



STARHUB

StarHub Investor Day  
7 December 2022

CONNECTING  
YOUR  
DIGITAL WORLD



## 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.





# CONNECTING YOUR DIGITAL WORLD

● Advancing DARE+

# DARE+

NEXT PHASE OF TRANSFORMATION | FY2022 - FY2026



## DIGITAL

In Everything We Do



Next giant step in our digital transformation:

Bring customers digital products that enrich digital lives

Empower customers to engage with us on zero-touch digital platforms with true freedom to act on their choices

Digitalise systems, process & architecture for agility and efficiency to innovate rapidly with customers' evolving needs



## ACCELERATING

Value Creation



Value for customers, enriching their lives and improving their productivity

Growth across all our businesses

Focus our businesses on cohesively serving our Enterprise customers' own cloud, digital and 5G transformations

Constantly digitalise end-to-end for an increasingly efficient & scalable business model as we grow



## REALISING

Growth Without Frontiers



Continuously expand product & services for our customers

Continuously grow capabilities and skills to serve our customers growing needs

Continue to pursue acquisitions that add to our scale, footprint as well as product and capabilities for customers

Drive synergies across our platform to pursue new growth areas



## EXPERIENCES

That Enrich Customers' Lives



Our paramount objective for our customers:

Bring customers an infinite range of diverse experiences, product and services to match our customers' diversity, complexity, and growing wants and needs every day...

...Supported by the fastest, highest-quality connectivity to deliver these enriching experiences to our customers, from anywhere, on any device and on any network

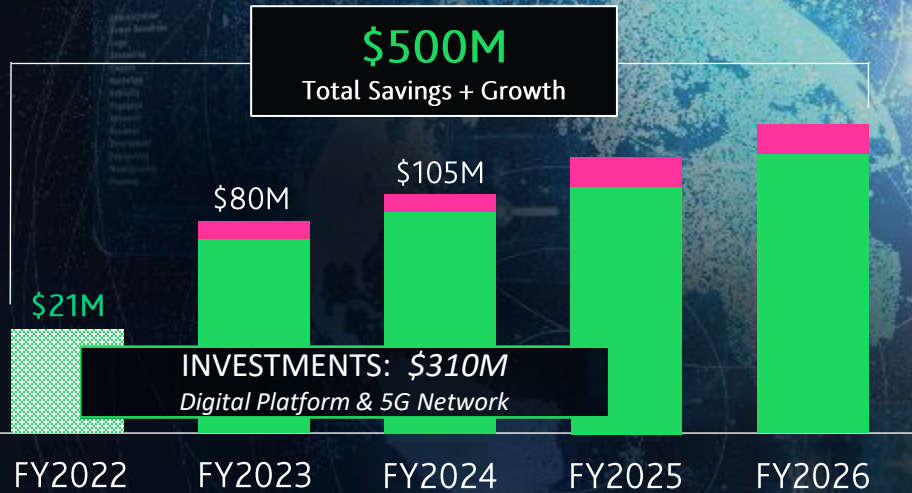


# DARE+

\* Chart not drawn to scale

## TRANSFORMATION + GROWTH

■ Expected Gross Profit<sup>1</sup> Growth     ■ Executed Gross Profit<sup>1</sup> Growth  
■ Expected Cost savings             ■ Executed Cost savings



**\$500M**  
Total Savings + Growth

**INVESTMENTS: \$310M**  
Digital Platform & 5G Network

**\$220M**

Expected gross profit<sup>1</sup> growth (FY22-FY26)



**\$280M**

Expected savings (FY22-FY26)

**\$80M p.a.**

Stable State  
Incremental NPAT Run Rate  
(From FY26)



## Advancing DARE+ First Year Progress Update

### \$500M In Target Outcomes Unchanged

Despite increase in investments from \$270M to \$310M (see below). Additional costs relating to Premier League will be offset by additional growth outcomes to be derived from Cloud Infinity.

### ~\$21M In Outcomes Achieved In FY2022

Below original target of \$35M: Exceeded savings target from network and operational optimisation; offset by below-target margin growth due to delays relating to IT and Network Transformation, and additional Consumer verticals launched in FY2022.

### Expected Investments Increase to \$310M

Increased from original \$270M estimate mainly due to investments required for Cloud Infinity network transformation.

### Investments Mostly In FY23 and FY24

Due to 3- to 5-month delays in FY22 investments relating to certain IT Transformation projects (timing of financial year).

### ~24% Invested To Date

Key FY22 investments relate to IT Transformation, Content (Premier League), 5G and start-up costs relating to new business initiatives.



# Advancing DARE+

## First Year Progress Update: Key Focus Areas

### THREE KEY PILLARS

#### SMART, FOCUSED GROWTH ("SFG")

- Consumer Infinity Play & Adjacent Businesses
- Next-Gen 5G Enterprise Products & Solutions

#### RADICAL SIMPLIFICATION; EVOLVED EXECUTION ("RS;EE")

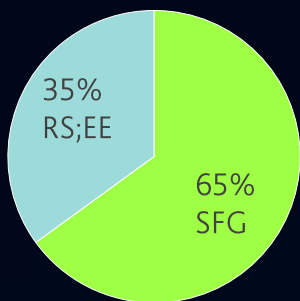
- IT Transformation for simplification & agility
- Customer Experience – optimisation and simplification
- Continued cost rationalisation

#### NETWORK LEADERSHIP ("NL")

- Intelligent 5G rollout
- Network investments to support new business opportunities
- Cloud Infinity

#### Gross Profit Growth

% contribution to DARE+ GP growth target



#### Smart, Focused Growth

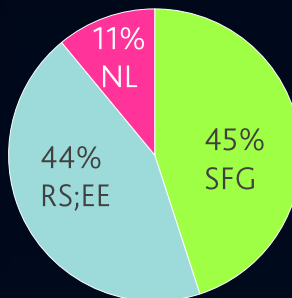
-7%

#### Radical Simplification; Evolved Execution

17%

#### Cost Savings

% contribution to DARE+ cost savings target



#### Smart, Focused Growth

0%

#### Radical Simplification; Evolved Execution

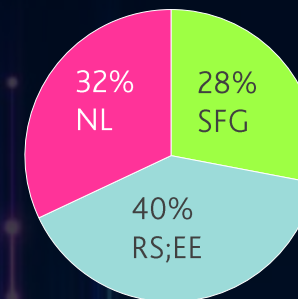
4%

#### Network Leadership

0%

#### Investments

% of total DARE+ investments



#### Smart, Focused Growth

17%

#### Radical Simplification; Evolved Execution

40%

#### Network Leadership

8%



# Advancing DARE+

## First Year Progress Update: Key Focus Areas

### SMART, FOCUSED GROWTH

- Consumer Infinity Play & Adjacent Businesses
- Next-Gen 5G Enterprise Products & Solutions

### RADICAL SIMPLIFICATION; EVOLVED EXECUTION

- IT Transformation for simplification & agility
- Customer Experience – optimisation and simplification
- Continued cost rationalisation

### NETWORK LEADERSHIP

- Intelligent 5G rollout
- Network investments to support new business opportunities
- Cloud Infinity

### FY2022 KEY ACHIEVEMENTS

- Infinity Play : stable & improving ARPUs
- New Product & Verticals: Premier League, GameHub+, ProtectHub+, LifeHub+
- Healthy traction for Green Tech & other Enterprise platforms

- Super App on track: Beta release launched in November 2022
- 3- to 5-month delay for IT Transformation
- Lowered content cost
- Increased network optimisation

- 5G SA rollout on track to achieve nationwide coverage by end-FY2022
- Currently commencing foundational work on Cloud Infinity

### FY2023 EXECUTION PRIORITIES

- Scale up existing verticals and launch new innovative products to strengthen Infinity Play proposition
- Pursue meaningful uplifts from Enterprise, particularly for Digital Service and Green Tech

- Accelerate IT Transformation that is expected to lift margin efficiencies
- Cloud Infinity savings to accelerate reduction of network repair & maintenance

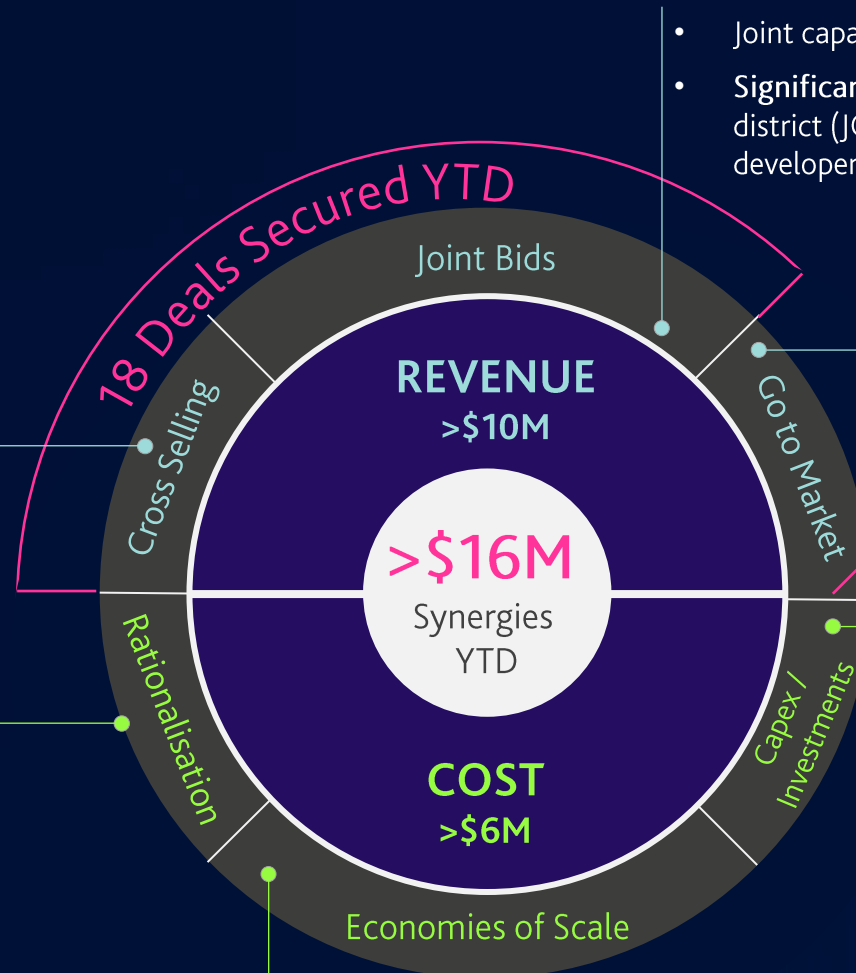
- Accelerate Cloud Infinity; also expected to yield Opex savings and legacy Capex avoidance



# Advancing DARE+

## Stronger-Than-Expected Synergies Achieved Across Enlarged Group

- Continue refining incentives and targets to drive greater cross-selling efforts across enlarged group



- Joint capabilities increased competitive edge in tenders
- Significant wins include a project for Malaysia's upcoming financial district (JOS MY & STQ) & a contract with the largest private property developer in Singapore (STH & JOS SG)

- Joint innovation: E.g. StarHub's Cybersecure Business Solutions developed in collaboration with Ensign and other cyber giants
- Additional GTM engines for StarHub's products & services (e.g. JOS MY / cross-selling OTT to MyRepublic Broadband's customers, etc)
- Pass-through deals across enlarged Group

- Reduced office space: Integration of JOS SG into StarHub's office premises since May 2022
- Insourcing of contracts (e.g. Maintenance)
- Streamlined workforce: as part of JOS SG integration efforts

- Greater collaboration with HKBN (backhaul)
- Network collaboration with MyRepublic Broadband to reduce duplication

- Insurance: JOS and MyRepublic Broadband covered under StarHub's Group policy
- Joint procurement: Optimising vendor rebates and negotiation power
- Inventory: Continuous review and reduce inventory spares





# Advancing DARE+

## Key Initiatives to Accelerate Synergies Across StarHub Group



### Accelerate Development of Regional ICT Services

- **Objective:** Achieve sufficient scale for Regional ICT Services segment with a view to eventually unlock shareholders' value
- Develop scalable & vertical-focused solutions to differentiate our ICT services. **FY23 Target: Pursue opportunities beyond Malaysia.**
- Expand Strateq's hospital information system ("HIS") offering in the healthcare vertical and launch its primary care platform. **FY2023 Target: Build pipeline and onboard clinics in Malaysia.**
- Solidify EdTech practice that modernises learning through digital tools and platforms for enhanced learning experiences. **FY23 Target: Build pipeline and onboard Edtech clients**



### Building & Scaling Near-Shore Delivery Capabilities

- **Objective:** Develop near-shore delivery capabilities that can be deployed across a larger customer base and broader footprint for greater competitiveness
- Larger combined talent pool in Singapore and Malaysia allows StarHub to hire the right talents to ameliorate the tight labor market
- Maintain delivery quality where near-shore team can be on-site frequently and collaborate closely with onshore team
- Offer Enterprise customers the best value by leveraging an optimised cost structure
- **Cost savings of up to 50%** with cost advantages in training and talent acquisition



### Optimising Operational Efficiencies Across StarHub Group

- **Objective:** Streamline & standardise operational functions across StarHub Group to achieve optimal operational efficiencies
- **Establish common back-end platform to support regional growth and accelerate development of Regional ICT Services segment**
- **Further consolidate procurement functions to harness greater cost-savings and leverage economies of scale across enlarged Group**
- **Explore further optimisation of our infrastructure via Antina JV Co**



# CONNECTING YOUR DIGITAL WORLD

● Consumer  
*Infinity Play; Embedded Lifestyle*





# Infinity Play: Embedded Lifestyle Provider

*Well-Positioned To Be Deeply Entrenched In All Facets of Consumers' Digital Lives*

Continuous adoption of digital services

01

Higher demand for connected lifestyle and connectivity

02

Shifting of entertainment viewing habits to OTTs

03

Hyper competition on mobile

04

Consumer watchful on spending

05

EMERGING TRENDS



01

**Extensive Reach:**  
1 in 2 Households in Singapore

02

**Leading Presence:**  
Mobile (Strong #2<sup>1</sup>); Broadband (#1<sup>1</sup>);  
Entertainment (#1<sup>2</sup>)

03

**Trusted Brand**  
Strong Association with Technology-Driven Telecom Brand (SG #2)

04

**Fully-Integrated Provider**  
Strengthening Infinity Play Proposition:  
ProtectHub+, GameHub+, LifeHub+



# Advancing DARE+: CBG

## Strengthened Infinity Play Proposition

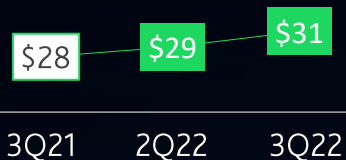
### Cross Bundling Across Verticals



#### MOBILE

Healthy Migration (incl. First 5G SIMO) & 5G ARPU Premium in FY2022

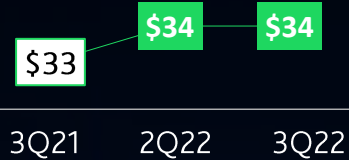
#### Postpaid ARPU



#### BROADBAND

Augmented Market Share & ARPU Growth From Sharpened Differentiation

#### Broadband ARPU



#### ENTERTAINMENT

Premier League (Powerful Acquisition Tool); 11 OTT with addition of Viu; TV+ Pro Launch

#### Entertainment ARPU



#### GAMEHUB+

Strategic Partnership with NVIDIA GeForce NOW



#### PROTECTHUB+

Protects Consumers From Everyday Risks In Their Digital Lives



#### LIFEHUB+

Digitalisation of health care integrated into consumers' daily lives







# Advancing DARE+: CBG

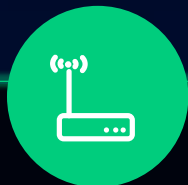
Strengthened Infinity Play Proposition – Tangible Progress

## Cross Bundling Across Verticals



### MOBILE

- Strong #2 Position<sup>1</sup>
- ~50% YoY Growth in 5G Subscribers
- 1.4x Higher ARPU Maintained (5G vs 4G)
- 46% YoY in giga! subscribers



### BROADBAND

- #1 Revenue Market Share<sup>1</sup>
- ~170% YoY Growth in 2Gbps Subscribers



### ENTERTAINMENT

- Emerged #1 Revenue & Subscriber Market Share In FY2022<sup>2</sup>
- 179% YoY Growth in Subscribers



### GAMEHUB+

- Broader Reach: >50% subscribers are not based in SG
- ~16 hours gameplay per subscriber per month



### PROTECTHUB+

- CyberCover (Online Threats)
- CyberProtect (Device Security Service)
- Insurance (SmartSupport, TravelProtection)



### LIFEHUB+

- Secured Partnership with Alexandra Hospital in Oct 2022

<sup>1</sup>By service revenue market share, based on internal estimates | <sup>2</sup>By service revenue and subscriber market share among Pay TV service operators.



# Ongoing Initiatives on Product Enhancement

*Driving Higher Customer Satisfaction & Stickiness*

## Mobile

Expansion of  
5G Network Coverage

Continued 5G  
Performance Optimisation

Continued Journey  
Enhancement on Digital  
Channels

## Broadband

Complementary Devices to  
Enhance Performance

New Home Set Up with  
Premium Devices

Router and Network  
Performance Improvement

## Entertainment

Continued Improvements in  
Streaming Experience

Progressive Roll-Out for  
First-In-Market Premier League  
Digital Features

Continue Driving Hybrid  
TV+ Adoption





# Greater Customer Lifetime Value

*Higher Penetration Of Services With Long Tenures*

**60%**

of Customers Enjoy  
Multiple Services  
with StarHub

**1.5**

Average Number of  
Services Registered  
Per New Customer  
in 2022

**>60%**

of Customer Base  
Who Have Been  
With StarHub for  
Over 5 Years

# Advancing DARE+: Digital Platform

## StarHub Consumer: Platform Transformation

Unified & Scalable Platform

Digital Capabilities

Engagement & Rewards

Ease of Transaction

Infinity Play & App Platform



Seamless & Reliable Network Connectivity

Mobile

Home

## Digital – Customers' Preferred Engagement Model

Digital Channels: Higher Customer Satisfaction

>9x

giga! Mobile NPS vs  
Traditional Mobile

>15%

TV+ NPS vs  
Legacy TV

Continued Digital Migration

*FY2022 YoY Growth*

+25%

Digital Sales

+15%

Daily Active Users

*My StarHub App*

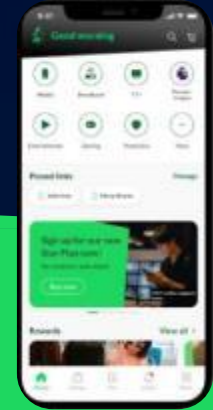




# Advancing DARE+: Digital Experience

*Phased Roll-Out For Robust, Scalable & Future-Proof Capabilities*

A NEW  
DIGITAL  
EXPERIENCE



Nov  
2022

Subsequent Releases

**Beta Release**  
*New Agile IT Stack*

Explore and experience StarHub's services without an account creation



Digitalisation of operating model

Unified platform which enables consumers to subscribe to core and adjacent services



Self-enabled digital customer journeys

Personalisation of offers and targeting capabilities to drive service level penetration



Agile tech stack enables faster go-to-market



# Sustaining Momentum for The Road Ahead

*Focusing On Sustainable Growth: FY2023 Priorities*

## KEY OPPORTUNITIES

Travel & Tourism Recovery  
(Roaming / Prepaid)

Return of Workforce Population  
(Roaming / Prepaid)

Connectivity Critical To Empower  
Growing Demand for Connected  
Lifestyles

Accelerated Digital Adoption

Shift of Viewing Habits to OTT  
(SG: +27% YoY OTT Consumption)<sup>1</sup>

## FY2023 PRIORITIES

1

### Core Strengthening

Drive greater 5G plan take-up, digital brand acceleration (giga!), premium / lifestyle differentiation for ARPU growth (including premium Broadband plans)

2

### Growth Acceleration

Drive adoption in the existing base and draw in new customers into StarHub's ecosystem leveraging Infinity Play differentiation

3

### Digital First

Agile release of App platform and increase migration to digital sales and services

4

### Accelerate Performance

Monetisation of existing assets and continuous cost management

<sup>1</sup> Source: Kantar | The Trade Desk – The Future of TV 2022 Study





# Recognition Across Product, eCommerce and Experience

Winner Across Key Segments

## Product

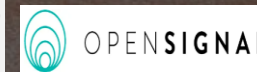
- Mobile: Winner of the Download Speed Experience and Games Experience awards
- Broadband: Best Smart Home - StarHub Smart WiFi Pro
- Best Pay TV Service Provider (Singapore)

## giga!

- eCommerce Brand of the Year
- Best eCommerce Customer Service; Best Use of AI; Best Use of UI / UX Design
- Ecommerce Team of the Year; Loyalty Programme

## Experience

- #1 in Mobile Customer Satisfaction
- #1 in TV Customer Satisfaction
- Corporate Social Responsibility – Gold
- Customer Engagement- Gold
- Contact Centre of the Year - Gold
- Customer Service Department of the Year [Telecommunications] - Bronze







# CONNECTING YOUR DIGITAL WORLD

● Enterprise  
*Accelerating 3C's, Green Tech,  
Future of Work*





# Advancing DARE+: EBG

## FY2022: Setting The Stage

### KEY FOCUS AREAS

- Further 3C's vision by pursuing strategic partnerships & raising awareness amongst enterprise customers
- Positioning for recovery: Engaging customers and increasing share of wallet
- Accumulate pipeline and acquire new customers for sustainable growth

### RE-PRIORITISATION

*Sharpening our Edge As A Digital Service Provider*

- Defend & Grow Connectivity Segments
  - Enterprise Mobility
  - Enterprise Connectivity
- Drive New Strategic Services
  - Data Intelligence & IoT
  - Workflow Collaboration
  - Sustainability & Digitalisation
  - Advanced Infrastructure
  - Emerging Technologies
- Integration with JOS SG
- Strengthened value chain and competitiveness through collaboration across StarHub Group (i.e. JOS SG, Ensign, JOS MY and Strateq)

### Connectivity | Cloud | Cybersecurity

*Broadening Our Partnership Ecosystem*

#### Connectivity



#### Cloud



#### Cybersecurity



### NEW VERTICALS



Green Tech



Future of Work



# Advancing DARE+: Green Tech

*First Contract Wins; Healthy Pipeline*

PROFESSIONAL SERVICES  
(CONSULTANCY)

CYBERSECURITY

 MANAGED SERVICES

 ARTIFICIAL INTELLIGENCE & DATA ANALYTICS

 DATA PLATFORM

 CLOUD

 CONNECTIVITY

 DEVICE LIFECYCLE MANAGEMENT



## GREEN TECH MANAGED SERVICES

- Provision of green energy audit, consultancy, planning, implementation, maintenance & financing for buildings
- Workflow Automation

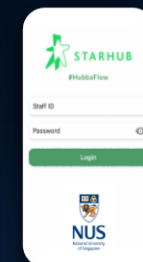


## CONTRACT WINS NUS Smart Campus



- Singapore's First Solar-powered Outdoor 5G WiFi
- Contract win for campus-wide implementation following successful pilot

- Smart hygiene solution



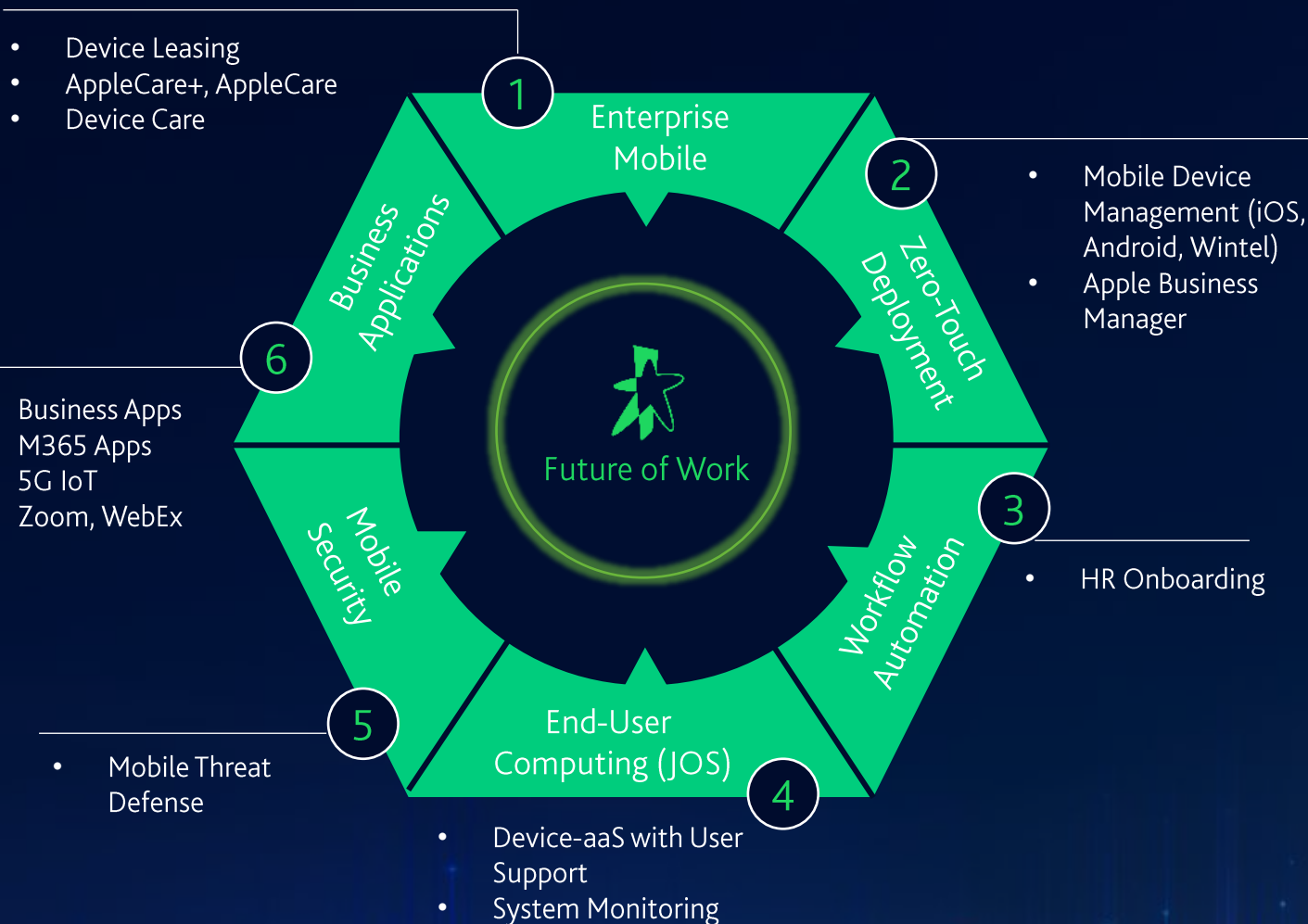




# Advancing DARE+: Future of Work

Cultivating Relationships to Further 3C's Convergence

## End-to-End Solution for Mobile Workforce & Hybrid Workplace



FY2022 Traction

**>\$4M**

9M2022 FoW ORDER BOOK

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**8**

New Logos

Demand Observed Across Industries:

 Banking	 Retail	 Hospitality
 Aerospace	 Manufacturing	 Maintenance



# StarHub Digital Experience Showcase

*Understanding Customers' Needs; Developing Meaningful Use Cases*

LAUNCHED IN 2022

69 Customers & Partners

Activating technology to derive business solutions with digital advancements and telco core to create compelling and sustainable solutions for our customers.

Digital solutions & technologies implementation for business use cases



Ecosystem-based customer journey for various industry use cases

Customer data integration to enable deeper customer insights

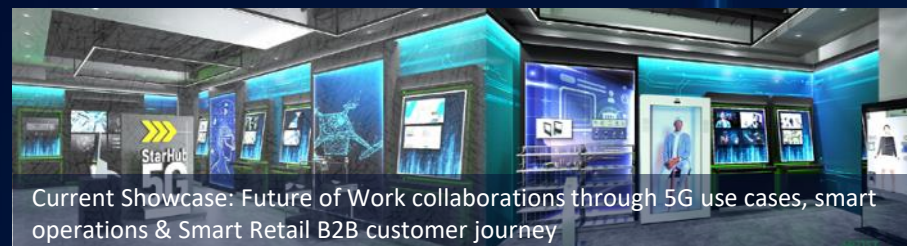
## Thematic Customer Journeys



Showcase: Smart Data Center



Showcase: Smart Construction



Current Showcase: Future of Work collaborations through 5G use cases, smart operations & Smart Retail B2B customer journey

## Broad-Based Engagement

*Discussions with customers from various industries including manufacturing, property developers and management, education, F&B, FSI, and various public agencies.*



Minister for Communications and Information, Mrs Josephine Teo's Visit







# FY2023 Priorities

*Understanding Customers' Needs; Developing Meaningful Use Cases*

## KEY TRENDS

Sustainability

Digital Transformation

Future of Work

Workflow Automation

Multi-Cloud Networking

## FY2023 PRIORITIES

1

### Maintain Momentum For Sustainable Growth

Strengthen core business lines and accelerate growth for new strategic services.

2

### Deliver Compelling Customer Experience

Leverage comprehensive suite of capabilities to offer compelling services and exceed client expectations.

3

### Move Up the Value Chain

Drive revenue growth through focused targeting on large landmark deals. Continue cultivating demand for convergence of 3C's.

4

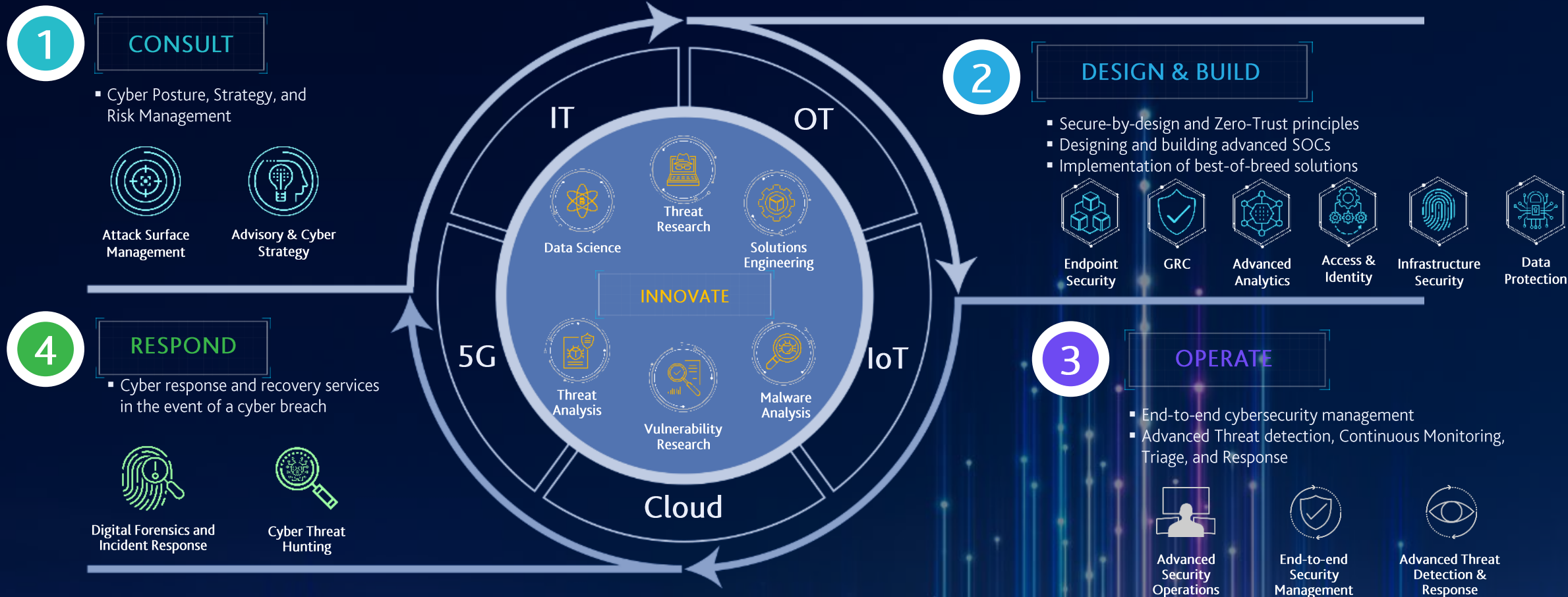
### Continue Expanding Capabilities & Bolster Ecosystem

Sharpen expertise to deliver scalable solutions in emerging technologies. Continue to expand ecosystem of strategic partners and collaboration across enlarged Group.



# Ensign: Bolstering Cybersecurity Capabilities

Asia's Largest Pure-Play Cybersecurity Services Company With An End-To-End Offering

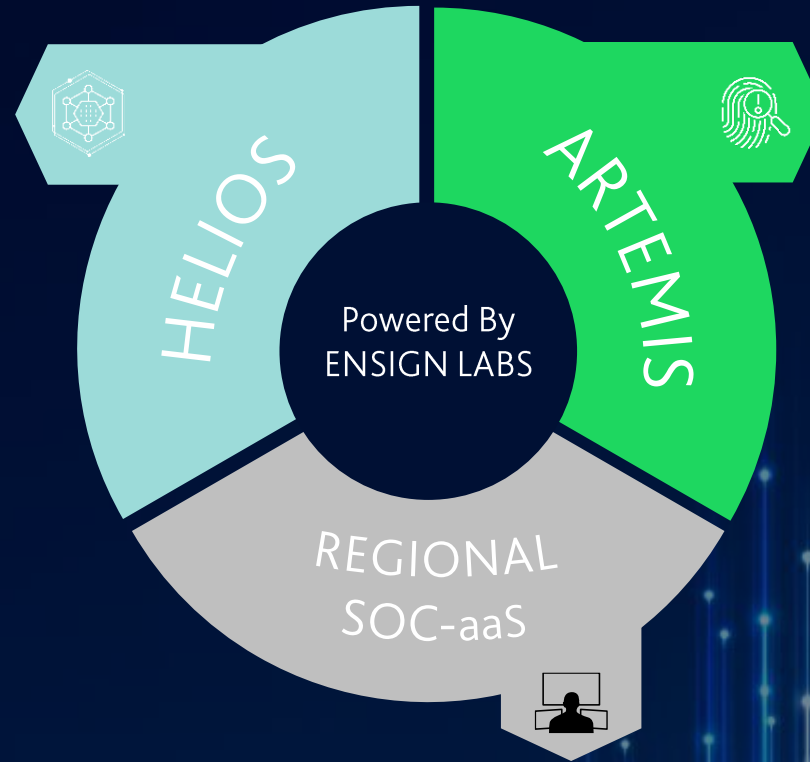




# Key FY2022 Innovations: Proprietary Solutions For Differentiation

## Helios Cyber Analytics Suite Launched Oct 2022

- Sharpened differentiation: two patents awarded and two more in progress
- Comprehensive protection against advanced threats, supplements existing cybersecurity solutions to detect threats that bypass conventional rule-based systems
- Utilises AI-powered Cyber analytics backed by patented techniques for highly accurate detection
- Helios currently powers Ensign's Managed Security Service offering while Ensign concurrently works on additional form factors for a wider variety of deployments
- Ensign to launch cloud and hardware-based versions in due course for deployment in a cloud or on-premise environment



## Regional SOC-As-A-Service

- End-to-end subscription-based service for clients to outsource the entire process of SOC build, management and operations, & threat hunting
- Ensign has launched a number of regional cloud-based SOCs (including one a major regional tech unicorn in 2Q2022) using this model to maintain service quality and increase customer stickiness
- Allows organisations to overcome challenges in hiring skilled personnel whilst staying ahead of the evolving threat landscape
- Clients are able to leverage Ensign's security expertise, including its AI-powered cyber analytics and threat intelligence platforms

## Artemis Incident Response Launched Oct 2022

- Organisations are under pressure to respond very quickly during cyber incidents. The incident response process is also prone to human error
- Ensign Artemis uses a series of AI and ML algorithms to process digital forensic evidence at scale
- Allows incident responders to analyse evidence quickly during a cyber attack whilst eliminating human error, while optimising manpower



## KEY OPPORTUNITIES

Post-COVID Recovery

Economic Reopening & Growth

Evolving Threat Landscape and Increasing Sophistication of Threat Actors

Resource Optimisation to Address Talent Crunch

## FY2023 PRIORITIES

1

### Pursue Higher Value & More Complex Projects

Leverage proven track record to pursue larger complex projects with higher margins & recurring income streams in Singapore and regionally

2

### Further Regional Expansion

Continue to explore opportunities in new markets, with view to opening additional regional offices within Asia-Pacific

3

### Capability Enhancement

Strengthening security monitoring and incident response capabilities through analytics, AI & machine learning to increase throughput, reduce analyst fatigue and minimise human error

4

### Sustained Growth Focus

Continue building expertise and capabilities in AI, analytics and incident response; Sustain momentum of revenue-generating Ensign Labs to support Ensign's end-to-end Cybersecurity value proposition



# Scaling Up Regional ICT Services



**+ StarHub Ecosystem**  
Continued collaboration across enlarged Group

**+ Expand Regionally**  
Leverage scalable solutions to pursue regional growth

## Fully-Integrated Capabilities

Sharper competitive edge; shared network of customers for mutual growth.

## Optimising Efficiencies

Shared go-to-market engine & centralised support functions (including Procurement).

Scalable Vertical Solutions

### Healthcare

Leveraging proprietary "37 Degree" solution to deliver end-to-end care management platform

### Education

Modernising education infrastructure & connectivity for future-proof engagement and learning

### Energy / Petrol Retail Solutions

End-to-end Managed Services

### FSI

Sector doubling down on ICT investment, primarily data analytics capabilities & cybersecurity solutions

### Public Sector

Understanding & responding to market shifts from CAPEX or OPEX model



Digital Delivery

### Application

### Cloud & Data Centre

### Cybersecurity

(Partnering Ensign, amongst others)

### Digital Platforms

(Mobile-first Experience, Platforms Ecosystems)

### Data & AI

Horizontal Capabilities



Enterprise Hardware

### Digital Workplace

Future of Work | Collaboration & Productivity | End-User Computing

### Modernised Infrastructure

Journey to the Cloud | Core Infrastructure | NGI | Networking & Security

### Professional Services

Managed IT Services, Device as Service (DaaS)



# FY2023 Priorities: Regional ICT Services

*Acceleration & Expansion*

## KEY OPPORTUNITIES

Post-COVID Recovery

Economic Reopening & Growth

Strengthened Combined Capabilities To Offer Fully-Integrated ICT solutions

Digital Transformation As Key Imperative in FSI & Government Sectors

## FY2023 PRIORITIES

1

### Accelerate Revenue Growth

Leverage economic recovery to drive greater demand for digital services.

2

### Refocus & Scale Up Regionally

Pursue opportunities regionally beyond Malaysia, based on integrated Regional ICT Services strategy (*see preceding page*).

3

### Increase Cost Efficiencies

Transform fixed cost to variable costs for better margin efficiencies in the long-run. Centralise procurement function across Regional ICT Services engine for cost optimisation.

4

### Pursue New Growth Areas

Position ourselves well to pursue emerging regional opportunities in the data centre, healthcare and energy sectors.





# CONNECTING YOUR DIGITAL WORLD

● Network  
*Cloud Infinity*



# Cloud Infinity: Enabling Our DARE+ Vision



## DIGITAL

In Everything We Do



## ACCELERATING

Value Creation



## REALISING

Growth Without Frontiers



## EXPERIENCES

Enriching Customers' Lives

## Integrating More Consumption Drivers



01

### NETWORK-X

10G, 5G, MVNO, LEO

02

### CLOUD-X

MSP, MULTI-CLOUD BROKERAGE

03

### SECURE-X

MANAGED SECURITY SERVICE

04

### CONTENT-X

STREAMING, GAMING & METAVERSE



# Cloud Infinity: Key Objectives & Outcomes

## Key Challenges

/ 01  
Complex & Inflexible Infrastructure

## Cloud Infinity Architecture Principles

**Cloud Native & Agile Operations**  
*Simplified architecture, operating and delivery models*

/ 02  
Rigid, Disparate Networks

**Future Proof & Asset Light**  
*Deliver new-age Web 3.0, Compute and latency-sensitive services*

/ 03  
Expensive Proprietary Systems

**Modernise with Frugality**  
*General-purpose hardware with software-based containers*

/ 04  
Heavy, Energy Inefficient Infrastructure

**Bending the Energy Curve**  
*Accelerate user and traffic growth while reducing carbon footprint*

## Key Benefits

- **Highly Scalable:** API-driven ecosystem
- **Agile:** Improve delivery, scale & performance of existing services
- **Fast:** Low-latency, multi-access
- **Enable New Revenue Streams:** Value-creation via a broad ecosystem
- **Secure:** Singapore-based trusted cloud brokerage; security operations
- **Cost Efficient:** Reduce operational cost leveraging pre-existing investments; sunset certain legacy systems
- **High Performance:** Automation without vendor lock-in
- **AI-Driven Operations:** Cognitive & energy-efficient technologies / mechanisms (e.g. Disaggregation, AI)
- **Green Infrastructure:** StarHub as forerunner in sustainable technologies





# Roadmap: Tangible Steps To Achieve Cloud Infinity Vision

2023 - 2024

2025 & beyond

## HYGIENE.

*Autonomous, Low-Latency Cloud*

- Cloudification of networks
- Sunset certain legacy systems / networks
- Cross-Network & IT Integration
- Pursue Network Slicing / 5G Enterprise Opportunities

## MOTIVATION.

*Value Creation*

- Cloud Managed Service Provider & Marketplace
- Security-as-a-Service for Cloud Infinity & beyond
- 5G User Plane Function with Network Slicing
- Minimum Viable Products

## ACCELERATION.

*Above & Beyond*

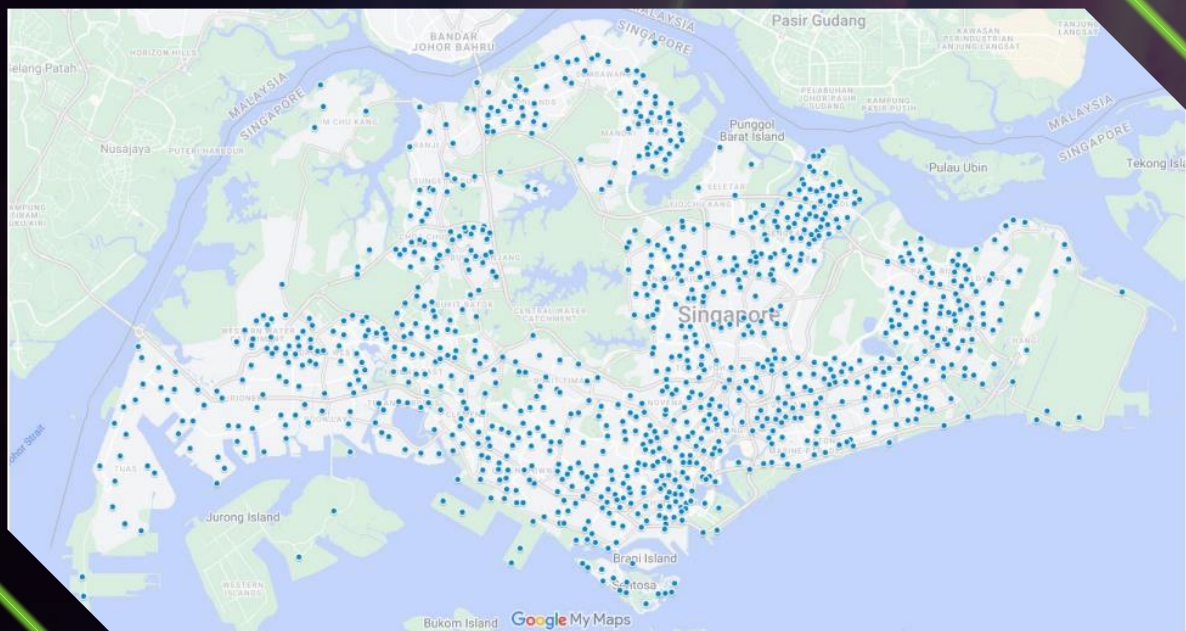
- Certified products for industry specific verticals
- 5G Edge with graphic processing unit (GPU) resource bundling
- Extend Cloud Infinity Services
- 5G ultra-low-latency & massive machine comms use cases



# 5G Roll Out On Track

## >95%

Islandwide 5G Standalone Network Coverage Achieved (End-2022)



## KEY 5G PRIORITIES

Optimise Network Efficiencies Via Antina JV Co

Concurrent 2.1GHz Rollout In FY2023

Continue To Enhance Indoor Coverage Based On Demand Trends (Data-Driven Decision Making)

Sustain Leadership In Network Experience





# CONNECTING YOUR DIGITAL WORLD

● IT  
*Agile Transformation*

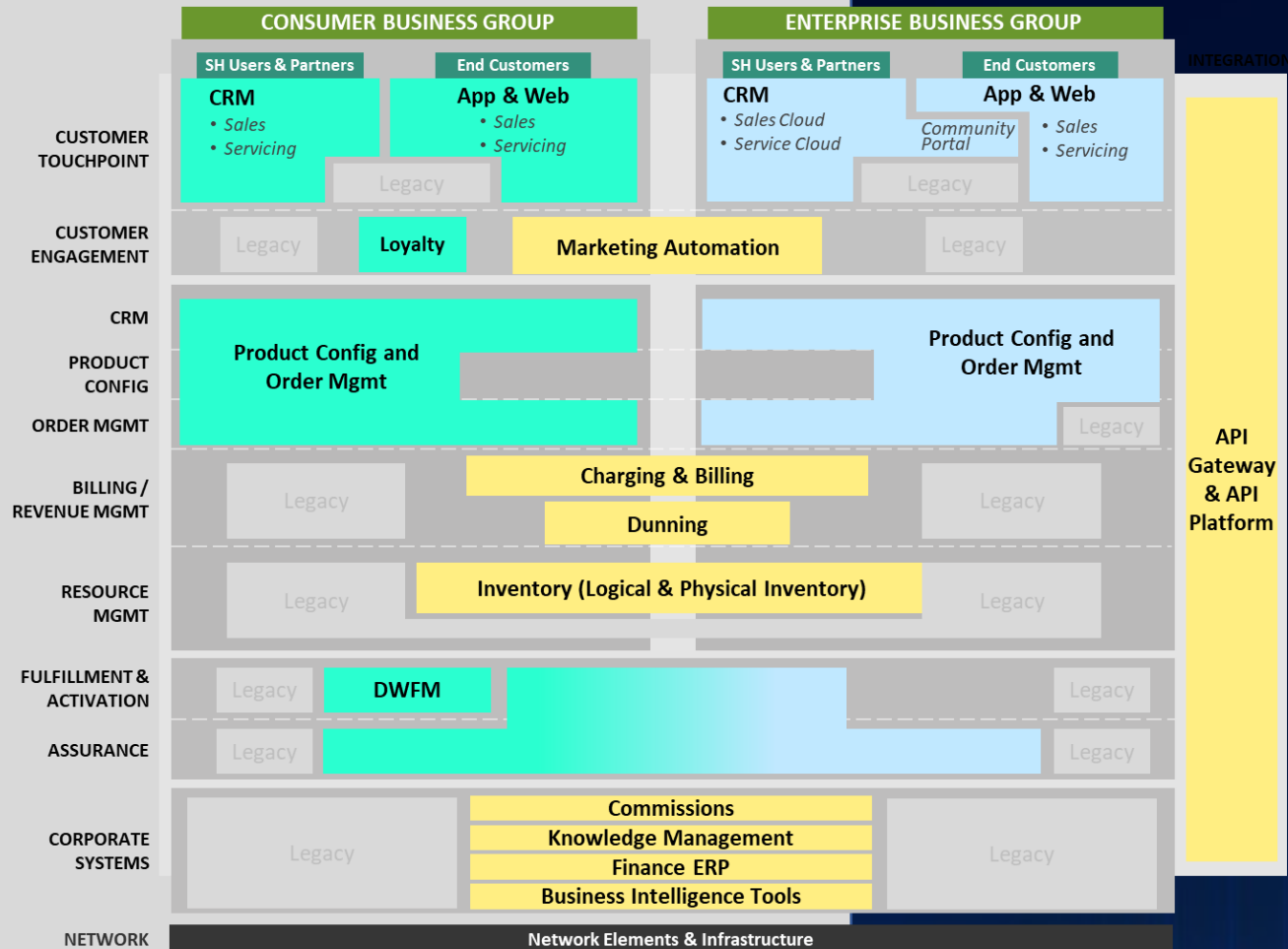




# Advancing DARE+: IT Transformation

FY2022: Accelerating Efforts Towards A New Tech Stack on Cloud SaaS

## Simple & Transformative



## KEY BENEFITS

- **Fast and Agile:** Lighter infrastructure on the cloud offers speed and flexibility critical to support business transformation
- **Cost efficient:** Legacy components to be replaced with simplified and streamlined architecture
- **Simple:** Radical simplification of systems products and processes that will reduce maintenance / implementation costs in the long-term after legacy decommissioning
- **Secure:** New stack's automatic tech updates and patch management improve cybersecurity posture

## KEY FEATURES

- **Micro-Services Architecture:** Secure and modular API layer that connects applications seamlessly within and outside StarHub
- **Leverage Out-Of-The-Box Capabilities:** Minimising customisation to lower cost of implementation & maintenance
- **Functional Modularity:** For flexibility & reuse
- **Secured Cloud / SaaS Technologies:** Improves cyber security
- **Foundation for DevOps:** Optimising IT costs
- **Decommission legacy systems:** Lowering IT operating costs



# IT Transformation: Key Business Outcomes & Milestones

## CONSUMER

## ENTERPRISE

▶  
Business  
Outcomes  
*(Progressively  
FY22-FY26)*

- Higher Online Sales Channel mix and automation (optimise cost of operations)
- Agility to adapt to market changes
- Cost avoidance from fewer production incidents and errors
- Faster market competition response
- Speed and Accuracy in Fulfilling Customers' orders to increase customer satisfaction and loyalty
- Maximise customer value via optimised recommendation and personalised commercial offerings

- Simplified sales enablement and time-to-productivity for sales teams
- Automated processes to increased productivity & cost savings arising from reduced administrative overheads
- Churn reduction from wholesale customers via e-bonding
- Billing improvements expected to improve cashflow from Account Receivables and Collections
- Improved Customer Satisfaction that will help to drive customer references to strengthen pipelines

▶  
Status of  
Transformation

- Phased roll-out for seamless and prudent transition
- Beta release launched in November 2022
- Continued progressive implementation planned for 2023

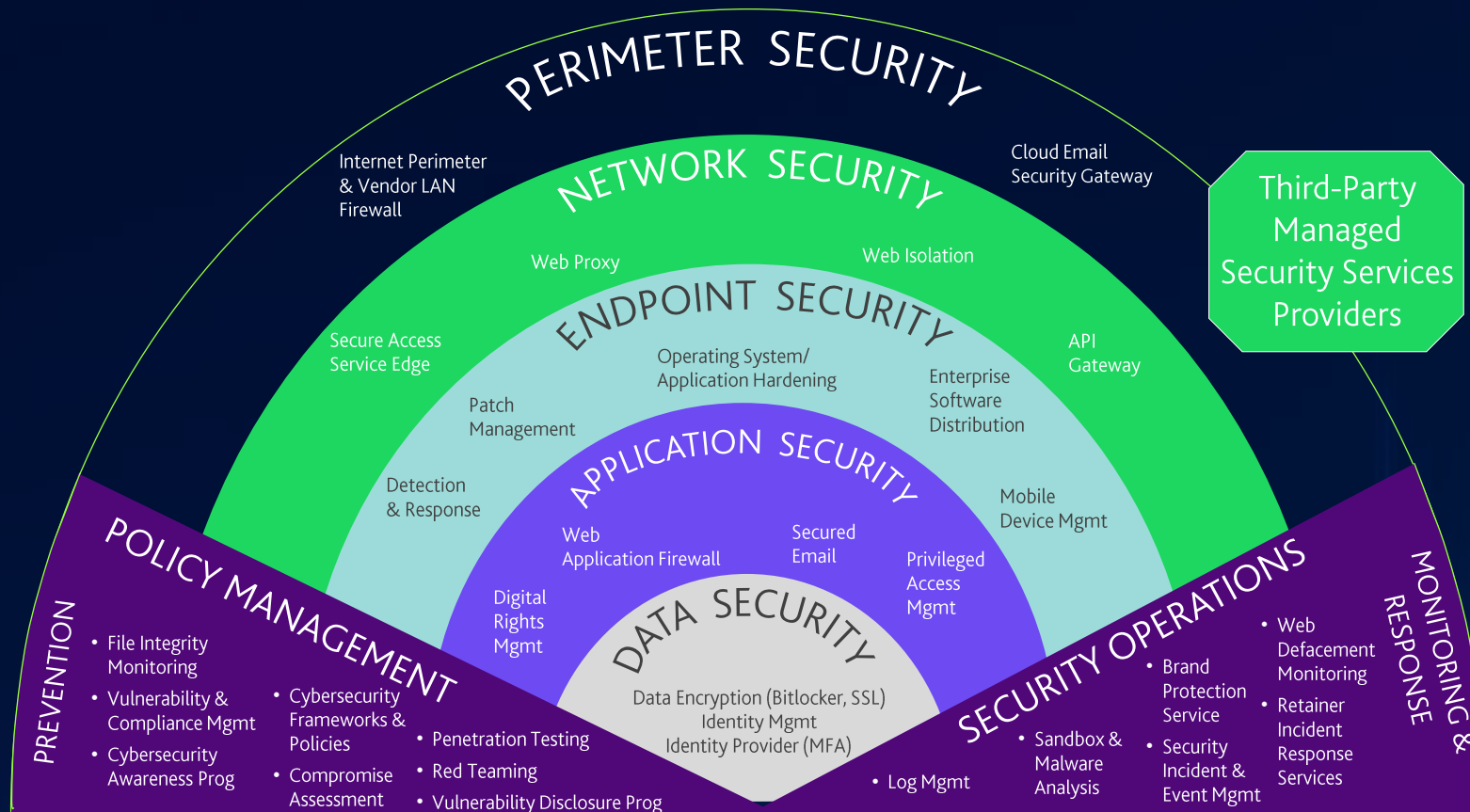
- First phase of transformation planned for SME segment, Mobile, Wireless, Future of Work expected to go live in 2023
- Subsequent releases (progressively over 2023 and 2024) to include >40 Enterprise products like SASE, connectivity and digital products



# IT Transformation: Continued Cyber Resilience

## PROTECTING STARHUB

StarHub has implemented a **multi-layered defence** (People, Process & Technology) and a **risk-based prioritised approach** around our critical assets, risk tolerance, observed intent, assumed attackers' capabilities based on market intelligence and assessed opportunities for potential breach.



## PROTECTING OUR CUSTOMERS

### CyberProtect

- Financial fraud/phishing with a secured browser;
- Privacy fraud with VPN and anti-virus services;
- At an affordable fee to protect all devices
- Hassle-free, no contract service



Leading pure-play Cybersecurity provider for governments, critical infrastructure and large enterprises.

### StarHub Managed SASE

Cloud-based network and security solution enabling organisations to expand their network perimeter and provide secure access to any device or application.

### Managed Detection & Response Service

Jointly developed by Ensign and StarHub to provide around-the-clock defence of Enterprises' IT infrastructure





# CONNECTING YOUR DIGITAL WORLD

● Positioned For  
Resilience & Growth



# Well-Positioned Amidst Rising Interest Rates

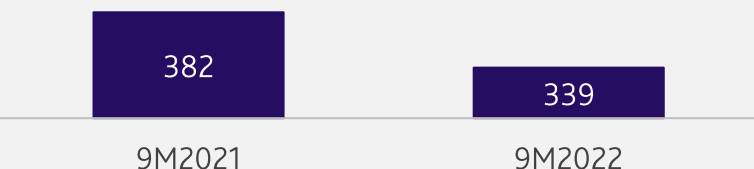
## ABILITY TO FUND REQUIREMENTS ADEQUATELY

*No immediate need to tap market until FY24<sup>1</sup>*

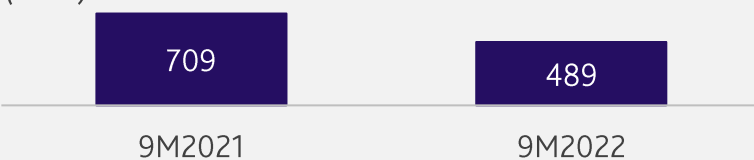
### Positive Free Cash Flow (S\$'M)



### Healthy Operating Cash Flow Generation (S\$'M)



### Cash & Cash Equivalents (S\$'M)



<sup>1</sup> Adequate funding based on BAU requirements, excluding spectrum right and M&A

## HEALTHY CREDIT METRICS & DIVERSIFIED MATURITY PROFILE

**1.39x**  
Net Debt  
To EBITDA  
(30 Sep 2022)

Presents good headroom vs regional peers' average of about 2.5x.

**9.9x**  
Interest Rate  
Cover  
(30 Sep 2022)

Strong ability to service existing borrowings vs regional peers' average of about 9.3x.

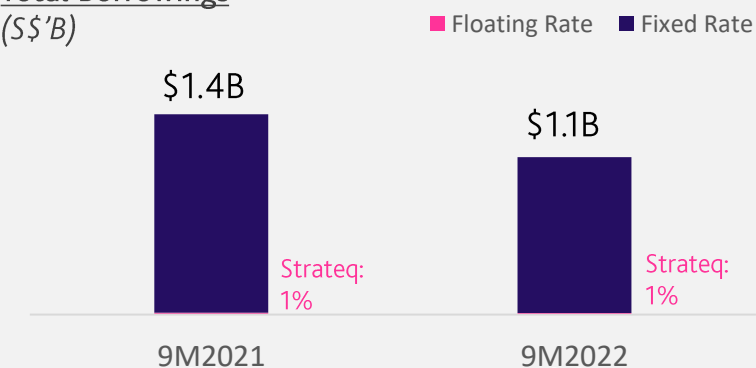
### Debt Maturity Profile (As at 9M2022) (S\$'M)



## WELL-HEDGED: 99% FIXED

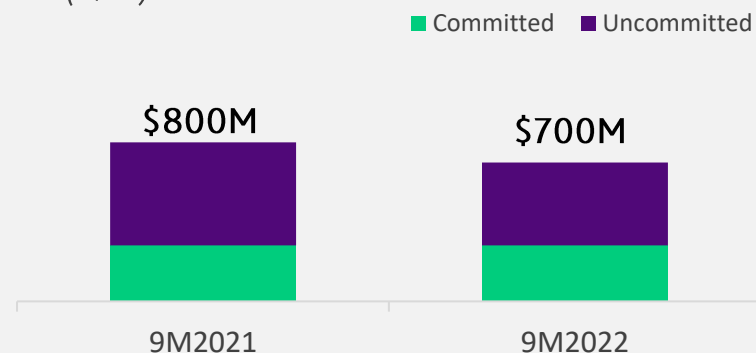
*99% of debt on fixed rates; average maturities of 4 years*

### Total Borrowings (S\$'B)



## SUFFICIENT LIQUIDITY

### Committed vs Uncommitted Undrawn Facilities Limit (S\$'M)



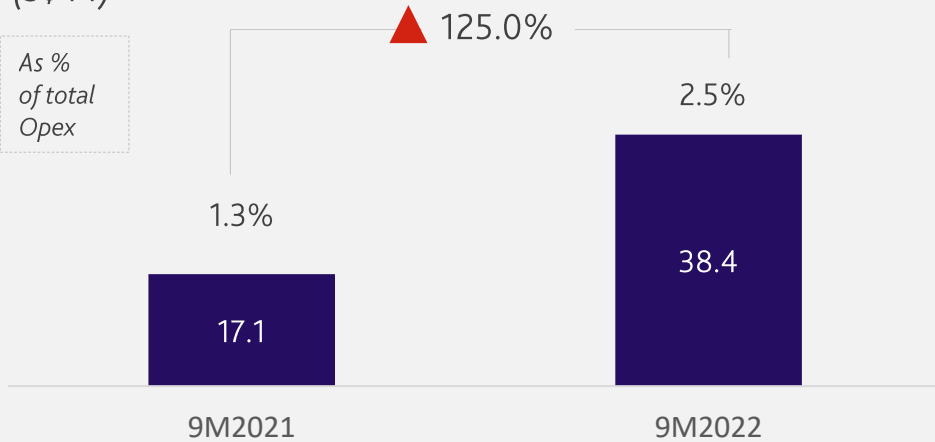


# Managing Inflationary Pressures

## Occupancy Costs (Utilities)

(S\$'M)

As %  
of total  
Opex



### Key Cost Drivers

- Soaring & unpredictable global energy prices exacerbated by macroeconomic events
- Highest energy consumption: Data Centres (~57%) and base stations (~36%)

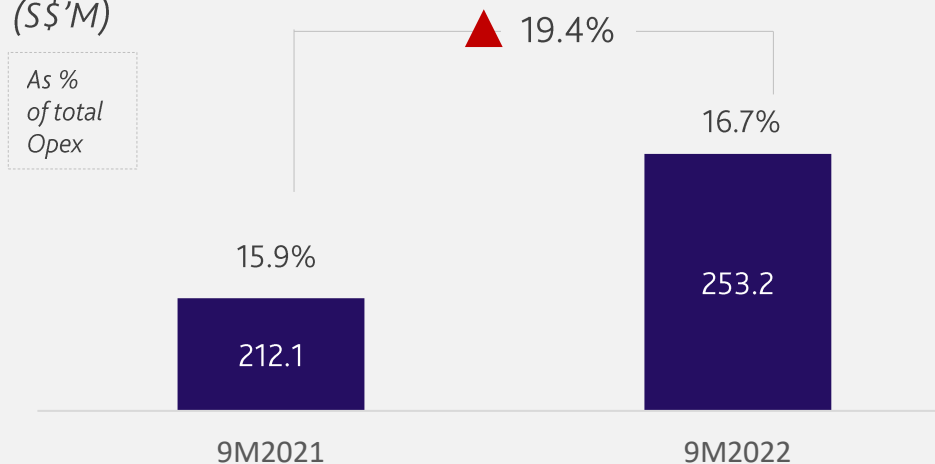
### Mitigation Strategies

- Reduce electricity usage
- Explore alternative sources of electricity (e.g. Solar Virtual Power Purchase Agreement that will mitigate ~10% of costs)
- Hedge electricity pricing for 2023
- All new contracts with pass-through clauses

## Staff Cost

(S\$'M)

As %  
of total  
Opex



### Key Cost Driver

- Tight labour market leading to wage inflation

### Mitigation Strategies

- Workforce optimisation & transformation
- Continued efforts to digitalise, automate and simplify operations as part of DARE+ transformation





# Well-Positioned For Growth



MOBILE  
Strong #2<sup>1</sup>



ENTERTAINMENT  
#1<sup>2</sup>



BROADBAND  
#1<sup>1</sup>



ENTERPRISE  
Sharpened Edge; #1 Cyber

## INFINITY PLAY

Bundling across Consumer lines of businesses for differentiation & to drive consumption; including new verticals – GameHub+, ProtectHub+, LifeHub+.

## CONNECTIVITY | CLOUD | CYBERSECURITY

Rich synergies to propel mutual growth; with possibility to tap regional opportunities.

• Increase 5G penetration

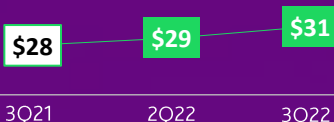
• OTT aggregation  
• Content delivery transformation

• Targeting higher-value segment with augmented market share

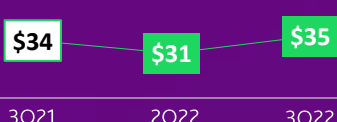
• Leverage combined capabilities to pursue larger, more complex projects  
• Converge 3C's to drive innovation and value to customers

KEY STRATEGIES

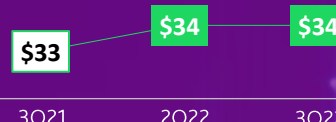
### POSTPAID ARPU



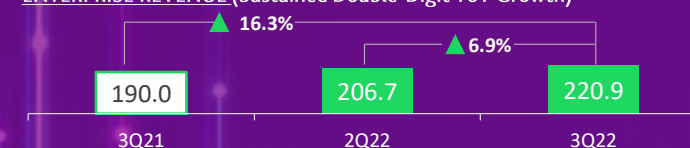
### ENTERTAINMENT ARPU



### BROADBAND ARPU



### ENTERPRISE REVENUE (Sustained Double-Digit YoY Growth)



GROWTH METRICS



**NETWORK TRANSFORMATION:** Cloud Infinity; Smart 5G Rollout; High Quality & Reliable Network Experience



**DIGITAL TRANSFORMATION:** Digital Engagement; Unified Platform; Agility & Speed To Market; Tailored Experiences



**SUSTAINABLE & RESPONSIBLE:** Engaging the right talents to accelerate DARE+; Embedded ESG Business Practices



**Acquisitive Growth** to accelerate DARE+; Positioned to possibly be the only player to lead Market Consolidation

SOLID FOUNDATION

M&A GROWTH

<sup>1</sup>By service revenue market share, based on internal estimates | <sup>2</sup>By service revenue and subscriber market share among Pay TV service operators.



# Key Priorities To Amplify Long-Term Total Shareholder Return

## EXECUTION PRIORITIES

Accelerate momentum & scale up new businesses

Active M&A strategy to augment capabilities & market leadership

Deliver more efficient cost structure & savings through digitalisation

Optimise capital structure & funding cost

Achieve scale & explore opportunities to unlock shareholder value

## FINANCIAL PRIORITIES

### Bottomline Performance

**\$500M EBITDA**

Return to FY21 baseline and accelerate growth beyond *By FY24*

**\$80M p.a.**

Stable State Incremental NPAT Run Rate *From FY26*

**Sufficient Headroom**

To swiftly pursue growth opportunities  
*1.39x Net Debt to EBITDA (Sep 2022)*

**Cash Generation**

Maintain strong cash conversion & generation

### Responsible Dividends

**80% of NPAT**

*Excl. One-Off Items*

Dividend growth as we execute on DARE+ targets to lift performance for long-term dividend sustainability

# CONSUMER

Infinite Possibilities; Enriched Experiences

**2 In 3**  
Households

**Strong #2 in Mobile**  
~35-45% Market Share

## Key Products

OTT	Marketplace
Cloud Gaming	Loyalty
Peace of Mind	Web 3.0
Healthcare	

**2.5x**  
Services /  
Customer

**Clear #1 in Broadband**  
>50% Market Share

**#1 in Entertainment**  
Across landscape

# ENTERPRISE

Enabling Digital Businesses of Tomorrow

CYBERSECURITY | CLOUD | CONNECTIVITY

CONNECTIVITY &  
MANAGED SERVICES

**Strong #2**  
Emerging ICT/MS business

## Key Products

- Cloud & Connectivity
- Future of Work & Digital Workplace
- Cybersecurity
- Green Tech Solutions
- Data Intelligence & IoT
- Workflow Collaboration
- Sustainability & Digitisation
- Advanced Infrastructure

CYBERSECURITY  
SERVICES

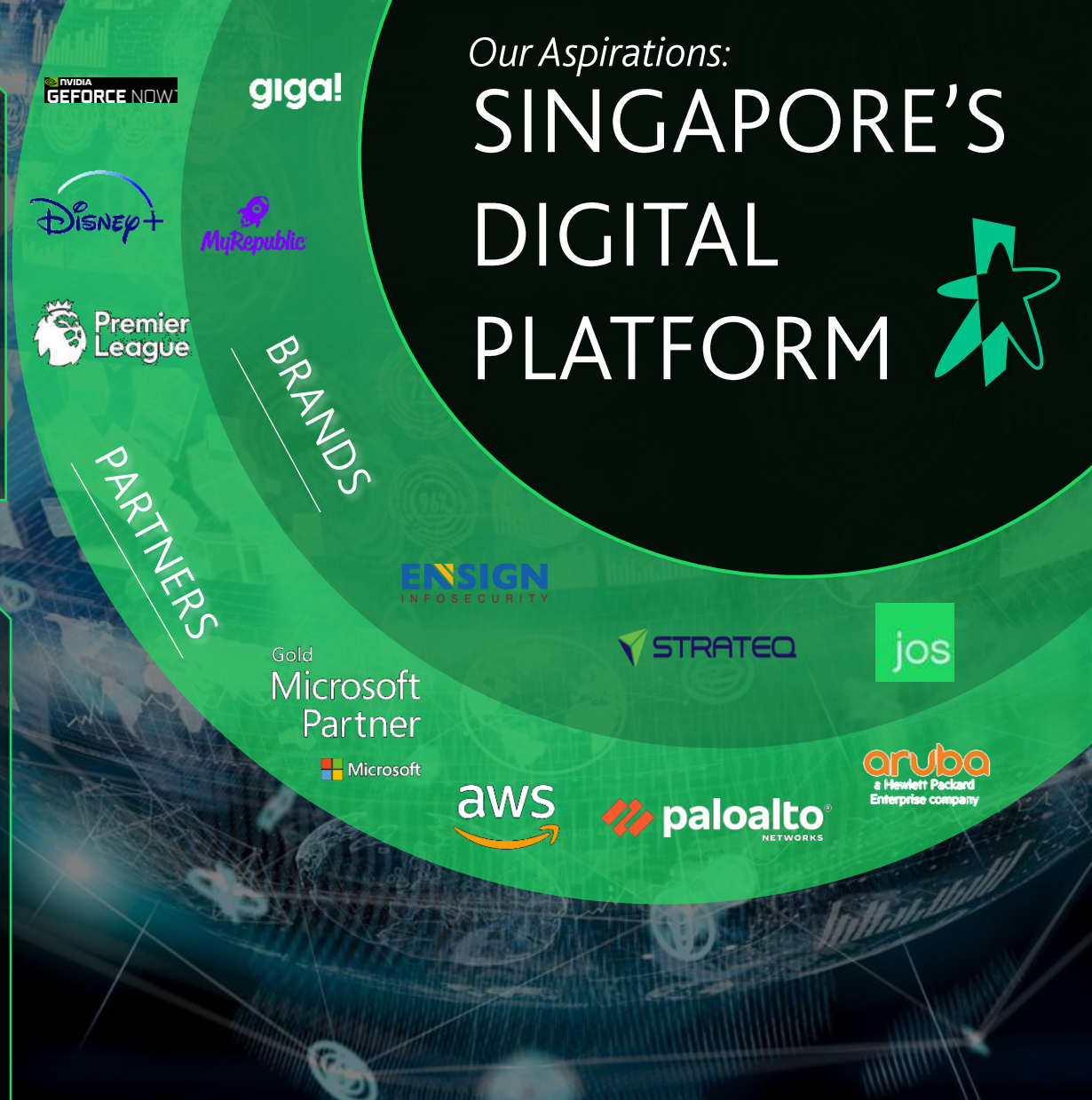
**#1 in Cyber**  
Across all segments  
(SOC, IT, OT, Cloud)

REGIONAL ICT  
SERVICES

**Regional Footprint**

# FOUNDATION

- Virtualised Cloud-based Network
- Cloud-SaaS IT with rapid product cycle and change cycle



- Convergence, fixed + mobile / IT + Network: seamless delivery of next-gen product
- Culture and people constantly evolving, natural home for talent with purpose, to drive Singapore's digital future



# STARHUB

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