



STARHUB

TRANS⁵FORMATION
FOR A NEW GENERATION

STARHUB: BEYOND TELCO

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.

WE DELIVERED ON DARE 1.0...

Exceeded DARE cost savings target by \$60M or 30%
Reduced Opex by >15%¹

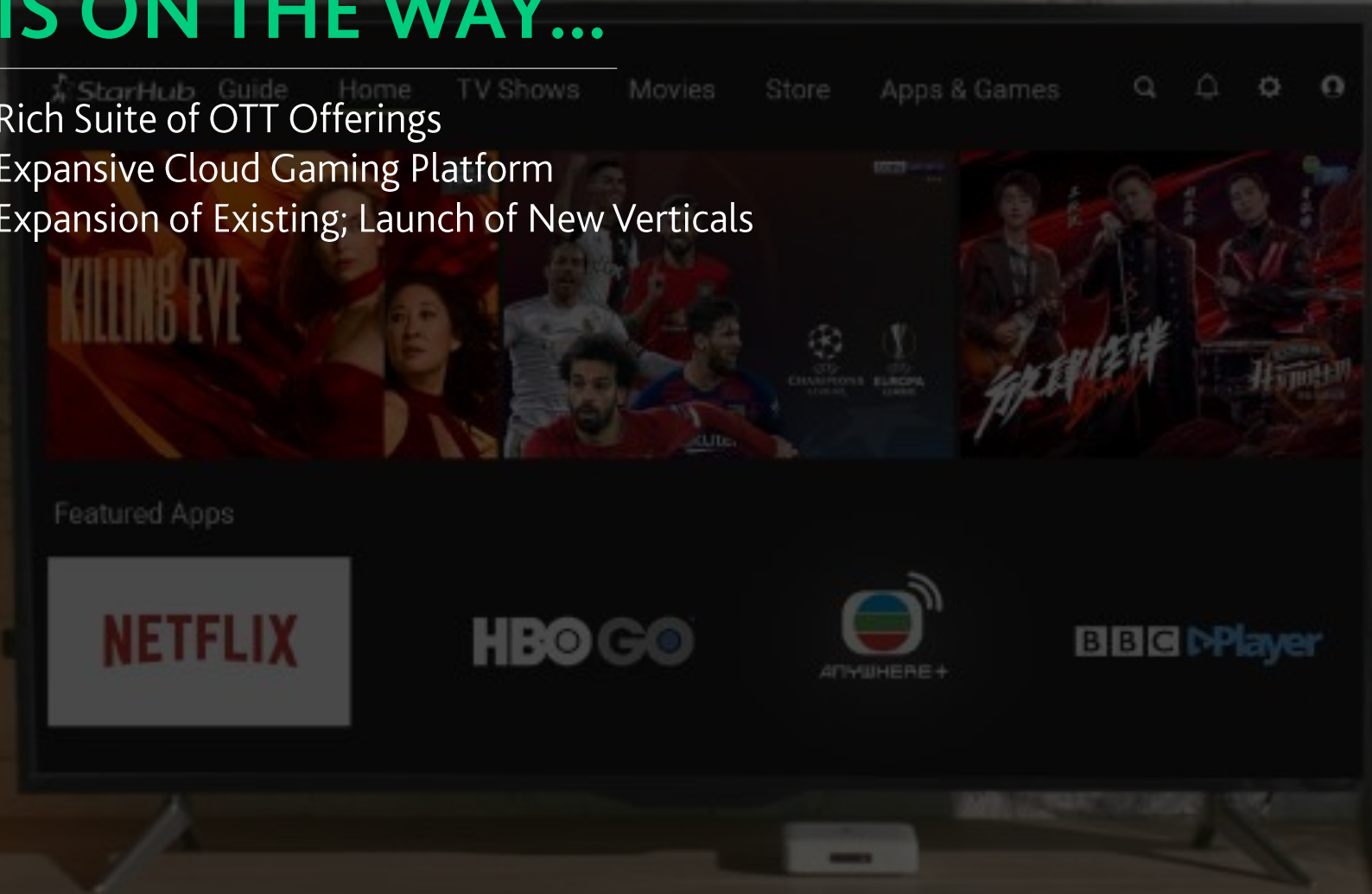
...AND ARE DELIVERING ON DARE+

Sequential Growth on All Metrics & All Business Lines
Differentiated Customer Value
Unique Enterprise Positioning Across Security, Cloud & Connectivity

¹ Calculated based on Other Opex as at 1H2019 and 1H2021.

INFINITY PLAY IS ON THE WAY...

Rich Suite of OTT Offerings
Expansive Cloud Gaming Platform
Expansion of Existing; Launch of New Verticals



...REDEFINING BROADBAND & ENTERTAINMENT

Driving Differentiation & Consumption
Customer Lifetime Value
Improving Profitability

WE LED DIGITAL ENGAGEMENT...

giga! Digital Platform of Choice
Fastest Time To Market
Highest Growth, Highest NPS In The Market

...AND ARE NOW
DOUBLING DOWN

Super App Vision
Zero-Touch Across All Products
Drive Internal Agility & Value



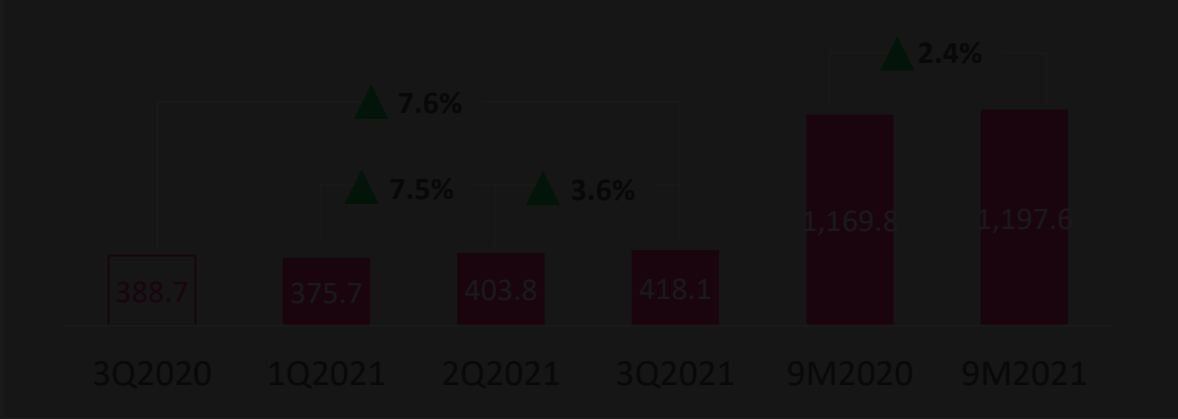
FINANCIAL HIGHLIGHTS

TOTAL REVENUE (\$'M)

WE ACHIEVED IMPROVED FINANCIAL INDICATORS SEQUENTIALLY¹



SERVICE REVENUE (\$'M)



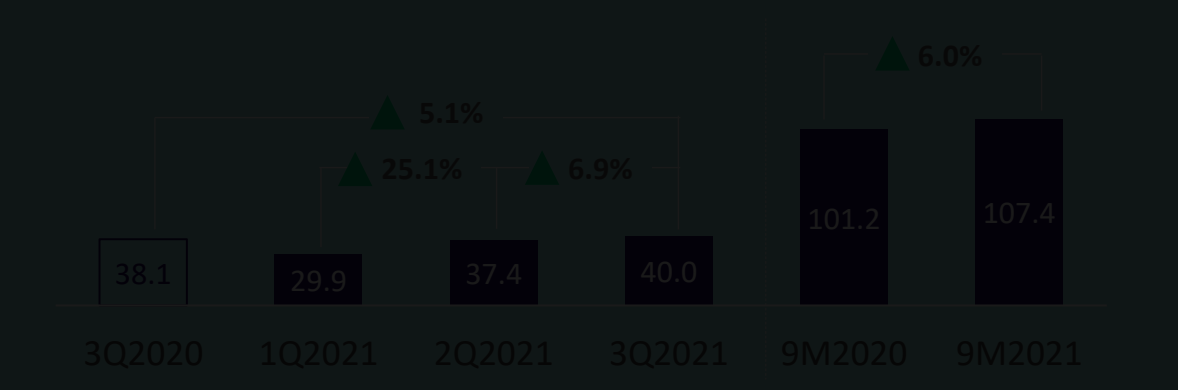
SERVICE EBITDA (\$'M)¹ / MARGIN (%) – EXCL JSS²

Reflecting Initial Results of Consumer Differentiation Strategy; Disciplined Expenditures; and Strengthened Enterprise Proposition.



NET PROFIT (\$'M) – EXCL JSS²

(ATTRIBUTABLE TO SHAREHOLDERS)



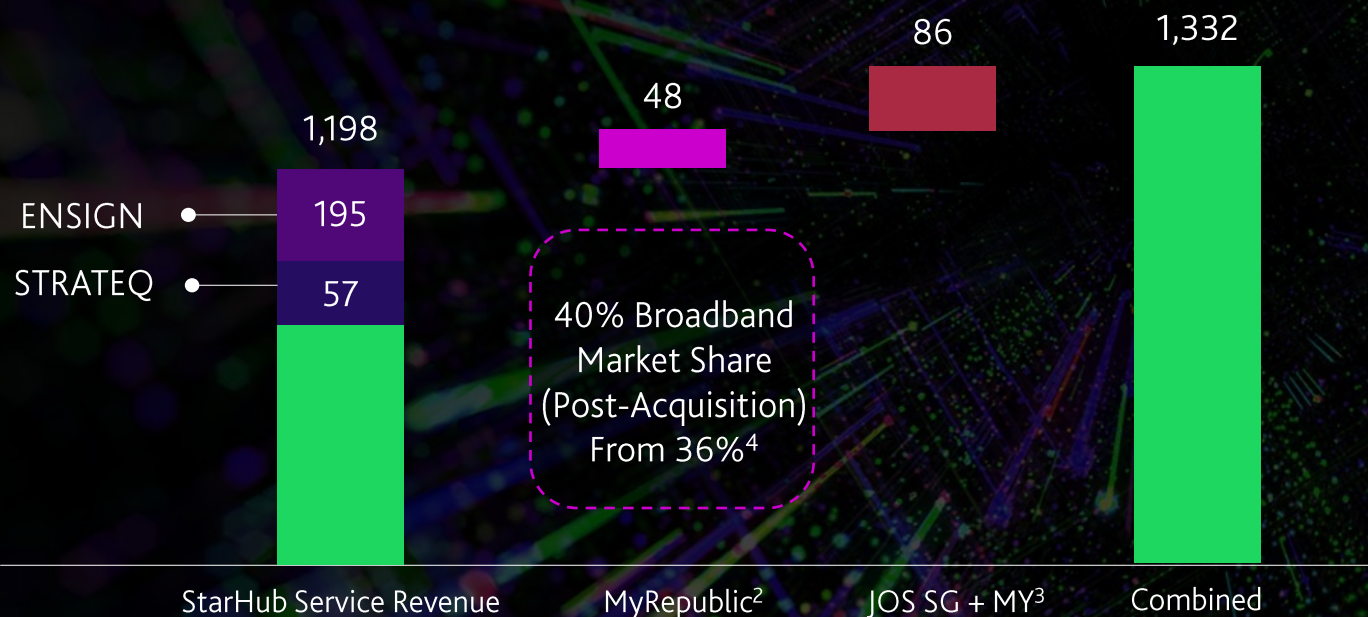
¹ Service EBITDA refers to EBITDA less equipment margin (sales of equipment less cost of equipment)

² Excluding the effect of JSS payouts recognised over the comparative periods

WITH M&A, WE ARE RE-WEIGHTING OUR ENTERPRISE SEGMENT AND OVERALL BUSINESS TOWARD GROWTH

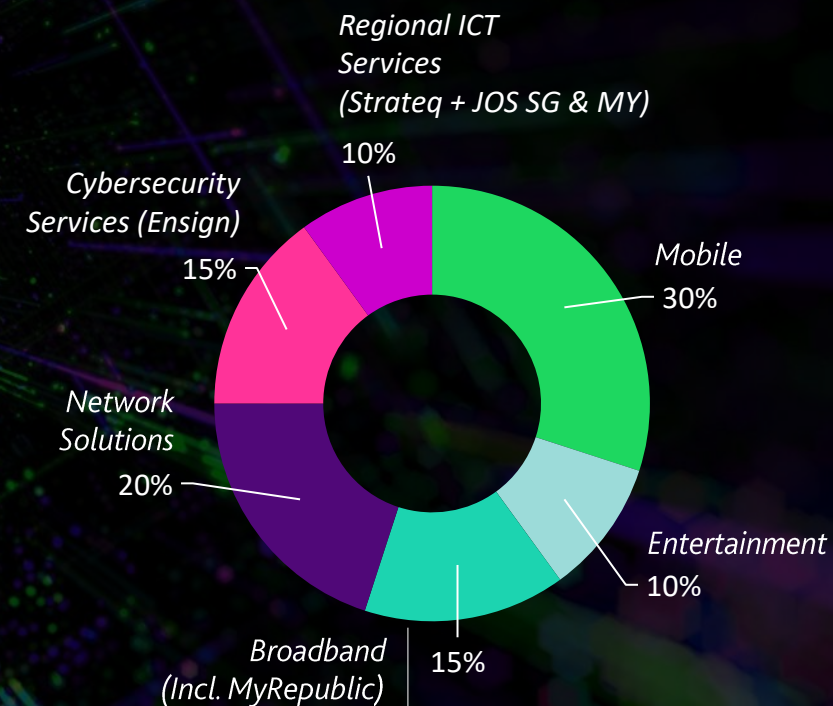
9M2021¹ Service Revenue (\$'M)

Estimated Pro Forma – For illustration only



9M2021¹ Service Revenue Mix (\$'M)

Estimated Pro Forma – For illustration only



¹ 9M2021 refers to StarHub's nine-month financial period ended 30 September 2021.

² For comparative purposes, the management account for MR SG for the financial year ended 30 June 2021 has been adjusted to a nine-month financial period.

³ For comparative purposes, the management account for JOS MY & JOS SG for the financial year ended 31 August 2021 has been adjusted to a nine-month financial period.

⁴ As at March 2021.

DARE+

NEXT PHASE OF TRANSFORMATION | FY2022 - FY2026

WITH STRONGER FOUNDATIONS, WE CAST OUR SIGHTS ON DELIVERING **TOTAL SHAREHOLDER RETURN** WITH DIVIDENDS + GROWTH

DARE+ Programme to bring StarHub **BEYOND TELCO** & Drive Long-Term Shareholder Return

Bring customers digital products that enrich their digital lives

Empower customers to engage with us true freedom to act on their choices

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

Value for customers, enriching their lives and improving their productivity

Growth across all our businesses serving our Enterprise customers' own digital & AI/ML transformations

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

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

WE HAVE A RESPONSIBLE DIVIDEND POLICY...

At least 5 cents or 80% of Net Profit Attributable to Shareholders (Adjusted For One-Off, Non-Recurring Items); Payable Semi-Annually

...BACKED BY A STRONG BALANCE SHEET

\$349M

*9M2021 Free Cash Flow
With Strong Cash
Generative Abilities*

1.27X

*9M2021
Net Debt
to EBITDA*

A photograph of three women of different ages laughing joyfully outdoors. The woman on the left is younger with dark hair, the woman in the middle is middle-aged with glasses and grey hair, and the woman on the right is older with grey hair. They are all smiling broadly. The woman on the right is holding a black smartphone and pointing at the screen. The background is a soft-focus green landscape. The image has a dark green overlay.

WE CARE

Creating Value For Shareholders,
Customers, Partners, Employees & The
Community.

STARHUB

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