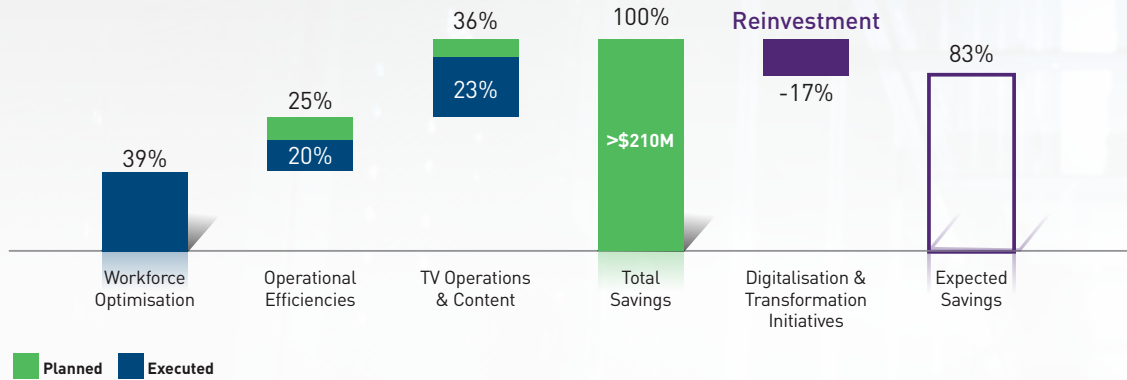


# D.A.R.E. TRANSFORMATION

## 82% EXECUTED

As at FY2020, unless otherwise stated.

### FY2019-2021 Expected Savings & Reinvestment



### DELIVERING Market-Leading Customer Experiences

- First to launch 5G NSA in Singapore with widest nationwide coverage<sup>1</sup>
- Strong traction for experiential 5G Mobile+ and Biz+ plans
- Sustained momentum for transparent 4G Hello Change plans (majority of postpaid subscriber base)
- StarHub TV+ marks significant leap forward for Pay TV content delivery transformation
- 24.5% YoY incremental improvement in NPS
- Matured chatbot as an online touchpoint to automate customer support with over 80% accuracy



### ACCELERATING Value Creation From Core Businesses

- Ongoing digitalisation and simplification of processes to drive operational efficiencies
- 11.8% incremental YoY reduction in Opex
- More than \$210M savings identified; 82% executed
- Made further inroads to convert Pay TV content providers to a variable cost model
- Greater procurement savings from renegotiation of expiring contracts
- Established strategic partnerships with global partners to augment Enterprise network offerings



### REALISING Growth From New Opportunities

- 51.4% YoY Cybersecurity revenue growth in FY2020
- \$33.2M revenue contribution from Strateg following completion of acquisition in July 2020
- Pursue strategic partnerships to empower new 5G experiences for consumers
- Active trials with enterprise customers, industry and tech partners to develop 5G use cases
- Continue to seek growth opportunities through synergistic M&A for greater diversification and to bolster Enterprise capabilities



### ENHANCING Efforts To Transform Digitally




- Approximately 5 times YoY growth in giga! subscriber base; Maintained highest NPS in market
- Commenced IT Transformation in 3Q2020, which will form the backbone to StarHub's digital strategy

<sup>1</sup> As at September 2020.






# IT & DIGITAL TRANSFORMATION

## IT TRANSFORMATION

Commenced in 3Q2020

-  **Flexible and Modular IT Architecture**
-  **Cloud Scaling**
-  **Low / No Code**

## ENABLING DIGITAL TRANSFORMATION


-  **Simple Digital-First Products**
-  **Leading Digital Customer Experiences**
-  **Lean and Automated Processes**
-  **Data and AI-Driven Monetisation**
-  **Agile Operating and Delivery Model**

## KEY OBJECTIVES

- 1 Personalised, Predictive Customer Experience; Zero-Touch Products & Customer Journey**
- 2 Extract Value From Rich Data Assets; Product-Driven Design**
- 3 Faster Time-To-Market; Scalability & Flexibility**
- 4 Simplify Processes & Operations; Improve Cost Efficiency**

## FY2020 ACHIEVEMENTS

Leading Digital Customer Experiences



**DIGITAL SALES**


---

**+32%**

Digital Sales Transaction<sup>2</sup>  
YoY Growth

**>60%**

Conversion Rate Improvement recorded after consumer digital sales journey simplification



**DIGITAL SERVICE**

---

**>12%**

Monthly Active Users<sup>2</sup>  
YoY Growth

**>3M**

Service Transactions (App & Web service platforms)

## POTENTIAL COST SAVINGS

Opportunities Identified

- Lower commission cost with increased migration to online touchpoints
- Lower operating leases with a more effective retail footprint
- Lower staff costs from simplified and streamlined processes, rightsourcing and embracing digitalisation
- Lower repairs & maintenance expenses and licence fees
- Sustainable mid-to-long term IT support cost savings
- Further cost savings to be identified with ongoing process and organisation reviews

<sup>2</sup> As at 31 December 2020.