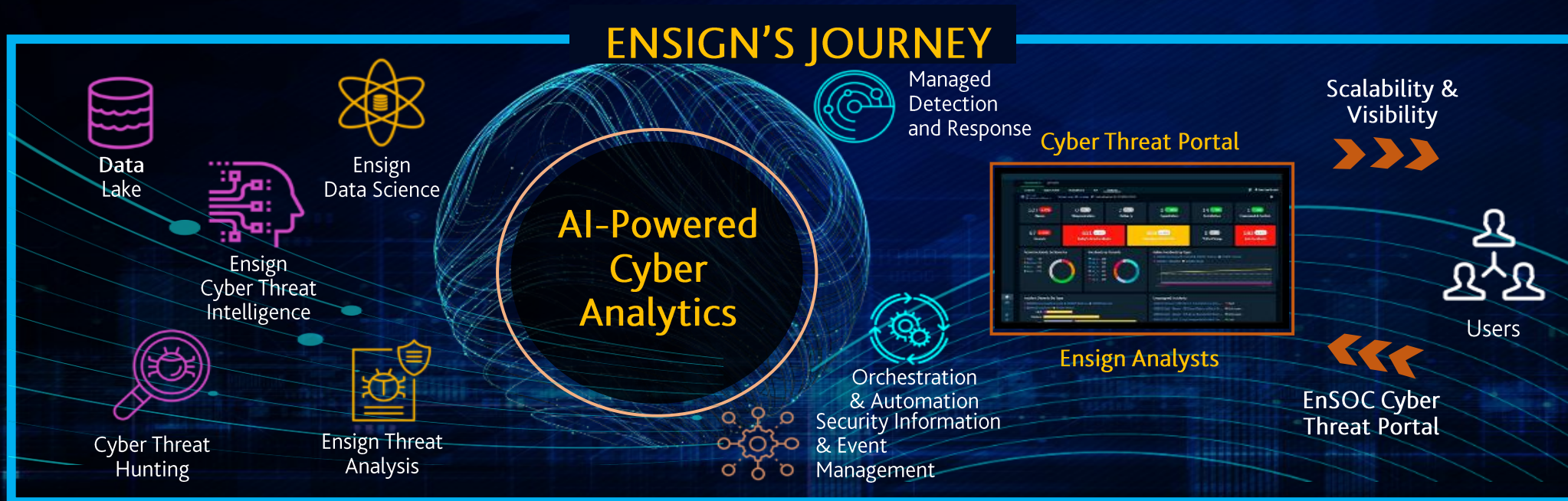


¹ Includes the consolidation of Ensign InfoSecurity (Systems) Pte. Ltd. (formerly known as Accel Systems & Technologies Pte. Ltd.) ("Ensign (Systems)") from July 2017, D'Crypt Pte Ltd ("D'Crypt") from January 2018 and Ensign InfoSecurity Pte. Ltd. ("Ensign") from October 2018 from the merger of the Group's Cyber Security Centre of Excellence (COE), Ensign (Systems) and Ensign InfoSecurity (Cybersecurity) Pte. Ltd. (formerly known as Quann World Pte. Ltd.). D'Crypt was disposed in September 2019 to Keele Investments Pte. Ltd. ("Keele"), an indirect wholly-owned subsidiary of Temasek Holdings (Private) Limited and as part of the transaction, D'Crypt became an indirect subsidiary of Ensign as a result of the rights accorded to Ensign through the purchase of Preference Shares of Keele. The Group now holds 60% of the economic interest in D'Crypt through its shareholding and interest in Ensign.



ENSIGN LABS: TRANSLATING R&D INTO OUTCOMES

DEPLOYING PROPRIETARY TECH INTO ENSIGN'S SOC



MAJOR OUTCOMES FROM AI RESEARCH

Patented Self-taught Learning Technique

Facilitates Ensign to exploit large datasets to train advanced analytic models with minimal labels

Patented Technology to Detect Communications to Malicious Domains Generated via Domain Generation Algorithms (DGA)

Reduces the number of alerts related to such communication by >99.99%, producing only 500 actionable alerts a month

Phishing Suite (Patent Pending)

Achieves >90% accuracy with ability to analyse phishing campaigns



ENSIGN'S 2022 PRIORITIES



Launching Analytics-Enabled Managed Security Services to The Market

Enabling SOC to detect advanced threats using analytics & AI



Expanding Capabilities In Key Areas

Building expertise in cloud, data science, IoT security and 5G security



Deepen Engagement With Key Clients

Leveraging noteworthy project wins to deepen key account relationships



Further Regional Expansion

Venturing into new markets like Australia and the Middle East



STRATEQ'S RESILIENCE

Navigating Headwinds: Agility Amidst Uncertainty

Impact of MCO, State of Emergency & Change of Government

- Declining demand for service
- Challenging access to clients
- Delays in public sector and GLCs procurement process
- Declining ability of private sector clients to pay on time
- Delays in service & contract fulfilment and delivery
- Customer behavioral change in investment and operational priorities
- Lack of quality opportunities and pipeline due to restricted travel, reduced face-to-face engagements
- Deficiency in post-sales service obligations
- Disruptions due to pandemic-related illnesses

Business Priorities

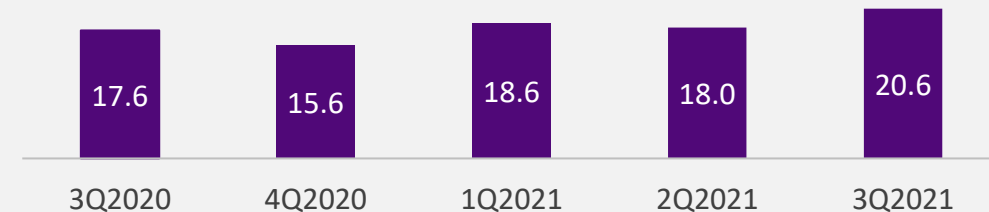
- 1 Preserve top line and build trust with customers
- 2 Reinforce ability to provide service delivery
- 3 Prepare for bounce back scenarios

Financial Resilience

- 1 Manage cash and liquidity
- 2 Ensure cost discipline
- 3 Revise financial plan and perform scenario planning

Stronger Performance in 2021 Despite Challenges

Regional ICT Services Revenue (S\$'M)



- Improved EBITDA margin from cost optimization measures in view of the uncertainty in operating environment due to on-going MCO in Malaysia
- Uplift from Data Analytics business that grew 247% YoY¹
- 12% YoY growth in order book¹ – exceeded internal full-year expectations and securing growth moving into 2022
- Order book traction expected to continue into 4Q2021
- Opportunities for accelerated growth through executing revenue synergies with StarHub Enterprise and bolt-on M&As

¹As at 30 Sep 2021



STRATEQ'S 2022 PRIORITIES IN THE NEW NORMAL

Strengthen existing businesses and creating new markets

MALAYSIA'S LEADING DATA-DRIVEN BUSINESS SOLUTIONS & ICT PLAYER



Maintain Market Leadership

Through exceeding expectations & excellent service; and sustaining intimate customer engagement



Accelerate Organic Growth

Pursue new opportunities in the US Healthcare and Customer Experience Centre (CXC) sectors, with the ambition to **emerge as Malaysia's #1 ICT provider by 2025**



Pursue Inorganic Growth

Augment ICT capabilities through harnessing revenue synergies with StarHub Enterprise as well as bolt-on acquisitions that will also expand customer reach.

Focus areas include end-to-end Enterprise Healthcare, e-Commerce, Cloud capabilities, Managed Services and 5G enablement.

jos

>30 YEARS

Established track record; extensive experience across industries

>1,500 CUSTOMERS

Broad customer base including government agencies & blue-chip customers

Complementary ICT Services

Next-Gen Infrastructure; Cloud Computing; End-User Computing; Cybersecurity; Digital Solutions

LEVERAGE CYBERSECURITY & ICT AS BEACHHEADS TO PULL-THROUGH CONNECTIVITY, ANCHORING ON 5G SOLUTIONS

Execute Synergies

JOS + StarHub

Complete StarHub's suite of ICT offering to drive network-centric uses cases with the introduction of 5G

Cross- / Up-Sell

Provide maximum value to Enterprise customers through bolstered capabilities to develop digital solutions & services

Increased Competitiveness

Possibility of participating in joint bids to harness further revenue synergies

HKBN Partnership

JOS backed by HKBN/StarHub for Enterprise customers expanding into region; Explore regional collaboration with HKBN



ROBUST SUITE OF 5G SOLUTIONS



5G IoT Platform



5G Digital Workplace



5G Mission Critical Comms



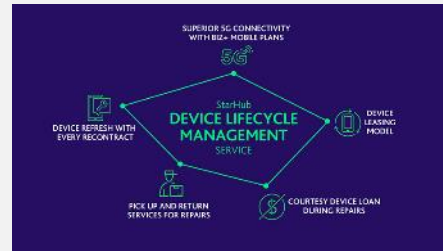
5G Digital Experience Showcase



5G Multi-Access Edge Computing



5G Mobile Hotspot



Device Lifecycle Management



Future of Work (Office Bundle)
For information workforce in enterprises



Future of Work (Mobility Bundle)
For on-the-go sales workforce



Future of Work (Shift Work Bundle)
For frontline shift workforce in hospitality, retail, private education, transport and logistics

Market Engagements & Opportunities

- Government, Facilities Management, FSI, Hospitality, Transport industries
- Mobile Private Networking, IoT and Mobile Edge Computing to enable digitisation, collaboration and remote monitoring projects



STARHUB: GREEN DIGITAL SERVICE PROVIDER

Sustainability agenda requires digital transformation, IoT and operational technologies.

StarHub has the potential to provide digital services and help enterprises achieve this agenda.



- Spearheaded by 5 ministries with focus in **Energy Reset and Green Economy**
- **80-80-80 in 2030**: 80% of buildings to be green, 80% of new developments to be Super Low Energy, 80% of Energy Efficiency improvement from 2005 levels

RESEARCH, INNOVATION & ENTERPRISE 2025 PLAN (RIE2025)

- Singapore to invest \$25B in next 5-year plan for R&D¹
- Promote homegrown innovation and attract companies to anchor R&D activities in Singapore to develop new sustainability solutions
- Jurong Island will be a model for the adoption of such solutions as it transforms into a sustainable energy and chemicals park



ESCALATING THE VALUE CHAIN

From Connectivity To Green Digital Service Provider





NEXT-GEN NETWORK INTEGRATES SOLUTIONS ACROSS OUR PLATFORM

MANAGED SECURE ACCESS SERVICE EDGE (SASE)

- Cloud-based architecture that consolidates networking and security services into one unified solution
- Network controls on cloud edge instead of physical locations
- Secure access for any remote users, branch office, device or application



SECURE ULTRA-LOW LATENCY CLOUD CONNECTIVITY

- Connect seamlessly to offices globally through secure, cost effective and scalable solution
- Ultra secure and reliable
- Bypass internet and enable seamless provisioning to major Cloud Service Providers for low latencies



INTELLIGENT NETWORK EDGE

- Connect IT services more efficiently, faster and at a lower cost
- Zero-touch, fully automated, extensible, and programmable
- Enhances StarHub's network access arrangements to Cloud/Partner eco-systems





GROW SME MARKET SHARE THROUGH DIGITAL AND PARTNERSHIPS

Trusted Solutions Partner for SMEs

SCALE with StarHub for Small businesses

TRANSFORM with StarHub for Medium businesses



- Leverage on rise of **Digital Economy**
- Focus on **digital-first, cloud-based propositions** that ride on connectivity
- **Address specific needs** of SMEs according to their stage and situational needs
- **Collaborate and go-to-market** with strategic partners to enhance value for SMEs



Partnership Approaches

1. Strategic Partners

Differentiate offerings and sell at scale
GTM with organisations with a strong
SME base and presence

2. Ecosystems Partners

Government agencies
Segment and Industry Associations
Commercial Partners

3. Technology Partners

Partner with tech organizations
to solve SME challenges together
and to differentiate our offerings

POWERED BY STARHUB 5G MEC

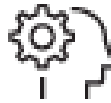


HARNESSING SYNERGIES WITH STARHUB ENTERPRISE



Products & Solutions

<ul style="list-style-type: none"> • Mobile (4G, 5G) • Data & Internet services • ICT & Managed Services 	<ul style="list-style-type: none"> • Incident Response Services • Ensign Threat Landscape report • AI-powered Cyber Analytics MSS 	<ul style="list-style-type: none"> • Business Continuity Plan (BCP) workspace services • Disaster Recovery (DR) services 	<ul style="list-style-type: none"> • System Integration capabilities • End-user computing, IT maintenance and IT infrastructure support services 	<ul style="list-style-type: none"> • Enterprise Broadband and connectivity, voice, ICT and managed WiFi
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Shared Capabilities

<ul style="list-style-type: none"> • Increase capabilities and offerings for Enterprise • Complete ICT service offerings • Drive end-to-end 5G use cases 	<ul style="list-style-type: none"> • Telco Data Analytics by SmartHub 	<ul style="list-style-type: none"> • Nearshore Application Development • Remote Managed Services 	<ul style="list-style-type: none"> • Add scale and customer footprint for StarHub & Strateq • Develop complementary digital service offerings 	<ul style="list-style-type: none"> • Network and infrastructure synergies to serve expanded customer footprint
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Joint Market Strategies

<ul style="list-style-type: none"> • Joint bids on more ICT projects besides connectivity-centric projects • Cross-sell & up-sell capabilities • Expand into sectors with traditionally lower coverage (e.g. Government, Education and Healthcare) 	<ul style="list-style-type: none"> • Incident Response Services - Sales enablement • Integrate Ensign MSS • Joint customer meetings • Jointly developed Cybersecurity Solutions • Joint events and customer outreach 	<ul style="list-style-type: none"> • Extend Strategic Partnerships to Strateq • Industry pilot with General Insurance Association • Cross-sell Strateq Singapore Data Center to StarHub clients 	<ul style="list-style-type: none"> • Joint bids for tenders with connectivity and end-user computing requirements • Leverage vendor rebate schemes to achieve better cost synergies 	<ul style="list-style-type: none"> • Wholesale offerings • Joint GTM with expanded suite of digital and ICT solutions • Leverage strong customer relationships and reputation in selected SME segments
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STARHUB

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