



STARHUB

TRANSFORMATION
FOR A NEW GENERATION

STARHUB CONSUMER
INFINITY PLAY VISION

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.



TRANSFORMATION IMPETUS

Our Operating Landscape Today



MOBILE.

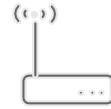


Hyper-Competition

Many brands; Price pressures

COVID-19 Impact

Roaming & Prepaid



BROADBAND.



Growing Market

in revenue and subscribers

Essential Service

Reliable Network critical for Work-From-Home / Home-Based Learning



ENTERTAINMENT.



Expanded

Two-player traditional Pay TV market disrupted by OTT

Linear → OTT

Viewing habits shifting to anywhere, anytime, any device



DIGITAL.



Digital-First

Driving frictionless, digital transactions (sales and service)

Gateway to Infinity

Digital catalyst for transforming telco to tech



OUR EDGE

1 in 2 Households in SG
is a StarHub Customer

**Most Awarded
Network across mobile
and home**

8 awards YTD (2021)¹

Trusted Brand

StarHub NPS +161.5% YoY²

¹Sources: Nielsen NPS Brand Tracker, CSISG, OpenSignal, IMDA

²The Net Promoter Score ("NPS") measures customer satisfaction; the YoY growth compares the improved NPS for 3Q2020 vs 3Q2021

TOWARDS INFINITY AND BEYOND

We've Laid The Right Foundations
For Our Infinity Play Vision

5G First-To-Market & Leadership.

>250k Subscribers, Market Leader in Singapore

Transformed Pay TV Model & Integrated OTT

Enhanced NPS and Profitability

Successful Differentiation Strategy

Cross Product Bundling & OTT Partnerships

Strong Growth Trajectory for Giga!

SIM-Only Digital Fighter Brand

Advanced Journey Towards Zero-Touch Customer Journey

*Enhanced Online Touchpoints (e.g. Online Store with +38.7% conversions y-o-y,
My StarHub App with >500k MAU)*



DARE+

Connecting Lives, Enriching Communities | FY2022 - FY2026



DIGITAL

In Everything We Do



- Giga! is a market-leading digital brand with the highest NPS and 100% online transactions
- Strong momentum in digitalising StarHub's sales and service channels (70% YoY increase in digital transactions)
- We have embarked on a focused IT Transformation strategy providing digital end-to-end journeys supporting our infinity strategy



ACCELERATING

Infinite Value Creation



Driving Greater Value Via our Platform Strategy:

- **Cloud Gaming** – Providing high-performance gaming to a wider audience
- **Entertainment** – Super OTT aggregation, curated based on customer preferences
- **Peace of Mind** – Providing users with protection for risks they face in their digital lives
- **And more to come ... Stay tuned!**



REALISING

Growth Without Frontiers



- Focusing on disrupting the status quo within the communications industry
- Continually investing in technologies to disrupt business models and improve ROI
- Building powerful partnerships across the infinity spectrum
- Leveraging platform capabilities and opportunities through M&A



EXPERIENCES

That Enrich Customers' Lives



- Bringing users superior connectivity and diverse products and services to support an unparalleled experiences in work, living, education and play
- Best in class digital experience, with 25% YoY growth in NPS¹ for My StarHub App
- Bringing powerful 5G use cases to the market to enrich our consumers' digital lives

¹The Net Promoter Score ("NPS") measures customer satisfaction; the YoY growth compares the improved NPS for September 2020 vs September 2021

BEYOND TELCO.

Our Infinity Play Vision

End-To-End, Needs-Focused Digital Experience

Experience

All-In-One Mobile App For
Varied Needs

Services

For StarHub & Non-StarHub Customers
(Consumer + Enterprise)

New
Verticals

Opens Doors To New Revenue Streams
(Consumption Drivers Such As Entertainment,
Gaming, Peace of Mind, etc)

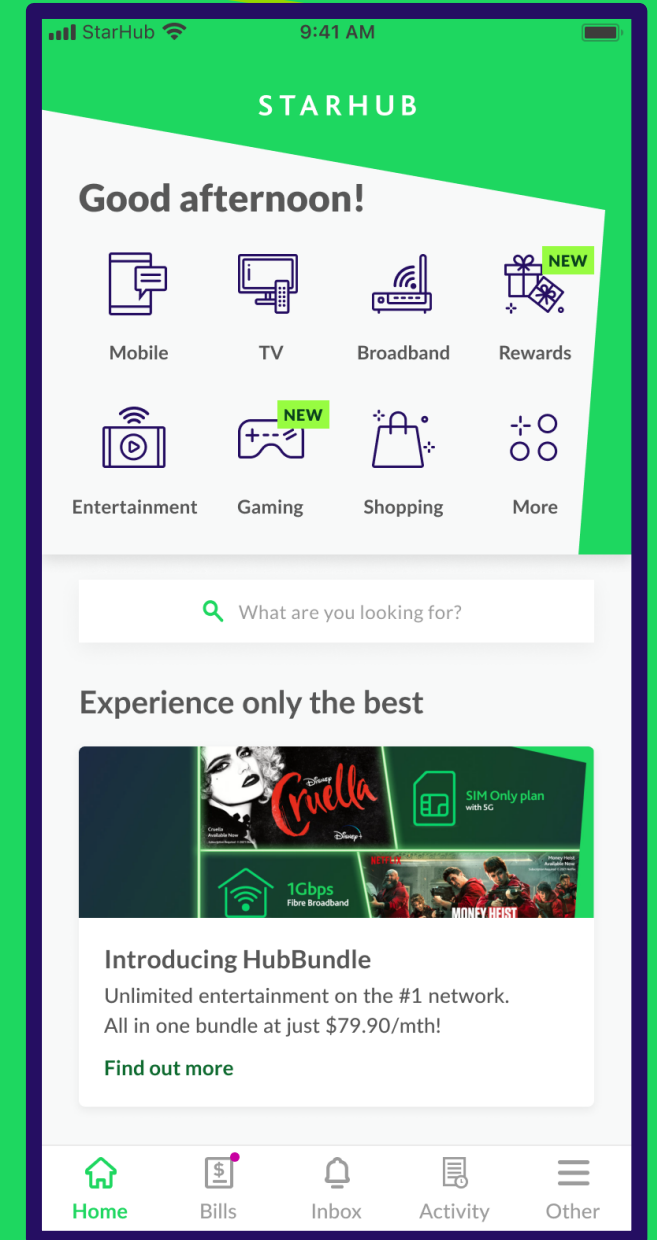
Analytics

Tapping Rich Data Assets For Marketing
Automation / Predictive Marketing

Seamless
Operations

Seamless & Integrated Processes
(E.g. Order Management, Delivery, Billing &
Charging, Product Catalogues, etc)

& More To Come...





BUILDING ON STARHUB'S HERITAGE OF DELIVERING WORLD-CLASS CONNECTIVITY, WE ARE NOW A MARKET LEADER IN 5G

2019

First-in-SG
5G Cellular on wheels



2020

Aug
First to launch 5G NSA in Singapore with Bundled Entertainment & Gaming

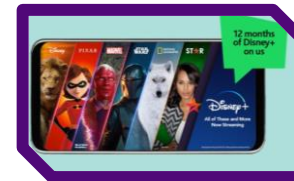


2021

Feb
Bundled Disney+ with 5G Mobile+ plans



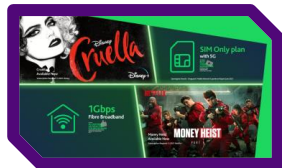
Jun
First to launch 5G bundled Mobile+ SIM Only Plans



Aug
Launched 5G SA



Sep
Launched HubBundle: 5G SIM Only + Broadband + Netflix + Disney+





GOING BEYOND CONNECTIVITY: BRINGING WORLD-CLASS LIFESTYLE SERVICES TO USERS

Our Differentiation Strategy

Exclusive, Multi-Year Partnerships



- Exclusive multi-year distributorship with Disney+, launched in Q1 2021
- Bundled proposition with all product lines
- **New!** HubBundle: Mobile + Broadband + OTT

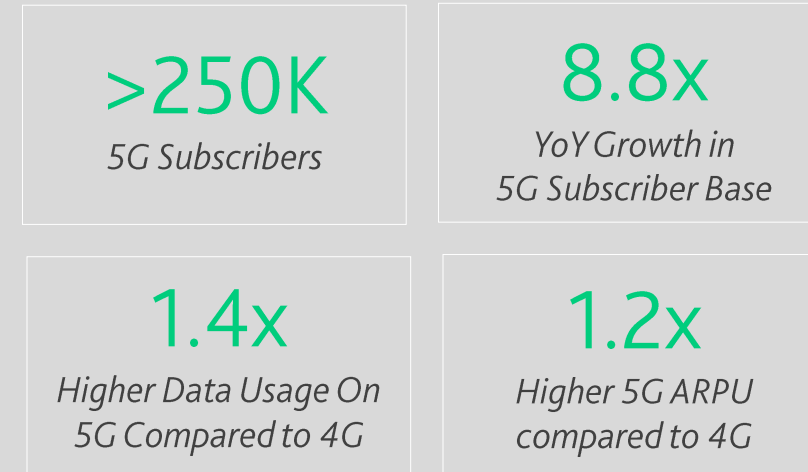


- First to launch in South-East Asia; Launched September 2021
- Exclusive in Singapore
- Promising uptake – strong interest from non-StarHub customers

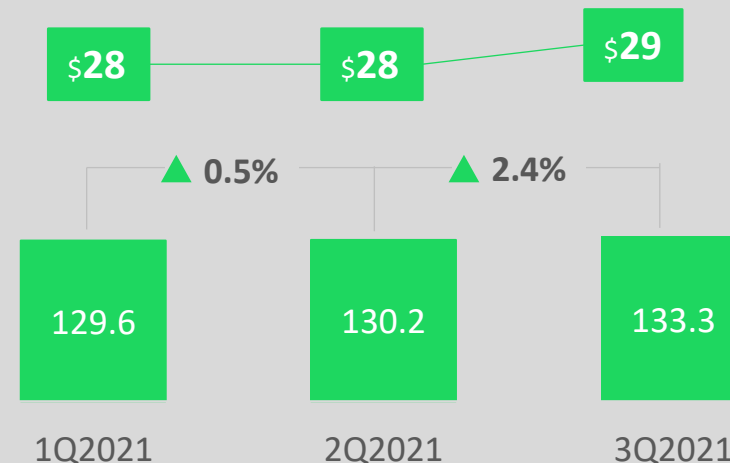
Network Superiority



Growing 5G Subscriber Base



Improving Mobile Revenue (\$'M) & Postpaid ARPU (\$)





INNOVATIONS DRIVING SIGNIFICANT VALUE

Market Leader in Entertainment

10

*Integrated
OTT Apps*

>100K

*Hours of Non-stop
Entertainment*

+10%

*Increase in NPS vs
Legacy IPTV*

2.4x

*Increase in
Viewing Hours
(On-Demand)*

+22%

*Live Channel
Consumption
(OTT vs IPTV)*

Improving ARPU

\$40

1Q2021

\$42

2Q2021

\$43

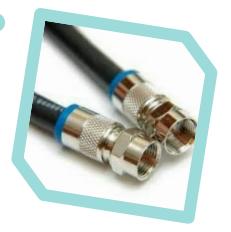
3Q2021



OUR ACHIEVEMENTS IN ENTERTAINMENT HAS BEEN TRANSFORMATIVE

2019

Cable-To-Fibre Migration
*Fixed to Variable Cost;
Enables transformation
in content delivery*



2020

March
Kickstarted
OTT Strategy
Starting with
Netflix; iQiyi and
Hotstar



Sep
First-To-Market:
StarHub TV+
All-in-one hybrid
platform combining
linear TV and OTT
options



2021

Jan
Exclusive Partnership
with Disney+
StarHub customers
were among the first in
the world to enjoy all
six Disney content
brands



Sep
Launched HubBundle
*Bringing together Mobile SIM
Only, Disney+, Netflix and
Broadband into a leading
bundle to enhance our value
to customers*





BROADBAND: DRIVING CONSUMPTION & DIFFERENTIATION

Strong Value Proposition For Higher-Margin Segment Alongside MyRepublic SG Broadband

3.3x

*YoY Growth in
2Gbps Subscribers*

1.4x

*Higher ARPU
(2Gbps vs 1Gbps)*

Improving ARPU

\$31

1Q2021

\$32

2Q2021

\$34

3Q2021



**HARNESSING
REVENUE
SYNERGIES**

- Strengthened subscriber & revenue market share – comparable to market leader
- Tap MyRepublic's strong niche in gaming segment
- Cross-sell OTT, cloud gaming and other experiences into MyRepublic's base in future

giga!

StarHub's Digital Fighter Brand & Proven Model For Digital Strategies

113%

YoY Subscriber Base Growth
(As at 3Q2021)

Giga!: StarHub's Gateway to Infinity

72% of Subscriber Base

Interacts & redeem rewards through the app

98% of customer queries

answered by Chatbot

with >80% accuracy level



4.4

★★★★★
6.2K Reviews



4.6

★★★★★
2.7K Reviews



4.8

★★★★★
3.6K Reviews

Deep Customer Engagement

+46 NPS

Highest in industry

~32%

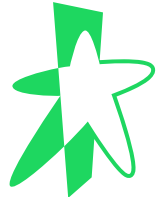
Sales from existing subscribers' referrals

2 Major Regional Awards – 2021

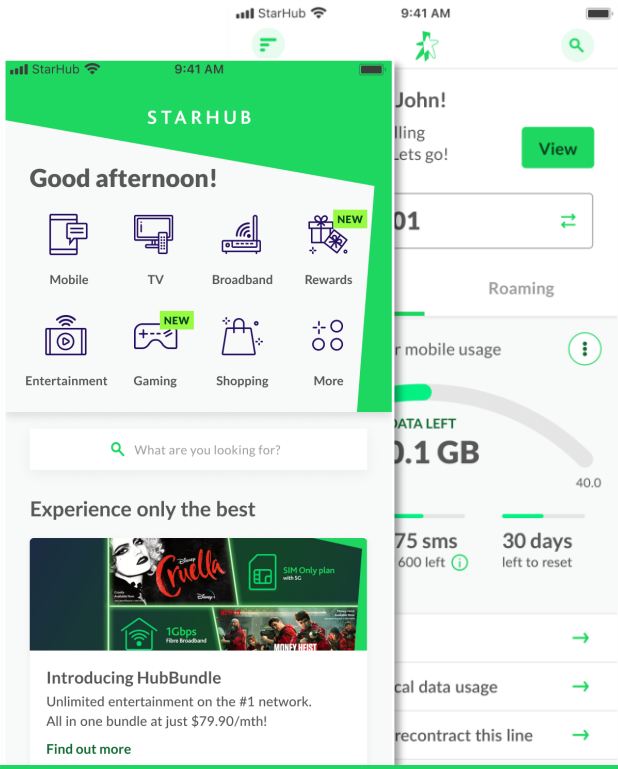
- Silver: Best use of in-app advertising
- Bronze: Best Mobile Growth Strategy

WHAT WE'VE DONE FOR **giga!**...

...WE'LL REPLICATE FOR



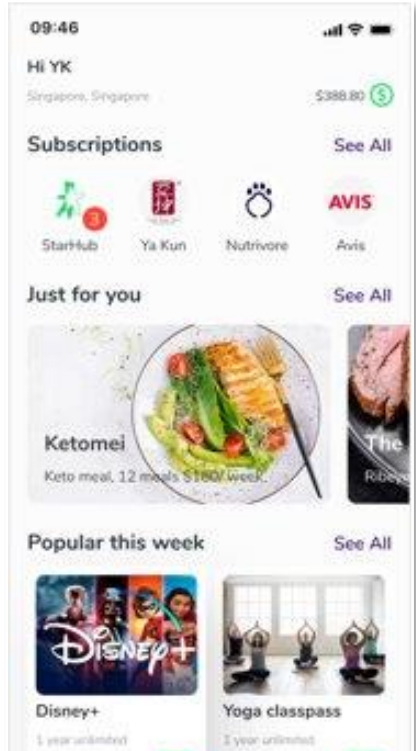
PAST



PRESENT

+18% pts
Online
Sales Mix
YoY Growth

+10%
YoY
Improvement
in NPS¹



(Concept)

FUTURE

¹The Net Promoter Score ("NPS") measures customer satisfaction; the YoY growth compares the improved NPS for September 2020 vs September 2021



CHALLENGING STATUS-QUO

The Road Ahead

Digital First

Enabling digital capabilities to deliver a superior customer experience

Platform Strategy

- Lifestyle services powered by digital platform with world-class connectivity
- Continue to lead across 5G, entertainment, gaming, peace of mind, and more

Infinity Play

Leverage award-winning connectivity to provide customers with an ecosystem of valuable services

STARHUB

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