

INVESTOR RELATIONS

In 2018, StarHub underwent manifold changes including a change in our CEO and key members on the management team, the establishment of a cyber security pure-play joint venture with Temasek Holdings, to the implementation of a Strategic Transformation programme.

It was imperative for the Investor Relations (IR) team to maintain even closer ties to the investment community, proactively engaging and informing our stakeholders of our journey, and the impetus behind each initiative.

Open, Transparent and Credible

We are steadfast in our belief to articulate our story in an honest and forthright manner, both through rosy times and adversity, to engender our investors' continued confidence in the company.

Our IR engagement programme remains comprehensive and dynamic. StarHub conducted more than 210 engagements across a plethora of platforms, including participation in non-deal roadshows, multi-day conferences and one-on-one analyst meetings.

These gave our investors the opportunity to personally interact directly with and gain clarity from our CEO and management on our strategy, financial performance, transformation roadmap, challenges, opportunities and outlook for StarHub.

The engagements also provided a good platform to introduce our Chief of Enterprise Business, Dr Chong Yoke Sin, who shared her insights on the burgeoning opportunities in data analytics, AI and in particular, cyber security. Additionally, we organised a session, hosted by our CFO Dennis Chia, for the sell-side analysts, to explain the implications of adopting the new SFRS(I) accounting standards for FY2018.

Top of Mind Concerns

Foremost on the minds of our investors is the impact of Singapore's competitive landscape and evolving technology on StarHub. Without a doubt, change is a certainty, and StarHub has dared to embark on a bold and comprehensive multi-year transformation journey commencing in 2018, to upgrade into a leaner and more agile organisation. This journey sweeps through

simplification of our key product lines – mobile and pay TV, as well as a refresh of our support backbone and processes in Information Services and networks.

At the heart of our transformation is our customers – how to serve them with services they want, in the manner they like, in the most cost-efficient yet effective way. We have thus commenced on taking firm deliberate steps to digitalise our operations to serve a more connected and digital savvy customer base.

Our balance sheet is strong, with headroom for expansion and inorganic growth. In this regard, StarHub has demonstrated our willingness and ability to invest in key areas that add new service capabilities which complement our core business.

Indeed, as the only other operator to have laid its own fibre network to commercial buildings, we remain the only true competition to the incumbent in the enterprise market and have consistently demonstrated high growth rates in the enterprise space.



StarHub won the 'Best Overall IR (Small to Mid-Cap) Award' at the IR Magazine South East Asia 2018 Awards



StarHub hosted a session for the sell-side analysts to explain the implications of adopting the new SFRS(I) accounting standards

We remain committed to be accessible and highly responsive to all questions from the investment community.

Another frequently asked question is the sustainability of our dividend payment policy. Over the years, StarHub has been consistent in returning cash to shareholders as soon as practical. In line with past practice, StarHub remains the only local telco that pays dividends quarterly since 2005, with one of the highest yields in 2018.

Our Board continues to prudently consider a multi-year view of our earnings, free cash flow, growth prospects, investment needs and an optimal balance sheet, when deciding on our dividend policy. For FY2019, we have committed to pay 9 cents dividend per share, or at least 80% of our net profit attributable to shareholders.

The Way Forward

We remain committed to be accessible and highly responsive to all questions from the investment community.

We are happy to note that our efforts have not gone unnoticed. We are humbled and heartened to receive the "Best Overall Investor Relations (Small to Mid-Cap) Award" and the "Best in Sector: Communications Award" at the IR

Magazine South East Asia 2018 Awards. StarHub was also recognised at the ASEAN Capital Markets Forum's ASEAN Corporate Governance Scorecard, when it was named as one of ASEAN's top 50 public-listed companies for demonstrating excellence in corporate governance.

Maintaining Confidence

StarHub is a well-run company - overseen by a Board that upholds corporate governance excellence, managed by an experienced senior leadership team that is well regarded by the industry, and supported by a team of committed StarHubbers.

We are ahead of the curve in our sustainability practices, broadening our efforts to reduce our impact on the environment and caring for our wider community through our various philanthropy and outreach programmes.

Our strategic transformative programme reflects a proactive Board and Management team and manifests the challenger spirit to take on calculated risks in new ventures, whilst balancing pragmatism and fiscal responsibility.

IR Calendar 2018

1Q	2Q	3Q	4Q
<ul style="list-style-type: none"> - FY2017 results announcement - Singapore Investor Roadshows - HSBS ASEAN Conference (Singapore) - CLSA ASEAN Forum (Bangkok) - Credit Suisse Asian Investment Conference (Hong Kong) - Maybank Kim Eng Invest ASEAN (Singapore) 	<ul style="list-style-type: none"> - 1Q2018 results announcement - Singapore Investor Roadshows - BNP Paribas APAC TMT Conference (Hong Kong) - dbAccess Asia Conference (Singapore) - Citi ASEAN C-Suite Conference (Singapore) - SFRS(I) briefing session 	<ul style="list-style-type: none"> - 2Q2018 results announcement - Singapore Investor Roadshows - "Meet new CEO" Analysts Luncheon (Singapore) - SGX-Maybank Kim Eng Conference (Kuala Lumpur) - Formation of Ensign InfoSecurity Analysts Briefing (Singapore) - CLSA Investors' Forum (Hong Kong) 	<ul style="list-style-type: none"> - 3Q2018 results announcement - Singapore Investor Roadshows - Morgan Stanley APAC Summit (Singapore)