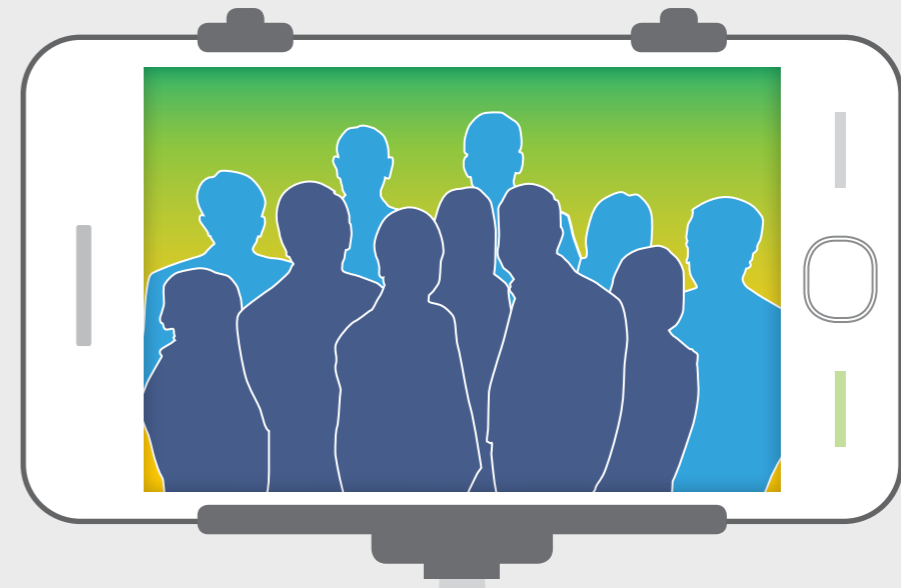


SENIOR MANAGEMENT

The key roles of the Senior Management include providing the vision and strategy to move the Company forward and running the day-to-day operations.



#wefie



Front row from left:

Chan Hoi San
Senior Vice President,
Human Resource

Kevin Lim
Chief Commercial Officer

Tan Tong Hai
Chief Executive Officer & Executive Director

Jeannie Ong
Chief Strategic Partnership Officer

Dennis Chia
Chief Financial Officer

Diana Lee
Senior Vice President,
Customer Service Experience

Back row from left:

John Tan
Chief Information Officer

Tim Goodchild
Senior Vice President,
Government & Strategic Affairs

Mock Pak Lum
Chief Technology Officer

Veronica Lai
General Counsel & Company Secretary

Howie Lau
Chief Marketing Officer

IN DISCUSSION WITH STARHUB'S MANAGEMENT

Customers demand high service standards; we demand higher standards on ourselves. With Hubbing, we bring value; with superior customer service, we bring satisfaction.



Can you give us a brief recap for 2015?

2015 was a transformational year for StarHub. We embarked on a digital transformation journey to strengthen our services and offerings to both our consumer and enterprise customers.

We began the journey to meet changes in the industry and consumers' lifestyles. For instance, with our omni-channel focus, we improved our self-help platforms, *My StarHub* app and StarHub Online Store to better engage with our customers. This has also helped us stay on top in 'The Customer Satisfaction Index of Singapore' ranking. On the Enterprise front, we continued to build our own infrastructure, solutions offerings and account management team to better support the needs of enterprise and SMBs.

Our senior management team was strengthened with the on-boarding of Mr Dennis Chia and Mr Howie Lau as our new CFO and CMO respectively. In light of our focus on partnership, Ms Jeannie Ong holds the newly-created position of CSPO. The new role sees her building and expanding key relationships with the wider community of content partners, government agencies and strategic partners.

We have also brought Hubbing to the next level with 'Infinite Hubbing'; comprising of 'Personalised Hubbing' for consumers and 'Smart Hubbing' for enterprises. In the consumer space, 'Personalised Hubbing' will enable us to go beyond the household

to engage individual household members and deliver personalised services and content to them.

For enterprises, we will be looking at 'Smart Hubbing' to deliver smart enterprise solutions beyond connectivity and also enable them to serve and target their own customers better. Through our extensive range of innovative solutions on multiple platforms, offering a wealth of information, communications and entertainment services, 'Infinite Hubbing' will provide limitless opportunities for our customers' work and lifestyle needs.

In 2015, our customer-centric focus saw our lines of business performing healthily. Our Broadband revenue gained momentum and post-paid Mobile continued to do well for us. Our pay TV business showed resiliency despite competition and we also witnessed steady growth in our Enterprise business.

Mobility

Our Mobility business is holding up in the face of competition and structural changes. We continued to grow the post-paid business which is the biggest revenue contributor. On the pre-paid front, we see more customers using more data and OTT (over-the-top) services.

Ahead of our competitors, we recorded consistently strong quarterly post-paid net adds numbers, ending the year with 1,325,000 post-paid customers versus 1,277,000 a year ago. Post-paid ARPU also improved by \$2 to \$70 YoY.



TRIPLE-SERVICE
HOUSEHOLDS HAS
INCREASED TO

245,000

from 200,000 households
in 2010.



STRONG YEARLY POST-
PAID NET ADD NUMBERS

48,900

Customers YoY

We have also brought Hubbing to the next level with 'Infinite Hubbing'; comprising of 'Personalised Hubbing' for consumers and 'Smart Hubbing' for enterprises.

During the year, we also introduced enhanced *SIM Only* (no contract) plans. These plans are attractive to those who do not require a handset from their provider but see value in StarHub's mobile services.

Network-wise, we continue to innovate and stay ahead of the technology curve. For example, our 4G HetNet in Marina Bay served hundreds of thousands of customers at the SG50 Jubilee and Formula 1 Singapore Airlines Grand Prix events.

According to an independent study by OpenSignal for their 'The State of LTE' September report, our 4G network was ranked as the world's fastest LTE network. We were also recognised in October, when we received the 'Best Innovation in Heterogeneous Networks' together with our partner Huawei.

Entertainment & SmartLife

The pay TV business remained stable. Despite competition, our churn rate remained low at 0.8%. We are already using and plan to use more data analytics to improve our pay TV business. We launched *Fibre TV* (IPTV over StarHub Fibre) during the year, which offers a superior viewing experience with HD content, personalised features and greater interactivity.

We also introduced *StarHub Go*, our new online streaming service, to offer customers StarHub TV content delivered

on demand, OTT and on any device. Netflix entered the Singapore market in early 2016. We are working with Netflix to offer their content via our set-top boxes. It will be a complementary service to our current TV offerings and customers can charge their Netflix subscription directly to their StarHub bill.

On broadband, we saw a good take-up of our competitive fibre broadband plans driving our total fibre broadband customer base to 270,000 customers, an increase of 51% from 2014.

Enterprise Fixed Network

We have enhanced our solutions and service offerings, especially in the areas of cloud, data analytics and cyber security. For our customers who are advertisers and advertising media buyers, StarHub now offers greater smart targeting capabilities to engage customers across platforms to drive better results for their campaigns.

With Singapore's Smart Nation initiatives now underway, our fixed and mobile networks, and SmartHub (big data analytics division) are well positioned to actively support these initiatives.

In July, we announced the sale of a 70% stake in MediaHub to one of our strategic shareholders, ST Telemedia. Now under construction, MediaHub (renamed STT MediaHub) will be a key location for our data centre, media

headend, as well as for our office and innovation activities.

Sustainability

In our 2014 annual report, we were happy to announce that we were ranked 29th in the Corporate Knights' Global 100 list of the world's most sustainable corporations. That was a big improvement from the 66th place in 2013 – the first year we were recognised. We said that we want to do better. And we did. In 2015, we improved our ranking further to 24th.

We will continue to stay focused on the sustainability aspects that are most material for our business and for our main stakeholders. These include talent management, employee volunteering, customer service, reducing emissions and minimising waste, mobile accessibility and empowerment of the less privileged.

We will also continue our efforts to find creative and effective ways to reduce energy intensity while growing our customer base and overall business.

IN DISCUSSION WITH STARHUB'S MANAGEMENT



As the new CFO, do you have plans to make changes to the dividend payments?

The Board takes a forward three-year view of the Company's earnings, free cash flow, growth plans and balance sheet efficiency to determine the appropriate level of dividend payment. The preference is to make sustainable dividend payments, as the Board believes in providing greater assurance and clarity to our shareholders.

Can you share details on where the CAPEX is needed?

A large portion of the CAPEX is used for maintenance of the IT infrastructure and various networks we own like the Fixed and Mobile networks. The remainder is used for spectrum payments and enhancement of our own fibre network.

In 2013, we participated in the 4G spectrum auction which resulted in two payment tranches; one in 2014 and the other in 2016. In 2016, some of the CAPEX will go towards making that payment. We have highlighted in previous years that we want to be a strong player in the enterprise space. As such, it is necessary for us to invest and enhance our own fibre network as having our own extensive infrastructure is essential.

In your previous companies, you have done M&As for them. Will you be doing the same at StarHub?

We are operating in an environment where the traditional way of running a telecoms business is slowly disappearing. You no longer need to invest in CAPEX intensive networks or be based locally. You could develop an OTT app that has global appeal and your office can be offshore.

In that light, we are looking at adjacent businesses that will help our existing business leap-frog our growth. We will look at each opportunity with a measured financial approach and will definitely keep the market abreast of such developments.



How is the enterprise business coming along?

We have been steadily growing the enterprise business with a targeted approach. This has been paced with the build up of our infrastructure, solutions and capabilities to support the needs of customers. We lead in some sectors such as hospitality where we serve about 90% of the businesses. In other sectors, we continue to penetrate the verticals with fixed and mobile connectivity solutions, premium content and content delivery services and communications services. Our partnerships with global technology providers and carriers like Vodafone, have allowed us to accelerate our successes.

As infrastructure is key to all services, we continue to roll out our fibre network island-wide, over and above the Next Gen NBN, to provide critical connectivity solutions for greater diversity. We have also invested in a low latency solution to serve the financial sector both domestically and in the region. As enterprise mobility becomes a key component of a company's strategy, our mobile network has been enhanced to provide outdoor and indoor coverage with 3G to LTE-Advanced technologies.

Not stopping there, we have also deployed and are testing TDD-LTE cell sites in certain areas of the island. Additionally, we are testing TV White Spaces and small cells technology to ensure we leverage the best that technology has to offer to serve our customers.

Our recent tie-up with our strategic partner, ST Telemedia's wholly-owned subsidiary, STT GDC, on the STT MediaHub project will stand us in good stead. STT MediaHub is slated to be a carrier-neutral and highly secure Tier 3 data centre facility, managed and operated by STT GDC. With the synergy between ST Telemedia's global presence and our extensive facilities management experience, it will have the advantage of attracting enterprise customers in Singapore and beyond.

Beyond connectivity, our investment in SmartHub, our big data analytics division, will see us providing customer insights solutions to enterprises as they strive to understand their customers better. We have already launched our Smart Targeting solution for advertisers using data analytics on our TV platform. We are working with several large establishments on insights solutions for marketing initiatives.

The enterprise business has contributed positively to both top line and more importantly, profitability to the group and we expect this will continue strongly.

Q **A** **JEANNIE ONG**
CSPO

You were previously the CMO and now the CSPO. What does the new role entail?

This is a newly-created role and not quite commonly seen among Singapore-listed companies. We would like to believe this is a reflection of StarHub’s ability and commitment to stay ahead of the bigger trends in the business world and within the wider communities in which we are a member of.

Strategic partnerships will be pivotal to the Company’s growth so efforts will be centred on establishing and maintaining strong strategic relationships with government agencies, content owners, key strategic partners and other complementary companies. Besides that, I will continue to be responsible for building StarHub’s corporate reputation in the areas of Corporate Communications, Investor Relations and Corporate Sustainability.

In 2015, there were a slew of CSR projects and related awards. Were there any memorable ones?

Indeed, there were plenty. In February, we became the title-sponsor of the Singapore Environment Council’s annual School Green Awards. The following month, we were again the main sponsor of the Nurture 2.0 Programme where volunteers help cultivate reading among 600 children from low-income families in the Central Singapore Community Development Council (CDC).

In June, for the fourth consecutive year, we supported the Hair for Hope charity organised by the Children’s Cancer Foundation. Besides our own employees, we are extremely happy to also see customers, business partners, and colleagues from the media go bald under our banner for this good cause.

In July, we partnered with nine voluntary welfare organisations to celebrate SG50 by putting together a music video production of us singing – we cannot find a more befitting song than everyone’s favourite National Day song – ‘Home’. To drive the message to a wider audience, we carried the video across our various platforms from social media to our own StarHub TV channels.

In September, we expanded the network of RENEW bins, in which we are a pioneering member of the REcycling Nation’s Electronic Waste (RENEW) programme. We care about people with disabilities. We increased our sponsorship in training around 100 of them in useful office skills under the SPD Infocomm Accessibility Centre Certificate in Office Skills programme.

In January, we were ranked 24th on the Corporate Knights’ Global 100 list of the world’s most sustainable corporations. This was an improvement of 29th place in the preceding year, and in turn, a jump from 66th in 2013 – the first year we were ranked on this list.

We are proud to be the only Singapore info-communications company to make it to the list, and again, this could not be possible without the active participation of my colleagues, support of our business partners, and recognition from all stakeholders.



AS MAIN SPONSOR OF THE NURTURE 2.0 PROGRAMME,
600 kids
from low-income families in the Central Singapore CDC benefitted.



STARHUB RANKED
24th
Corporate Knight’s Global 100 list of the World’s Most Sustainable Corporations.

We are proud to be the only Singapore info-communications company to make it to the list, and again, this could not be possible without the active participation of my colleagues, support of our business partners, and recognition from all stakeholders.

IN DISCUSSION WITH STARHUB'S MANAGEMENT



MOCK PAK LUM
CTO

What are some of the new technologies adopted by StarHub recently?

2015 was a good year for the Network team.

An independent study using crowd sourcing technology by OpenSignal ranked StarHub's LTE network as the fastest LTE network in the world. This was made possible with the deployment of carrier aggregation and small cell technologies in both indoor and outdoor environment, and through the continual tuning of the mobile network to provide the best possible experience for our mobile customers.

The Fixed Network is going through a transformation towards software-defined architecture and more of our network functions are being virtualised. This will provide faster time-to-market for new enterprise offerings and eventually lead to a reduction in CAPEX and OPEX as we complete the transformation in the next two years.

Singapore wants to be a Smart Nation and StarHub has indicated its intent to be involved. What has been the progress so far?

StarHub is well-poised to support the government's Smart Nation initiative. We continue to lay our own fibre throughout the island and are on track to provide a nationwide fibre network with full redundancy by 2020.

In the mobile arena, we are participating in the HetNet trials in the Jurong Lake District. In the year, StarHub and Huawei were awarded the 'Best Innovation in Heterogeneous Network' in the LTE Asia 2015 event. These place us in a strong position to provide HetNet when it is commercially deployed islandwide.

Via our innovation arm, i³, we are also rolling out both onshore and offshore platforms to trial new network technologies and services to support the deployment of IOT devices. These devices will form the backbone of the sensor network that is key to Smart Nation data gathering.

Last but not least, SmartHub, our data analytics arm has launched a customer 360 database and an API platform. They will contribute key demographic and behavioural data to supplement the analytics platform that provides crucial insights to help both government agencies and private sector companies be smarter in their decision making.



STARHUB OWNS

30% stake
in STT MediaHub

Can you tell us more about MediaHub that is being built?

In July, we announced that our strategic shareholder, ST Telemedia's wholly owned subsidiary, STT GDC, will take a 70% stake in MediaHub and StarHub will own the remainder. Under the partnership, the facility, which is renamed STT MediaHub, will be managed and operated by STT GDC as a carrier-neutral and highly secure Tier 3 data centre.

STT MediaHub will be StarHub's convergence hub for our fixed, mobile and pay TV networks. We are building a state-of-the-art TV headend which will incorporate virtualised play-out and a fully IP-enabled delivery backbone. This will put StarHub in a good position as we navigate the changing media business landscape.

STT MediaHub will be our central office in the western part of Singapore providing resiliency in our networks. Being located in the Mediapolis@one-north, this facility will house our innovation and incubation teams which can be closely engaged with the flourishing startup community in the vicinity.

In addition, STT MediaHub will provide carrier-grade data centre facilities for our service provider and enterprise customers. This will contribute hosting, connectivity and managed services revenue when the building is completed in mid-2016.



What are your key tasks and responsibilities as the new CMO?

StarHub is an exciting brand, and my role is to continue to excite and engage our customers through StarHub's brand and marketing across both our consumer and enterprise businesses, as well as customer value management. Over and above Marketing functions, I also oversee the Entertainment & SmartLife and Media Business Unit divisions.

Marketing today is no longer about taking big advertisements in traditional media like newspapers and TV channels. Online platforms and digital marketing are fast becoming the future and they are proving to be great for us to build upon into a stronger competitive advantage. In line with that, Digital Transformation is one of the pillars of our strategy to build mobile-first and social-first, integrating digital, mobile, web, online and social media technologies and management, with the aim of enabling better customer experience and engagement with higher online transactions.

Increasingly, data analytics also play a key role for smarter use of our marketing dollars over a bigger number of platforms. The result of mining big data from StarHub's multiple networks is that you get a massive amount of data. The challenge is in building the right data library in leveraging these data meaningfully for precision marketing.

In addition, as we continue to make inroads into the Enterprise space, we need to build and tap on relationships with the CIOs and other key decision makers, speak their language, empathise with their concerns and show that we have effective solutions to offer.

The pay TV space has seen new entrants from OTT providers like Netflix. Is your pay TV service still relevant?

The customers' changing content consumption habits and existence of OTT providers have created some buzz for a few years now. These providers tend to only have a limited range of content to offer. We believe our StarHub TV, with over 200 channels, caters to a much wider range of tastes and preferences. We have a strong line-up of US-centric content as well as a wide portfolio of multi-cultural Asian and local programming.

We believe we have built a strong, loyal following of customers watching global content as well as Asian content like Hindi, Indonesian, Japanese, and Korean content, among others. We are constantly curating new content so that we can offer a bigger variety of TV content.

Technology and content goes hand in hand in bringing about a smarter way of life. In April, we introduced *Fibre TV* for consumers, an all HD platform offering over 200 channels. In addition, the technology powering IPTV is smarter. For example, viewers can use a better recording service, which allows simultaneous recording of two programmes into a hard disk drive.

Interactive functionalities on *Fibre TV* are also aplenty. They include 'Social TV', where viewers can conveniently recommend and post comments about programmes on their personal Facebook and Twitter accounts on their TV screens. 'Picture-in-Picture' lets our customers view content airing on other channels without disrupting the programme they are simultaneously watching.

In August, we had also launched our own OTT app called *StarHub Go*. This gives our customers the flexibility to catch the shows they want, on the devices they want, where they want, when they want.

Viewers, perhaps, will find some OTT provider's content appealing but they will likely complement it with what we have. In January 2016, we made an announcement that we are working with Netflix to bring their content to StarHub TV customers.

In the Broadband space, competitors tend to compete on pricing, what is your strategy to counter that?

We are pleased that our residential fibre broadband base is expanding steadily as customers continue to affirm their preference for Hubbing with us. Our *HomeHub* and *HomeHub Go* packs, which bundles content into our broadband and even mobile proposition, are very popular.

Our vision is to be the preferred provider and backbone of Singapore's smart homes where we are able to deliver a seamless and premium experience for wireless home networking, home entertainment as well as home control and monitoring services in future. We will continue to strive to deliver a reliable and consistent broadband experience as we are able to leverage our ubiquitous HFC network besides the Next Gen NBN.

Today, we are the only operator that is able to provide customers with Dual Broadband (cable and fibre), and give them the 'always on' proposition.

IN DISCUSSION WITH STARHUB'S MANAGEMENT



DIANA LEE

Senior Vice President
Customer Service Experience

How is the Customer Service team supporting the Company's growth?

Customers demand high service standards; we demand higher standards from ourselves. Our journey to improve customer service is a continuous one. The first phase began when our retail and customer service outlets merged as one in late 2013. The second phase was when we focused on building a solid foundation, and creating the various channels and processes to better support the Company's growth.

In early 2015, we began the next transformational phase to meet changes in the industry and customers' lifestyles. Dubbed 'Retail and Service Transformation (RST) 3.0', the vision is to deliver 'Simplicity of Choice' for both customers and our team of customer service agents. The goal is to improve our service, customer loyalty, and thereby, profitability.

To better gauge how our team is doing, we started using the Retail Net Promoter System (NPS) to measure our customers' experience and loyalty. From a score of 1.4 in 2014, it improved by leaps and bounds to 30.5 by end 2015, even as cost was tightly controlled.

The change in the NPS score was big and underlying this change was a significant shift in the way we engaged our customers as well. For one, there is a growing move towards heavier use of the online platform for customers to better engage with us.

While the online channel is increasingly important, it is but one way customers can choose to interact with us. They may call, email, tap into the *My StarHub* app and self-service or drop by our retail stores. We are aiming for an omni-channel engagement approach. Our customers can expect seamless continuity in the service provided by us regardless of which channel the interactions might take place on.

We do appreciate that a seamless integration across the different avenues might be a complex undertaking. The rise of social media has created new channels via which customers can make their views known. So, there has been a lot of attention on how social media platforms can also augment and enhance our overall customer service levels.

We believe the physical stores will still have a key role to play under the different store categories. Some are our own stores, some are our channel partners. Steps are underway to enable our partner channels to support both sales and post-sales needs of our customers in 2016.



RETAIL NET PROMOTER
SYSTEM (NPS) 2015

30.5 score

From a score of 1.4 in 2014, it improved by leaps and bounds. NPS is used to better gauge how our team is doing in rendering service to our customers.

Our new StarHub Signature Experience stores, a key pillar of RST 3.0, are not just about new layouts or jazzy displays. It is a thorough look at how we can improve the customer's journey through understanding their needs when they visit us so that our staff can proactively engage them in a personalised and seamless manner. We plan to complement the face-to-face interaction at the stores with the relevant digital channels, so that customers may, for example, self-help and get what they want in a more efficient manner.

In addition, we have been improving the quality of our field workforce, the Hub Troopers. They provide the technical fulfilment for our customers, and they are the face of the Company when they do so. We impart technical expertise as well as provide soft-skills training and equipping them with tools to automate the fulfilment functions when they carry out their tasks.

Our Hub Troopers team is an important asset to the Company and we aim to leverage them, together with all our other frontliners, to keep our customers happy and delighted.

Some are our own stores,
some are our channel
partners. Steps are underway
to enable our partner
channels to support both
sales and post-sales needs of
our customers in 2016.

SENIOR MANAGEMENT'S PROFILE

Tan Tong Hai

CEO

(Tong Hai's profile can be found on page 20 of this report.)

Dennis Chia

CFO

Dennis oversees StarHub's financial health, develops key business strategies together with the core leadership team, ensures that business decisions are financially sound, and executes strategies through financial management.

Dennis was the Senior VP and CFO of STATS ChipPAC (Worldwide). Prior to that, he was with Lear Corporation as its VP of Finance, Asia Pacific Operations, where he oversaw 400 regional finance staff in 30 manufacturing and administrative locations across Asia. Previously, he was the CFO of Behringer Corporation and Frontline Technologies Corporation, leading their successful listings on the Singapore Exchange.

Dennis, a Chartered Accountant, has a Bachelor's (Honours) degree in Accountancy from the National University of Singapore and also holds a Master's degree in Business Administration from University of Hull, United Kingdom.

Kevin Lim

CCO

Kevin is responsible for the commercial strategy and development of the company, aligning customer needs and customer interface with product and service offerings to meet the company's commercial objectives. His role is closely linked to the company's strategic management function, in drafting, implementing and evaluating cross-functional decisions that will enable the company to achieve its long-term objectives.

The Commercial Group includes Enterprise Business, which services the needs of businesses; the International

Business team which is responsible for international product management, carrier sales, inter-carrier agreements and international network strategy and execution; the Consumer and Channel Sales team which is responsible for StarHub's and partner retail outlets and direct sales; the Customer Service division which provides all post-sales service and support and carries out telesales activities; and the Operations and Process team that oversees the smooth flow from order to billing. In addition to his commercial responsibility, he also manages the Mobility business.

Kevin's experience spans over 30 years in various industries and across the globe. Prior to joining StarHub, he was from Intel where he worked with telecom operators, vendors and regulators on the ecosystem for the proliferation of broadband through wireless access technology. Prior to his Intel role, he was Managing Director of Pacific Internet Singapore and Malaysia. At a global level, he was worldwide division General Manager of Lernout & Hauspie.

Kevin received a Bachelor of Science Degree in Business Administration from Pepperdine University in California and a Masters Degree in International Management from the American Graduate School of International Management (Thunderbird).

Jeannie Ong

CSPO

As CSPO, Jeannie leads StarHub's efforts in establishing and maintaining strong strategic relationships with government agencies, content owners, key strategic partners and other complementary companies. She is also responsible for building StarHub's corporate reputation in the areas of Corporate Communications, Investor Relations (IR) and Corporate Sustainability.

Prior to her current role, Jeannie was the CMO. She joined StarHub in 2001 as its Head of Corporate Communications &

Investor Relations, and helped bring the company public in 2004. Jeannie and her teams have won multiple awards, including Brand of the Year at the prestigious Hall of Fame Awards (2015 and 2014); The Green Award at the Asia Communications Awards (2015 and 2014), in recognition of StarHub's significant efforts in environmental policies and programmes.

In IR, Jeannie was recognised as the Best IR Officer in Singapore by IR Magazine Awards – South East Asia thrice consecutively in 2014, 2013 and 2012. She and her team made it to the IR Global Top 50 list in 2014. They also clinched the Best IR award (Gold) at the Singapore Corporate Awards twice (2013 and 2010).

Jeannie has over 20 years of experience in corporate, financial, marketing and community communications across different industries. She first commenced her career with the Civil Aviation Authority of Singapore. She also held senior IR and regional corporate and marketing communications positions at IPACS and Singapore Computer Systems.

Jeannie holds an honours degree from the University of London, where she majored in Economics and Marketing.

Howie Lau

CMO

Howie is responsible for charting StarHub's brand and marketing strategies across all marketing functions and ensuring overall marketing synergy and brand consistency. Customer value management also falls under his purview. In addition, he oversees the Pay TV and Broadband businesses as well as StarHub's Content and Local Production teams.

Howie was the VP, Corporate Development of Lenovo's Worldwide Finance Organisation, where he oversaw Lenovo's end-to-end Post Merger

SENIOR MANAGEMENT'S PROFILE

Management and related Merger & Acquisition matters. Previously, he was Lenovo's VP of Marketing and Communications for Emerging Markets Group, and was responsible for the strategy and execution of marketing and communications in the ASEAN, China, Eastern Europe, Hong Kong, India, Korea, Latin America, Middle East, Russia and Taiwan markets.

Howie is currently the President of Singapore Computer Society's Executive Council, and is also on the management board for NUS Institute of System Science as well as the advisory committee for Nanyang Polytechnic School of IT and Anderson Junior College.

Howie holds a Bachelor of Business Administration from the National University of Singapore, majoring in Promotional Management and Consumer Behaviour.

Mock Pak Lum CTO

Pak Lum oversees the Network Engineering, SmartHub and i³ divisions at StarHub. He is responsible for establishing the company's technical vision and leading all aspects of technology development. He also looks into the strategy for technology platforms and external partnerships, as well as initiatives for innovations.

Pak Lum started his career in Hewlett Packard. He later joined Pico Art International. With the advent of multimedia technology, he set up a joint venture company with Pico – GT Communications, to offer computer animation and interactive kiosks services.

After that, Pak Lum moved on to head 1-Net Singapore. One of his key achievements was the winning of a \$92 million contract to host the Singapore Government Data Centre. He was also appointed the CEO of the technology arm of MediaCorp in 2002. In 2010, he

left the company to set up an IT software company before joining StarHub.

Pak Lum holds a Bachelor of Electrical/Electronic Engineering from the National University of Singapore and a Master in Business Administration from the University of California, Los Angeles.

John Tan CIO

John is responsible for charting the strategic directions and providing leadership in the development and deployment of information systems. He leads the Information Services division and oversees operations in planning and management, system architecture design and governance, development and implementation, support and maintenance of IT infrastructure, applications and services, to deliver efficient business support for StarHub.

John has over 25 years in the IT industry and education sector. He was recognised for his excellent contributions and was awarded The Public Administration Medal (Silver) in 2007 National Day Awards. In 2012, John became a Fellow Member of the Singapore Computer Society, an esteemed title bestowed in recognition of his contributions to IT and the Society.

John holds a Master Degree in Business Administration from the National University of Singapore, a Master Degree in Computing Science and a Bachelor Degree of Engineering (Hons) from the University of Newcastle Upon Tyne.

Diana Lee SVP, Customer Service Experience

Diana heads the Customer Service team at StarHub and is responsible for customer sales and service activities at all touch points. Under her leadership, StarHub's customer service practices and standards have won wide recognition at the Annual Call Centre Awards by the Call Centre Council of Singapore.

Diana was instrumental in integrating the two customer service teams and systems into one following the merger of StarHub and SCV in 2002. Today, the single virtual call centre provides enhanced customer experience and convenience through a single hotline number and common technology. To ensure a high level of service to customers, she also initiated several key projects in the area of process efficiencies, staff motivation and customer experience in StarHub.

Prior to her role in heading the Customer Service team, Diana was the Senior Manager of Human Resource in SCV.

Diana has a Graduate Diploma in Financial Management from Singapore Institute of Management and is a Customer Operations Performance Centre (COPC) Certified Six Sigma High Performance Management Techniques Specialist.

Veronica Lai General Counsel & Company Secretary

Veronica advises the StarHub Group on all legal aspects of operations, strategy and compliance matters. She also supports the Board Chairman and Directors on corporate secretarial matters.

During her career with StarHub, she oversaw the legal aspects of the merger of StarHub and SCV, StarHub's successful IPO and the establishment of StarHub's \$1 billion MTN Programme.

Under her leadership, the StarHub Legal team was recognised with various awards, including the Best Deal for Singapore for their role in the StarHub IPO by Asia Legal Business. Veronica received the 2007 AsiaLaw Singapore In-house Counsel Award by Asia Law and Practice, and was named by ALB as one of the Top 25 in-house counsels in Asia in 2010. In 2013, the StarHub team won the International Law Office's prestigious Global Counsel Award 2013 and Asia Pacific Counsel Award 2013, for their work in regulatory support.

For her corporate secretariat portfolio, Veronica was recognised with the Asian Company Secretary 2013 Award for Singapore by Corporate Governance Asia. In 2014, the Legal team won the International Legal Alliance Gold Award for the Best Asian & South Pacific Legal Department. Veronica is listed as one of the Legal 500's Corporate Counsel 100.

Veronica graduated with an honours degree from the National University of Singapore. Prior to joining StarHub, she spent six years in practice with Rajah and Tann LLP.

Chan Hoi San

SVP, HR

Hoi San is responsible for the overall direction of all HR services in the company. She is also responsible for formulating, developing and ensuring the consistent implementation of the company's strategic HR policies and procedures.

Hoi San has been credited for building a strong groundwork in StarHub's HR division prior to the company's official launch in April 2000. Supported by a dedicated and vibrant team, she had reviewed and put in place the necessary manpower, compensation and benefits, as well as internal communication strategies, policies and procedures to support the company's rapid expansion. She also played an integral part in the merger of StarHub and SCV by aligning and integrating the various business functions and resources, HR policies and procedures.

Hoi San holds a Master of HR Management from Rutgers University, USA and a Bachelor of Arts degree from Scripps College, The Claremont Group for Colleges in the USA. She has a graduate diploma in Personnel Management and is also an Accredited Myers-Briggs Type Indicator Assessor as well as a Certified Evaluator of the Thomas (DISC) Personal Profile System.

Tim Goodchild

SVP, Government & Strategic Affairs

Tim and his team are responsible for managing StarHub's relationship with the regulators, and for providing regulatory support to StarHub's lines of business.

Tim joined StarHub in 2004, and has more than 25 years of experience in telecommunications regulatory issues. His working career has included time with Telecom New Zealand, the Telecommunications Authority of Singapore (now the Infocomm Development Authority of Singapore), Millicom International Cellular; and Equant Singapore. His career has given him exposure to regulatory regimes throughout the Asia-Pacific region.

Tim holds an honours degree in Economics from Victoria University.