



STARHUB INVESTOR DAY 2023

DARE+: RE-PLATFORMING FOR GROWTH

28 November 2023

**ENTERING A
PORTAL OF
POSSIBILITIES**



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+

Our Journey So Far, More To Come...



DIGITAL

In Everything We Do



ACCELERATING

Value Creation



REALISING

Growth Without Frontiers



EXPERIENCES

Enriching Customers' Lives

2022 & 2023

Driving Growth

- Connectivity growing vs. market erosion; Strong leadership across Mobile, Broadband and Entertainment; Expanding Revenue Market Share position
- Growing base of Infinity Play offerings in Consumer – cross-sell and up-sell gaining momentum
- Solidifying and growing core platforms in Enterprise – strong growth in cybersecurity, converging Connectivity, Cybersecurity and Cloud

Driving Business Model Repositioning

- Streamlining business model – shifting Capex to Opex with shared infrastructure (Antina); Moving legacy to cloud platforms
- Strong profitability growth with real free cash flow buffer and strong balance sheet

Re-Platforming with Cloud & Digital

- IT cloudification underway; advanced for Consumer with All-In-One app launched, initiated for Enterprise
- Network cloudification(Cloud Infinity) initiated

2024 & BEYOND

Driving Growth

- Defend & grow core connectivity: Drive Infinity Play and cross-sell & up-sell with customer engagement and quality of service underpinned by Cloud and Data Lake capabilities
- Cloud Infinity as World's first Secure Autonomous Metropolitan Cloud enabling true business use cases for Smart Cities and Enterprises
- Regionally-integrated enterprise model with regional platforms
- Cybersecurity is core, expand and grow presence across use cases and markets

Driving Business Model Repositioning

- New cloud platforms drive automation efficiencies across customer engagement, operations & infrastructure
- Reduce footprint and cost of legacy systems & assets

Re-Platforming with Cloud & Digital

- IT cloudification to complete across Consumer and Enterprise, bringing never-before agility for StarHub and empowerment & engagement for customers
- Cloud Infinity to complete, bringing never-before levels of network observability, scalability and resilience for StarHub and cloud platforms for Enterprises to enable their own transformation
- Data Lake platform starting with Consumer, then to network data platform and converged data platforms for StarHub & Enterprises



From Telco To Digital Ecosystem Player

Execution of New Delivery Platforms

KEY BUSINESS STRATEGIES

INFINITY PLAY

- More digital product and platforms, new revenue streams and cross-sell
- New funnel to drive customer lifetime value

ENTERPRISE 3C'S

- Converged solutions in connectivity, cloud and cybersecurity ("3C's"); unique positioning
- Secure hybrid multicloud Cloud Infinity platforms
- Smart City focus that can scale and replicate regionally

DELIVERY PLATFORMS

Mostly to be in place by FY2024

IT Transformation: Cloud SaaS Stack

- Unprecedented agility and scaling – i.e. volume and speed of transactions
- Product agility – e.g. onboarding, pricing and flash offers, new plans, etc

#1

Consumer All-in-One App

- Growing suite of Infinity Play products available on a single platform
- Seamless and simplified customer journey enabling cross- and up-sell for enhanced customer lifetime value and revenue growth
- Agile operating model with cost efficiencies

#4

Powered by:

Data Lake

- Network & Operations
- Consumer engagement and personalised marketing automation
- Smart City use cases – Omni-channel marketing data-driven digital services

#2

Enterprise IT Transformation

- Improving operational efficiency in the way we sell, deliver and manage our portfolio of enterprise services
- Modernizing & streamlining our systems to a single architecture
- Offering enterprise clients an integrated touchpoint with enhanced self-serve digital capabilities

Network Transformation & Cloudification

- Backbone that enables new cloud business models & monetisation of infrastructure
- Already contributing to efficiencies from cost rationalisation and legacy capex avoidance

#3

Cloud Infinity

- **Autonomous** – Enterprises to self-serve, self-provision and self-manage digitally via a marketplace app
- **Multi-Cloud** – Access to hybrid and public multi-cloud workloads, available by choice at the core or on the very edge, deployable instantly
- **Metropolitan** – Ultra-low latency, access-agnostic converging 5G, 4G, 10G XGSPON via segment slices to deliver high bandwidth with precision
- **Secure** – security by design, embedded in network from core to very edge and from cloud workloads to endpoint devices

Focused verticals unified on cloud stack, app & data lake.



Infinity Play: Bucking The Trend

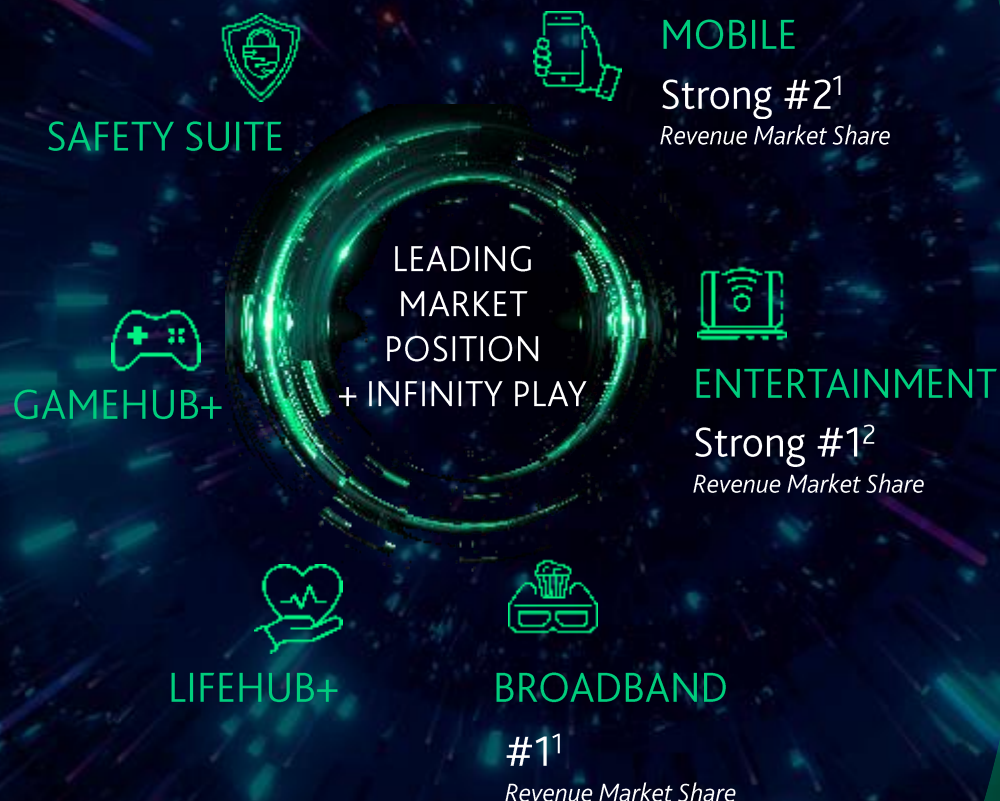
KEY CONSUMER TRENDS

/01
Increase in number of connected devices – wearables, smart vehicles

/02
Continuous adoption of digital lifestyle

/03
Shifting viewing habits towards OTT

/04
Ongoing platform fragmentation across other lifestyle products



SUSTAINING GROWTH DESPITE MARKET DILUTION

- Growing / stable ARPU across Mobile, Entertainment and Broadband despite intense market competition
- Overall Consumer Business grew despite market contraction

20% New Verticals' contribution to Postpaid ARPU <i>YoY Growth</i>	15% New verticals' subscriber base <i>YoY Growth</i>	40% Customers on higher bandwidth broadband plans <i>YoY Growth</i>
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ELEVATING CUSTOMER LIFETIME VALUE

64% Customers with >1 service	1.56 Average number of services per customer	65% Customers with >5 Years Tenure
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¹By service revenue market share, based on internal estimates | ²By service revenue and subscriber market share among Pay TV service operators.



New Delivery Platforms: All-In-One App #1

- Target completion in 2024
- Commence customer migration out of legacy systems in FY2024, expected to complete in FY2025
- Simpler cloud SaaS platforms deliver at speed market demands at lower tech operating cost

EXPANDED ACCESS

- Existing Customers
- Non-StarHub Customers
- Partners
- Frontliners
- Dealers

DIGITAL LOGIN

- Biometrics
- SingPass
- E-KYC

PERSONALISATION

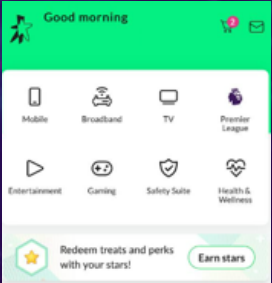
Targeted and personalised offers



SIMPLIFIED CUSTOMER JOURNEY: 3-STEP PURCHASE

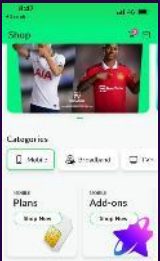
DISCOVER

- Infinity Play products and services
- Gamification on main page to drive engagement



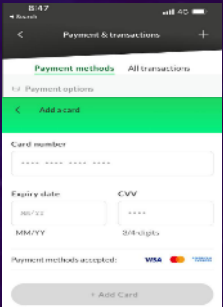
PURCHASE

- Ongoing review/simplification of plans
- Self-serve capabilities for greater control & customer experience



PAYMENT

Simplified payment experience & recurring payment methods.



CHATBOT

24/7 support and self-help via Chatbot that has achieved above 60% containment rate

>3x
Chatbot queries volume YoY Growth

70%
% of total customer base using the App

>3x
Higher giga! NPS vs Traditional Mobile



StarHub Enterprise – Strategic Platforms

StarHub has established a regional enterprise platform and will continue focusing on businesses and capabilities that are (i) core to the delivery of its DARE+ initiatives; and (ii) contribute meaningful long-term growth to the Group.



- Offers converged solutions in the areas of Cloud, Cybersecurity and Connectivity for differentiated market positioning
- With Cloud Infinity as backbone, StarHub Enterprise will tap on its combined capabilities to offer cloud-native solutions regionally

- Continue creating new products and services to replace eroded products' revenue in enterprise mobility and connectivity service lines
- Sharpen and expand target account selling for strategic services to curate large deals
- Execute foundation in FY24 to enable growth of new areas from FY25 and beyond (e.g. Green Tech Managed Services, Secured Cloud & Connectivity, Data & AI, SaaS integration)
- Expand Cloud Infinity MVPs to enterprise and public sectors, both locally and regionally
- Set up a cross-division agile organization, providing accessibility to guild leaders and chapter leaders. This allows us to improve service delivery experience and build scale & operation efficiencies in our operating model

Cybersecurity Services



- Extension of the Ensign Assigned Rights for two additional years until 4 October 2025
- Effective interest maintained at 55.73%
- Potential for StarHub to retain the Assigned Rights beyond the 2025 deadline through a further extension to be negotiated with Temasek, or a transfer of the Assigned Rights Shares to StarHub for a consideration to be determined



- Fully-owned subsidiary held under Ensign
- Hardware capabilities for the defence industry are less synergistic to StarHub's platform strategy
- Continue to review portfolio of subsidiaries and its fit to StarHub's overall strategy to provide converged solutions in 3C's

Regional ICT Services



- Effective interest maintained at 88.28%
- Leverage StarHub Enterprise Group's combined capabilities to pursue new growth areas

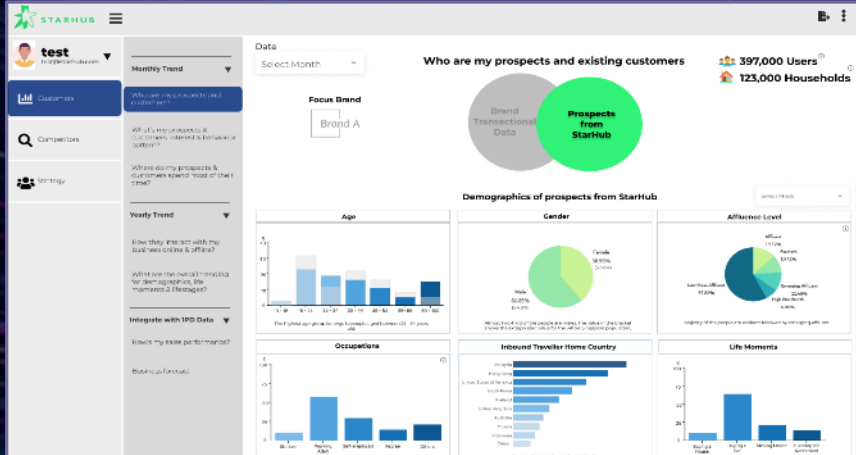


- Acquired remaining 40% interest; both entities are now fully-owned subsidiaries
- JOS Singapore fully embedded within StarHub Enterprise to capture full cost and revenue synergies through full integration
- Integrated go-to-market approach and delivery engagement model to expand market reach
- Leveraging on combined capabilities to pursue larger projects



StarHub Enterprise – Enabling Business Transformation

Gaining Industry Recognition – Enterprise Clients' Increasing Willingness To Invest In Data & AI MVPs



Co-creation with SG's largest retail provider

- Client-paid MVP to co-create a smart retail platform embedded with Gen-AI agent
- Key features of Smart Retail Platform :
 - Understand customers and prospects
 - Understand competitors
 - Devise audience strategy and customer activation
- Embedded Gen-AI agent as an interactive guide with strategic recommendations

Partnership with Moove Media

- Layering of consumer insights onto offline media assets to enable improved targeting of customers for advertisers.
- This provides more relevant value proposition to consumers, leading to better retail performance
- Click To Watch: [Video](#)

SMART RETAIL PLATFORM
with GEN-AI

AUDIENCE DATA
DASHBOARD

StarHub Regional Enterprise Platform

Regional Footprint As Beachhead

- China
- Hong Kong
- Thailand
- Malaysia
- Singapore

8 Data Centers across SG & MY
12 Network exchanges
>11K km Singapore Connectivity
>880K km International Connectivity

PROPOGATE STARHUB PLATFORMS & TECH ACROSS SUBSIDIARIES AND MONETISE EXTERNALLY ACROSS REGION

Cloud, Connectivity, Cybersecurity Convergence

Data Lake 

Cloud Infinity

 **CISCO** Partner

Combined Go-To-Market Engines : Cross-sell, Up-sell, Joint Bids

Finance / Insurance / Investments

Fast Food / FMCG/ eCommerce

Automotive/ Transportation

Oil & Gas

TAP STARHUB'S STRONG PARTNERSHIP ECOSYSTEM

STARHUB REGIONAL PLATFORM



 **paloalto** NETWORKS

Modernized Infrastructure
Software-defined network | SDWAN
| Cloud-X | Network-X

 **HUAWEI**

Converged Capabilities

 **aruba**
a Hewlett Packard Enterprise company

REPLICATE ADVANCED SOLUTIONS REGIONALLY
Smart | Safe | Sustainable

Consumer Electronics / Entertainment

Services Continuum
Plan | Move | Build | Support | Manage | Automate | AI ops | Innovate

Large Enterprises / MNCs

Hospitality

Employee Engagement
Digital workplace & workflow | Collaboration & productivity

BACKED BY STARHUB'S PROVEN TRACK RECORD & CLIENT REFERENCES TO PURSUE LARGE REGIONAL PROJECTS



Pursuing Large-Scale Regional Enterprise Projects



IP Optics + Network-X

- Low latency: Round Trip Delay (RTD) of 6ms between SG and Kuala Lumpur is superior to industry average of 7-10ms
- Target sectors: Financial & Services Institutions
- Target geographies' launch in 2024 (leveraging regional presence and key financial markets): Malaysia, HK, Japan; UK and US
- Engaging existing clients to co-create Network-X services such as IP optical network and network service orchestrator.

REGIONAL
CONNECTIVITY



Cloud-X Regional Cloud Area Networking

- We will be launching local data center interconnect (DCI) in 2024 and regional by 2025. This provides low and deterministic network latency between data centers
- Clients can leverage the end-to-end DCI to also onboard Cloud-X where key cloud service providers (CSPs) are hosted
- This allows countries without CSPs' presence to connect via high speed/low latency links into Singapore CSPs' cloud as Singapore is the hub-site for key CSPs

DATA CENTRE /
CLOUD CONNECT



Smart, Safe, Sustainable Smart Cities

- Leverage track record and advanced solutions (e.g. JTC Punggol Digital District and Kuala Lumpur's upcoming financial district)
- Replicate and scale outside SG for similar smart city projects in the region
- Software-Defined Network automation for data centre, campus and sub-systems network
- Location-based analytics and network telemetry for digital twin
- Cloud Infinity to strengthen value proposition – security-by-design, hybrid multi-cloud architecture, digital infrastructure with AIOps, delivering service assurance with end-to-end service orchestration

SMART CITIES
STRATEGY



New Delivery Platforms: Enterprise IT Transformation

- Ongoing radical simplification of complex Enterprise products and processes
- Successful wholesale of Broadband 1G & 10G XGPON to first customer on new platform in 2023
- First enterprise products to migrate to new stacks from mid-2024
- Enterprise IT transformation targeted to complete by 2025

THE NEED FOR TRANSFORMATION



Enabling Us for Tomorrow

Keeping the **Customer at Heart** with digitalized services to prepare for **future growth**



Operational Efficiency

Reducing multiple touchpoints and **optimising** complex processes on new cloud-SaaS platform allow us to deliver our services effectively and at lower operating costs



Customer Journey Insights

ONE source of truth to help us understand our customers and deliver outstanding Customer experience and upsell opportunities

Rationalisation & Simplification

Scalable & Customer-Driven Solution Propositions

Governance on Quality Control & Assurance

KEY BENEFITS & OUTCOMES

Integrated Touchpoint & Digital Self-service for Customers

Digital self-service options available through integrated touchpoint gives customers more convenience

Digitalisation of End-to-end Processes

Automation and optimization of end-to-end processes gives us opportunities to focus on things that matter most to our customers

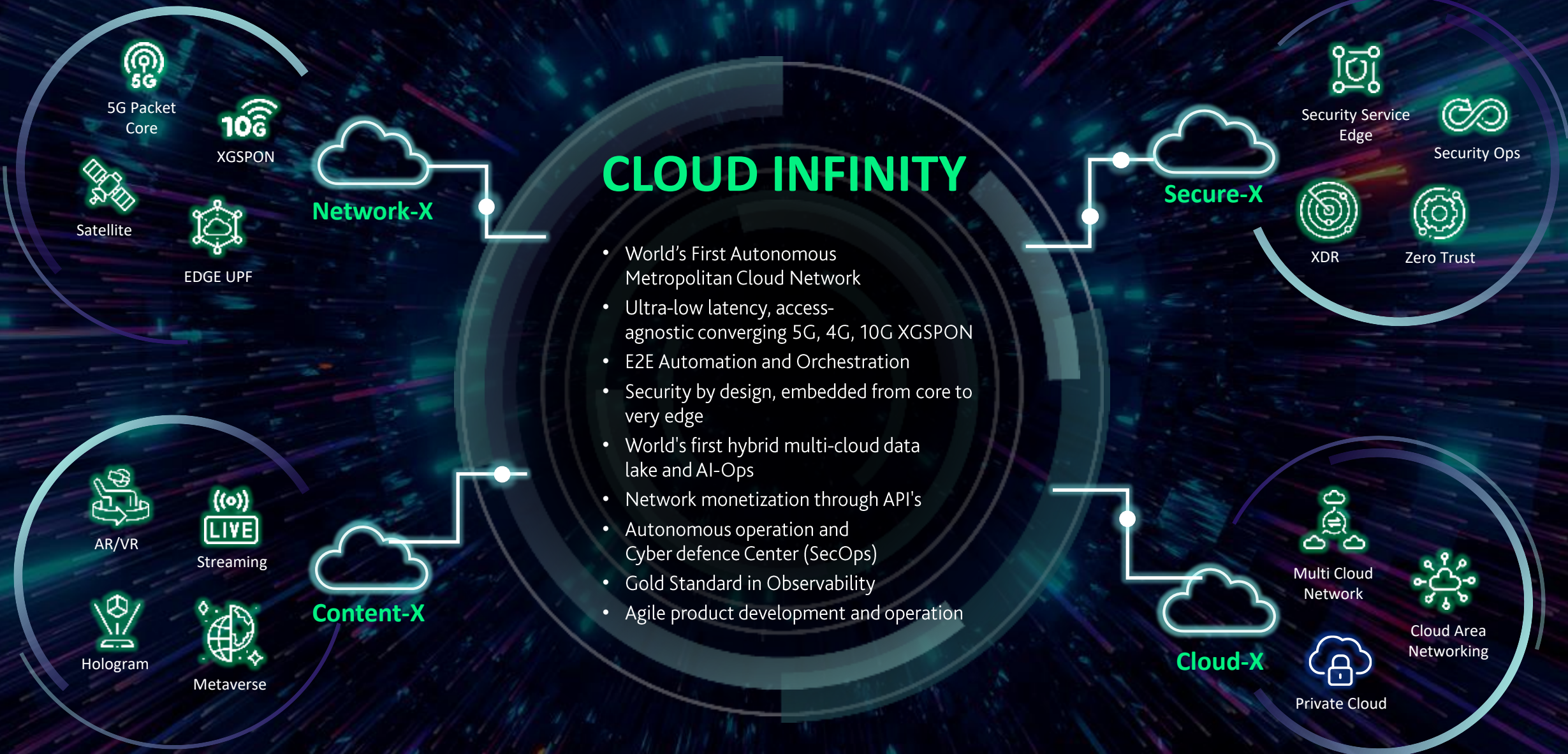
Homogenous Infrastructure

Common platform for Sales, Order, Care and Billing with a consolidated view of our customer data



New Delivery Platforms: Cloud Infinity

#3



CLOUD INFINITY

- World's First Autonomous Metropolitan Cloud Network
- Ultra-low latency, access-agnostic converging 5G, 4G, 10G XGSPON
- E2E Automation and Orchestration
- Security by design, embedded from core to very edge
- World's first hybrid multi-cloud data lake and AI-Ops
- Network monetization through API's
- Autonomous operation and Cyber defence Center (SecOps)
- Gold Standard in Observability
- Agile product development and operation

Network-X

- 5G Packet Core
- 10G XGSPON
- Satellite
- EDGE UPF

Secure-X

- Security Service Edge
- Security Ops
- XDR
- Zero Trust

Content-X

- AR/VR
- LIVE Streaming
- Hologram
- Metaverse

Cloud-X

- Multi Cloud Network
- Cloud Area Networking
- Private Cloud



New Delivery Platforms: Cloud Infinity

#3

Key Business Strategies & Differentiators

Key Business Strategies Towards Monetisation From FY2024

- Empowering enterprises to harness multi-cloud, securely & effectively, from core to edge
- Become co-creators of high-value applications that are enabled by highly programmable and automated networks
- Build an edge ecosystem and offer end-to-end solutions combining networking, edge computing, network API's, applications and services
- Monetise network API's to generate business value from StarHub's infrastructure

CLOUD INFINITY MARKETPLACE



	NETWORK-X	CLOUD-X	SECURE-X	CONTENT-X
MVP Followed By Target Commercial Launch Mostly In FY2024	MVP: Intent Broker Platform, Network Slicing, UPF	MVP: Marketplace, Cloud Management Platform, Private Cloud	MVP: SecOps (SIEM+SOAR), 5G Private DNN	MVP: Streaming, Gaming, Virtual Positioning System
Market Gap	Telcos do not offer connectivity and API-as-a-service which is low latency, access agnostic	Hybrid, multi-cloud deployment through a single pane of control using agnostic access	No single technology stack for end-to-end observability and AI based detection in a hybrid multi-cloud infrastructure	No single unified lifestyle platform handling all content services with a single stack today
Technical Differentiation	Hybrid multi-cloud with low latency access and API-as-a service	Assured connectivity with hybrid, multi-cloud workloads on demand	Unique hybrid, multi-cloud security stack using track monitoring and advanced AI based detection	AI-powered, auto-scale, microservices based platform
Service Offerings	Connectivity and API-as-a-Service through a marketplace	Cloud-as-a-Service	Cybersecurity-as-a-Service	Content-as-a-Service (e.g. streaming, gaming, metaverse) with experience & engagement
Service Operation Centre, with SecOps (SOC)				
Service Orchestration & Automation				



New Delivery Platform: Data Lake #4

Data-Driven Excellence & Value Creation Across All Functions

- Consolidated cloud-based data lake enabling new customer engagement models, innovative business models and data-driven strategic business decisions
- Automated data gathering and analysis for actionable insights
- Create an AI-enabled data centric & empowered culture
- A system build that integrates into existing platforms.
- Complete visibility of customer journey and profile from FY2024

OPERATIONAL EXCELLENCE / COST SAVINGS

- Analytics to improve existing network functions
- Advance predictive maintenance to lower traditional network maintenance costs significantly
- Intelligent network orchestration to reduce Capex
- Lower cost of customer acquisition through targeted, informed marketing

REVENUE OPPORTUNITIES

- Leverage user data to up-/cross-sell
- Next-best-action marketing
- Improve security by screening unwanted calls
- Launch next-gen services such as automotive telemetry and MEC
- Network monetisation through the Intent Broker Platform, services include Device Location, Device Status, SIM Swap

NETWORK

- Capacity Planning
- Network Optimization
- Fault detection

OPERATIONS

- Exceptional customer experiences
- Billing & Revenue Assurance
- Fraud Detection and management
- SLA management

CUSTOMER

- Customer profiling
- Churn prediction and management
- Real-time personalisation based on viewing/browsing habits
- Plan optimisation
- Social analytics

MARKETING

- Upsell & cross-sell
- Campaign management
- Real-time Next-best offer
- Location-based targeting
- Customer touchpoint & interaction recommendations

DIGITAL SERVICES

- Meta-data monetisation for enterprises
- IoT managed services
- Partner performance management



Consumer All-In-One App

Enterprise Solutions



IT Transformation: Future Tech Landscape

FY23

- Uplift in operational standards and quality in terms of service availability and tech resilience
- Enhancement of defence-in-depth cyber security strategy

FY24

- Expand AI adoption in tech tools and platforms for productivity and efficiency across various organisational functions
- Continue technology and cyber vigilance with increased observability and operations uplift

CLOUDIFICATION JOURNEY

- New Consumer and Enterprise IT stacks progressively rolled out on Cloud native SaaS platform
- Microservices deployed on the cloud
- Ongoing cloud onboarding for other backend applications and infrastructure
- Cross-division collaboration to enhance Private Cloud offering for inhouse consumption and for enterprise customers

MODERNISED IT PLATFORM

- Leaner suite of business support systems
- Composable tech stack with open microservices improve interoperability while reducing operational and maintenance cost
- Low code and agile ways of working to respond to market
- Facilitates improved Business-IT ways of working via Biz and DevOps.

TECH DEBT SWEAT OFF

- Relentless modernisation of IT landscape via tech refresh cycles
- Adjust Enterprise architecture to business strategy
- Measured and progressive adoption of AI in operations to promote efficiency and service quality
- Invest in tech capabilities and skillsets

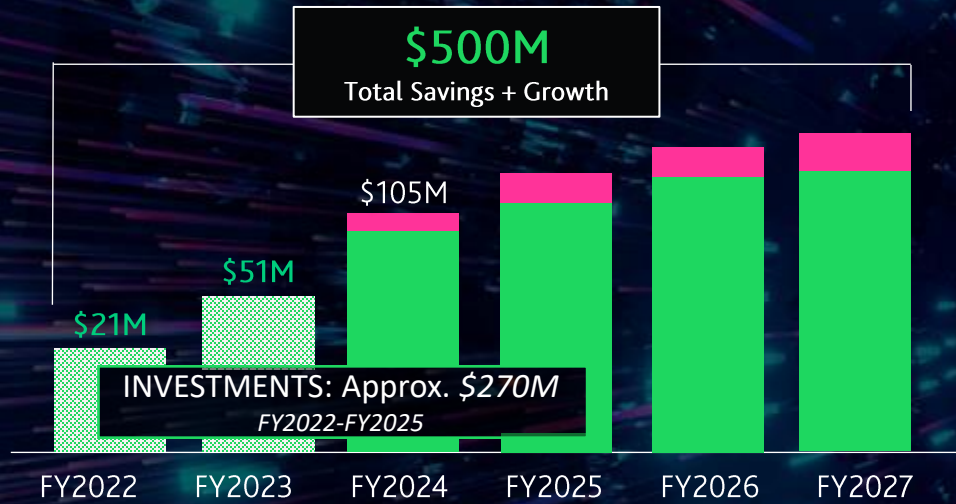
CYBER RESILIENCE

- Adapt cyber initiatives to evolving threats
- Improve human resilience to external tech threats
- Continuous cycle of review and uplift of our cyber security posture compliant to regulatory requirements

DARE +

* Chart not drawn to scale

■ Expected Gross Profit¹ Growth ■ Executed Gross Profit¹ Growth
■ Expected Cost savings ■ Executed Cost savings



TRANSFORMATION + GROWTH

Reiterate \$500M In Target Outcomes

Target outcomes to remain intact albeit some delays in certain initiatives and resulting outcomes into FY2027. Harvesting of benefits still expected in 2025 and 2026. with full benefits to be reaped in 2027.

~\$51M In Outcomes Achieved In FY2023

Below original target of \$80M: exceeded original savings target lifted mainly by legacy Capex avoidance arising from Cloud Infinity, alongside ongoing cost rationalisation efforts; offset by below-target margin growth due mainly to upfront investments required for new business initiatives and delayed business outcomes as a result of slight delays in IT and Network Transformation.

Key FY24 benefits include growth expected from new consumer verticals and review/streamlining of consumer offerings; Capex avoidance from Cloud Infinity and continuous network optimisation.

Total Investments Reduced To Approx. \$270M

Reduction from original \$310M expected DARE+ investments due mainly to cost rationalisation and continuous fine-tuning of architecture concurrent with execution – greater efficiencies achieved with no reduction in transformation scope.

90% Investments To Be Made By FY24

Due to slight delays in FY23 investments relating to certain transformation initiatives, the investment period has extended a year into FY2025. Notwithstanding, 90% of total DARE+ investments are expected to be made by FY24.

Key FY23 investments relate mainly to Cloud Infinity and IT Transformation, as well as Content (Premier League) and start-up costs relating to new business initiatives. **FY24 investments** mainly for Cloud Infinity and IT Transformation.

\$220M

Expected gross profit¹ growth (FY22-FY27)



\$280M

Expected savings (FY22-FY27)

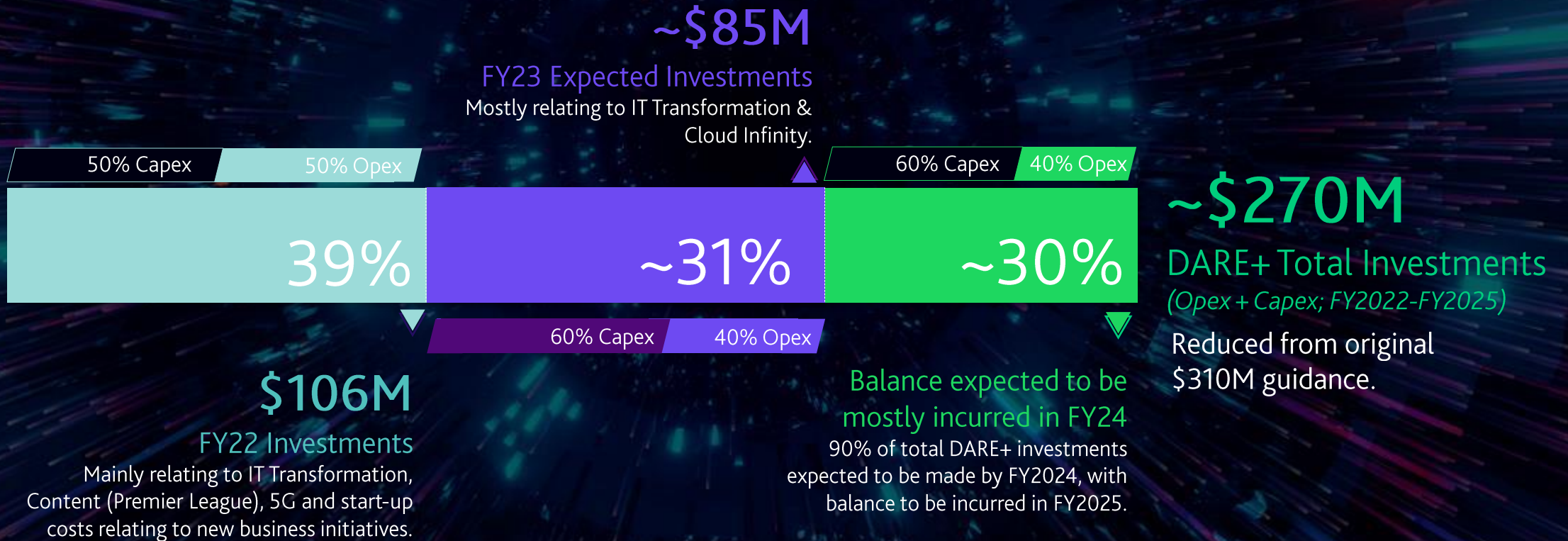
\$80M p.a.

Stable State Incremental NPAT Run Rate (From FY27)



DARE+ Pace of Investments

- Total DARE+ investments reduced to approx. \$270M from original \$310M guidance, 90% of \$270M in investments expected to be made by FY2024
- FY2023 investments reduced to \$85M instead of \$120M due to:
 - Slight delays in the roll out of certain initiatives that will be incurred in FY24 instead;
 - Cost savings as a result of cost rationalisation and continuous fine-tuning of architecture concurrent with execution





Evolving Business Model & Financial Trends

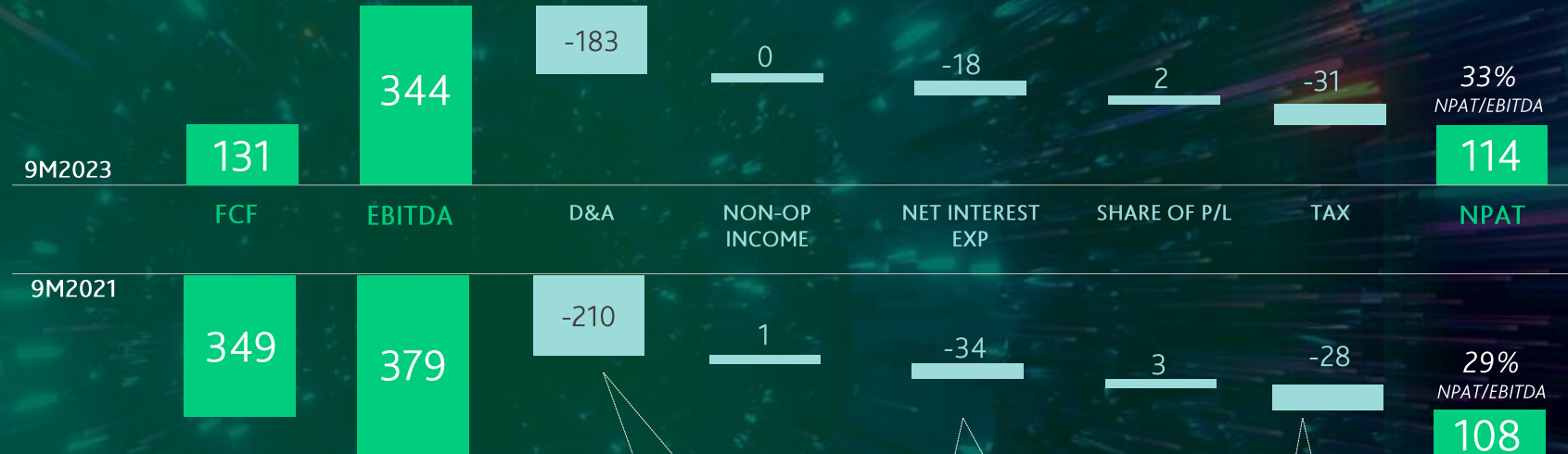
Capex-to-Opex Substitution

Result of IT and Network Transformation, as well as a shift in our business model to favour variable costs for greater agility; for instance:

- **IT operating model:** with the outsourcing of some functions, and transitioning from on-premises to cloud, this has reduced licence fees, repairs & maintenance requirements
- **Network:** shared 5G network with M1 has significantly reduced Capex, instead we incur Opex through equity accounting of the JV Co, Antina
- **Content:** Most content partners are now on variable cost models
- **New Businesses:** whenever possible, we favour variable cost / revenue-sharing models

Improving Margin Efficiency

NPAT to outpace EBITDA growth; FCF expected to be a multiple of NPAT moving forward.



FREE CASH FLOW

- 9M23 FCF impacted by DARE+ investments
- Expected to improve as % of EBITDA as we shift from Capex to Opex

EBITDA

- 3G network shut down from 2024 to lower network costs
- Opex & Capex levels to normalize from FY25 with shut down of legacy systems

DEPRECIATION & AMORTISATION

- Expected to stabilise around current run-rates alongside in line with capex-to-opex substitution
- DARE+ investments in growth expected to generate meaningful returns to offset D&A increases

NET INTEREST EXPENSE

- Expected to trend downwards due to lower borrowing costs and higher interest income due to current high interest rate environment
- Borrowing cost to be managed through ongoing healthy FCF generation

TAX

Improving tax efficiency especially for acquired subsidiaries

NPAT

- Trending towards \$150M breakeven target
- NPAT expected to grow faster than EBITDA alongside evolving business model



Accelerating Into 2024

#1

- Defend Revenue Market Share position and growth profile in connectivity with digital customer engagement + Quality of Service differentiation to compete in a hyper-competitive market
- IT cloudification and Cloud Infinity to build StarHub fabric with observability, security and other common tooling across hybrid multi-cloud to enable new levels of resilience, scalability and opportunity

BASE GROWTH

#2

- Infinity Play – continued product and platform expansion, cross-sell plus new funnel beyond existing customer base
- Regional Enterprise – scalable managed services operating model and delivery execution regionally
- Cloud Infinity – Expand MVPs to enterprise and public sectors, locally and regionally; commercial launch of most platforms targeted for FY2024
- Drive and expand Cybersecurity presence, from IT to Smart City use cases and new markets

NEW GROWTH

KEY
PRIORITIES

#3

- Continue driving IT evolution of application transformation and tech refresh while adopting AI in tools and platforms
- Work towards decommissioning of legacy systems by FY25 to reduce cost
- Consolidate workloads leveraging Cloud Infinity to reduce cost
- Continue to drive capex-to-opex substitution and profitability and cash flow generation with strong balance sheet

BUSINESS MODEL

#4

- Consumer cloud and digital – all products on app by FY2024, allowing greater upsell and market differentiation
- Data Lake Capabilities – Targeted marketing efforts and greater upsell. Start with Consumer, then Network & Enterprise
- Cloud Infinity & Secure Autonomous Metropolitan Cloud – for StarHub and for our customers
- Extend our platform via M&A and Consolidation; Consumer and Enterprise, Singapore and Regional

CLOUD & DIGITAL
PLATFORMS

STARHUB

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