

VALUE CREATION

HOW WE CREATE VALUE

At StarHub, our journey of transformation will enable us to evolve and create value through six capitals – financial, physical, intellectual, human, social and natural. The resulting value is a spectrum of interconnecting facets, which consist of the increasingly integrated services our customers have come to expect from the StarHub brand, and effective relationships that equip, enable and empower.



Financial Capital

Our financial strength – generated from our revenue as a leading telco in Singapore and powered by our Hubbing strategy – comes primarily through our four lines of business.



Physical Capital

Our physical capital includes our buildings, infrastructure and networks, which are continually upgraded to enable us to conduct our business activities and drive organisational progress.



Intellectual Capital

Our intellectual capital includes our intellectual property and knowledge, as well as our brand, which have been developed over 18 years to become a trusted brand with world-class infocommunication and entertainment services.



Human Capital

Our people are at the core of what we do, and we continually invest in our passionate team of StarHubbers. By enabling them to build their knowledge and capabilities, we can provide our customers with an unparalleled breadth of services, as well as an experience like no other.



Social Capital

Our social capital includes the cooperative relationships we have built with our customers, stakeholders and suppliers – all of which are based upon a core foundation of trust and partnership.



Natural Capital

Our natural capital includes the natural resources we depend on to create value for our customers and stakeholders. We are fiercely committed to reducing our carbon footprint and engaging in more sustainable processes and responsible citizenship.



Create sustainable value for our stakeholders guided by our strategic pillars to Deliver market-leading customer experiences, Accelerate value creation, Realise growth from new opportunities, and Enhance digital transformation (DARE).



Mobile

Serving Singapore’s mobile customers both within the country and overseas, we differentiate ourselves with better value and innovative offerings. Read about our Mobile business on page 44.



Pay TV

Hundreds of thousands of our customers turn to us to be informed and entertained, and we form strong partnerships in content, distribution and technology to provide the very best. Read about our Pay TV business on page 46.



Broadband

Our broadband customers are always assured of a “smarter” lifestyle, as we constantly ensure our networks are nothing but world-class. Read about our Broadband business on page 47.



Enterprise Fixed

By improving our capabilities and network infrastructure – especially in critical areas like cyber security and data analytics – we take our customers’ businesses to the next level. Read about our Enterprise Fixed business on page 48.



We enable our customers and stakeholders to stay connected, informed, entertained and secure, and empower them with the tools to drive forward both their personal lives and businesses.



OUTCOMES FOR STAKEHOLDERS

We enable our customers and stakeholders to stay connected, informed, entertained and secure, and empower them with the tools to drive forward and change both their personal lives and businesses.



REINVESTMENT

We reinvest to generate growth which creates value for both shareholders and stakeholders. Approximately 12% of our revenue is utilised to upgrade our networks and grow our capabilities, ensuring the StarHub brand continues to deliver the best in services and range.



Financial Performance

- \$2.36 billion in total revenue for the year
- 28.4% service EBITDA margin
- 16.0% increase in Enterprise Fixed revenue to \$511 million
- 4 cents dividend per quarter per share

Value Distributed

- Ensign InfoSecurity – one of Asia’s largest cyber security companies – launched
- StarHub’s Strategic Transformation Plan implemented
- One of the top 10 most valuable brands in The Brand Finance Top 100 Singapore Brands Report
- StarHub Go Streaming Box – a brand new all-in-one entertainment destination
- World’s fastest 4G and 3G speeds

Sustainability Impact

- 1st in Asia Pacific and 5th globally in Equileap’s Gender Equality Global Report and Ranking
- 127 tonnes of e-waste collected at over 460 RENEW bins throughout Singapore
- \$1.4 million invested in employee training and development
- \$826,698 committed to 16 charity organisations
- 13 Materiality Topics and 5 Sustainability targets to help create a better world