

In Discussion with StarHub's Management



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| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Catherine Chia
Senior Vice President,
Human Resource | Kee Yaw Yee
Chief Information
Officer | Dennis Chia
Chief Financial Officer | Jeannie Ong
Chief Strategic
Partnership Officer | Tan Tong Hai
Chief Executive Officer | Chong Siew Loong
Chief Technology Officer | Howie Lau
Chief Marketing Officer | Dr Chong Yoke Sin
Chief, Enterprise
Business Group | Veronica Lai
General Counsel &
Company Secretary | Tim Goodchild
SVP, Government &
Strategic Affairs |

SENIOR MANAGEMENT

In Discussion with StarHub's Management (cont'd)



Tan Tong Hai
CEO

How has the year been for the businesses and what can StarHub do to remain competitive?

A: In 2017, the telecom industry experienced some intense headwinds including high-priced spectrum auction, heightened pricing competition with the return of unlimited data plans, and a more crowded marketplace with new Mobile Virtual Network Operators (MVNOs). In 2018, more competition is expected with the entry of a fourth mobile network operator into the market.

In this challenging environment, it is important for us to focus on customer-centricity by utilising customer insights to deliver innovative segment-specific propositions. We aim to provide the best service experience by engaging and servicing our customers based on their needs through omni-channel platforms.

We continued our multi-year Digital Transformation initiative, which drove improvements in service levels, better engagement with stakeholders and cost efficiencies across multiple functional areas of our business via digital technologies.

'Curiosity', our social and digital analytics hub, was set up to enhance our community management and social customer care. We also invested resources to drive increased end-to-end digital sales, optimise backend processes through automation and enhance customer support through deployment of chatbots.

Investment Activities



2

Aquisitions
(as of January 2018)

Mobility Activities



2.3m

Subscriber base

In the Consumer space, we are enhancing our Hubbing strategy to Hub+ to deliver lifestyle services alongside our existing connectivity and entertainment services. We understand our customers' needs are evolving beyond basic connectivity and so we intend to build a wide umbrella of highly relevant lifestyle services across major consumer spending categories through partnerships.

Our partnership with OCBC Bank is a good example of how we can develop a 'We Economy' ecosystem by harnessing shared data insights to deliver digital lifestyle services and enhanced customer experiences.

We are applying the Hubbing strategy to the Enterprise space too as we focus on certain industry segments and offer specialised ICT solutions to help them combat the digital disruptions. We can enable the digital transformation of enterprises through our Hubbing suite of connectivity, data analytics, IoT, robotics, cyber security and managed solutions. Our Enterprise business will be a key growth driver of our overall business.

We also announced the opening of a 58,000 square feet innovation centre and converged operations cockpit named 'Hubtricity' in March 2017. The new facility acts as a foundation to accelerate service innovation and co-creation with partners and customers. It will enable us to work with local and global partners to build platforms, such as smart home, intelligent vehicles, connected buildings, virtual reality and smart retail, to meet the future needs of our customers.

Mobility

Mobility continues to be our largest contributor of revenue. We are the second largest mobile operator with a mobile subscriber base of 2.3 million. The global trend of declining voice, IDD and roaming

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In 2017, we established strategic partnerships with ST Kinetics, Prudential, NTUC and OCBC Bank.

usages continued to dampen revenue growth, partially mitigated by increased usage of data and higher revenue from mobile value-added services (VAS).

In line with our customer-centric focus, we launched *Unlimited Weekend Data Plans* and VAS such as *DataJump* and *DataShare* that caters to our customers' growing appetite for data brought on by more advanced smartphones and pixel-heavy content. We have also started deploying TDD-LTE spectrum at key high traffic areas, starting from the Marina Bay area, to boost capacity for eventual gigabit-capable 4G services.

Pay TV & Broadband

In the pay TV space, we have seen the rapid proliferation of OTT players in the market. To address this, we are constantly improving our own online streaming service *StarHub Go* and also launched *StarHub TV d'Lite* packs for different content genres without having to subscribe to the Basic Groups, thereby giving our customers more flexible viewing options.

We have also seen a rise in the availability of alternative pirated content sources and will work closely with our content and government partners to protect the copyright owners' intellectual property rights. Finally, we remain committed to managing our content costs by optimising our content lineup based on the analytics of customers' viewing preferences.

In the Broadband segment, competition remains strong but we are tracking well as seen in our stable residential broadband customer base and revenue. We will continue to introduce unique offerings

Enterprise Fixed Activities



GROWTH
+9.2%
year-on-year



\$436.9m
revenue

like Google WiFi with our fibre broadband services to enhance our customers' home broadband experience.

Enterprise Fixed

We registered a healthy growth of 9.2% year-on-year in our Enterprise Fixed revenue to \$436.9 million, driven by managed services and the consolidation of ASTL's results. We continued to deepen our penetration into selected verticals and enhance our ICT service capabilities.

In 2017, we established strategic partnerships with ST Kinetics on robotics solution for the Hospitality sector, with Prudential on blockchain-based digital trade platform and with NTUC to enable workplace digitalisation. We also acquired ASTL and announced an intention to acquire D'Crypt to enhance our cyber security solution capabilities, making us well-placed to compete in major government and commercial tenders.

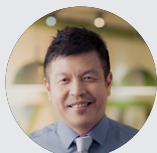
We also appointed Dr Chong Yoke Sin as Chief, Enterprise Business Group. Her extensive background helping ICT companies such as NCS and Integrated Health Information Systems will be instrumental in helping us to accelerate our growth in the enterprise business.

It is publicly known that I will be stepping down come end April 2018. This past nine over years at StarHub has been a fulfilling chapter of my career as I have achieved what I set out to do, which is to grow StarHub's Enterprise business. I have also instilled in the Company a culture dedicated to delivering happiness for our staff, shareholders and customers.

I believe my management team and I have laid a strong foundation as I pass on the baton to the next CEO to steer the Company onto the next level of success.

SENIOR MANAGEMENT

In Discussion with StarHub's Management (cont'd)



Dennis Chia
CFO

In 2016, you acquired a stake in mm2 Asia. This year, you looked at more acquisitions. Can you share your inorganic growth story?

A: The whole premise of our acquisitions is to complement and strengthen our existing service offerings to both our consumer and enterprise customers. With that in mind, we went on to increase our stake in mm2 Asia from the initial 8.8% in June 2016 to approximately 9.8% in July 2017.

Having a strategic stake allows us to offer hard-to-get premium tickets to top international music acts as well as exclusive meet-and-greet sessions to the stars, and sneak previews to blockbuster movies to our lucky customers as part of our Hubbing perks.

In 2017, we acquired an 80.4% stake in ASTL; a cyber security systems integrator specialising in the provision of security solutions, consulting and managed security services. Two weeks before the year ended, we also announced a deal to bring D'Crypt; a cryptographic and secure communications solutions provider, into our fold. With these two acquisitions, we have become more equipped to provide our enterprise customers with services in cryptography and cyber security.

We are confident that these purchases will pay off in a sustainable way for our shareholders as we arm ourselves with newer and additional enterprise capabilities, expertise and revenue-generating opportunities.

Financial Activities



PURCHASED
80.4%
stake in ASTL



ANNOUNCED
\$122m
D'Crypt deal

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We have always taken a balanced financial approach to acquisitions, CAPEX, and of course, dividends for our shareholders.

The 700MHz spectrum payment is likely to be due in 2018. Are there any other substantial CAPEX that you need to look at as well?

A: The licensing fee of \$282 million for the 700MHz spectrum, which we won in a bidding exercise in 2017, is expected to be paid six months before the regulator releases it for our use. Assuming the spectrum is available in January 2019, we are then required to pay the fee in July 2018. Other than the spectrum fee, we do not foresee any major CAPEX needs.

We have always taken a balanced financial approach to acquisitions, CAPEX and dividends. For dividend payments to shareholders, the Board takes a forward three-year view of our earnings, free cash flow, growth prospects, investment needs and an optimal balance sheets. Their preference is to make sustainable dividend payments.

For FY2018, the Board has recommended to pay four cents per quarter per ordinary share.

In 2018, we will see the adoption of new Singapore Financial Reporting Standards (International) or SFRS(I). What kind of financial impact do you see for the Group?

A: From 1 January 2018, Singapore listed companies will have to adopt the new mandatory SFRS(I), which are identical to International Financial Reporting Standards adopted by many global companies. At our Group level, we do not expect the application of the standards and interpretations to have a significant impact on our financial statements for FY2018, except for SFRS(I) 15 (Revenue from Contracts with Customers).

Under SFRS(I) 15, our service revenue is expected to decline as we must now attribute a 'fair value' to each element of a customer's contract, including the sale of handsets and equipment.

As we allocate a portion of our service revenue to sales of equipment revenue, you will see that the service revenue will be lower while sales of equipment revenue will be higher compared to the current accounting treatment. You will also see an increase in our total assets, as sales of equipment revenue will be recognised at the start of the contract when the equipment is transferred to the customer.

Accordingly, the group EBITDA margin as a % of service revenue is expected to be higher following the adoption of SFRS(I) 15. However, this does not have any impact on the Group's cash flow at all.



Dr Chong Yoke Sin
Chief, Enterprise Business Group

You were hired to grow a new 'strategic pillar' of StarHub. How do you expect to make this happen?

A: The relevant experience I bring to StarHub is managing technology solutions for industries such as banking, government, healthcare, hospitality and retail in Singapore and the region. My recent involvement in the healthcare sector where IT made a significant impact in the delivery of medicine and healthcare, in general, will help the development of industry practices for StarHub.

For both of my previous organisations, I devoted a large part of my effort in transforming them into strong service-oriented and technologically-sound organisations with deep domain expertise that understand our clients, to enable us to help with the transformation of their business successfully.

I believe in nurturing talent to fulfil the mission of StarHub. So, it is important to create the right vision and strategy, and then to execute with the right organisational enablement and passion for the customer's success. Technologies evolve and so will demand, but the constant is the will of the Company to keep on innovating to provide solutions that make our customers successful.

The strategy for our Enterprise business is based on enhancing the current slew of telco and ICT solutions through Enterprise Hubbing, transforming organisations

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The healthcare sector is growing and can be made more efficient with the right IT solutions. Outside of the healthcare space, the enterprise market is big, dynamic and enlivening.

Enterprise Business Activities



ENABLED Enterprise Digital Hubbing

digitally through Digital Hubbing and addressing our business customers' needs through Vertical Hubbing. Enterprise Hubbing includes cyber security, IoT and robotics, insights and artificial intelligence. They will complement our existing services like enterprise mobility, IT managed services and advertising solutions.

With the global and local companies placing an increasing interest in cyber security, we have made two bold acquisitions to boost our expertise in this field: ASTL and D'Crypt (as of January 2018). These acquisitions will help to widen and deepen our cyber security capabilities to capture a bigger and meaningful share of revenue in this space.

Next, we have enabled the Enterprise Digital Hubbing, which is essentially about creating marketplaces for enterprises to serve and target customers better. We believe that companies do not just want to come together and do business with each other, they also want to do so in the most efficient and secure platform possible.

To help create one such platform, together with Prudential, we introduced Singapore's first digital trade platform for SMEs, the Fasttrack Trade (FTT). Built on blockchain technology, the transactions made on the FTT will be fast and secure. We expect more businesses and partners to come join the platform and make the FTT a livelier place.

Lastly, we created Vertical Hubbing as we want to stay focused on selected verticals like the government, financial services industry, hospitality, transport, SMEs, and of course, healthcare. Different industries have varying requirements and needs. We will make sure we have the relevant account managers with the necessary domain knowledge to provide the soundest advice and service to our customers in each of these verticals.

Underlying the three Hubbing layers will be complemented by a high level of customer service experience from us. We strongly believe that for our customers to enjoy the maximum value, the best technical expertise should be matched by the best customer service.

SENIOR MANAGEMENT

In Discussion with StarHub's Management (cont'd)



Chong Siew Loong
CTO

What were some of StarHub's networks innovation that took place in 2017?

A: My Networks colleagues and I have years of experience working with a group of leading technology partners and equipment vendors on our mobile, HFC (Hybrid Fibre Co-axial) and fixed networks. We are always on the lookout for technical capabilities that makes business sense for our customers and ourselves.

We also make sure our voice is heard as the entire telecommunications industry debates and create new technological standards. For example, we continue to undertake trials of new wireless standards with infrastructure partners such as Nokia, so that we can jointly test how the technologies and systems perform at actual events and locations.

One such pilot we did this past year was at the Marina Bay area, the venue for Singapore's National Day Parade. The tens of thousands of spectators and performers, each with their own mobile devices, was an ideal launchpad for our latest 4G equipment carrying the 2.5GHz TDD-LTE spectrum; a spectrum which we only acquired in July. We are pleased to report 30% improvement in network capacity. This means we can accommodate sudden, temporary spikes in data carrying capacity and that our mobile subscribers' usage experience remains good.

Another trial we conducted featured drones equipped with a small cell base station. Imagine a network of flying machines autonomously boosting mobile signals where needed, to ensure connectivity during mega events and emergencies.

The dawn of new possibilities excites us, and we will continue to deeply explore experimental technologies to serve our customers better.

The industry is gearing up for the rollout of the next big milestone: 5G. While exact industry standards have yet to be fully firmed up, we can expect many more different ways on how the much bigger mobile data bandwidth can be used. Various industry bodies and operators have marked 2020 as the year for 5G rollout and as this timeframe approaches, we look to introduce a lot more specific solutions and services making good use of this technology to improve the services our customers get to enjoy.

Over the last few years, as part of our progressive rollout and deployment of efficient, future-ready equipment, we have been transforming our backend using cloud and software-defined networking technologies. Our digital transformation allows us to drive efficiency in our IT backend and network management to cater to evolving customers' expectations and competition.

We have also introduced a wider coverage of 4G services carrying data up to the gigabit-level and beyond. Outside of higher-speed mobile services, we also see significant potential in the IoT space. Which we believe will gain popularity once the 700MHz spectrum is released for use by the regulator.

Lastly, to fuel the growth in the likes of wearables, robotics and sensors, we extended support for eSIM (embedded SIM), NB-IoT (Narrowband IoT) and LoRaWAN (Long Range Wide Area Network) standards last year.

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Howie Lau
CMO

How is StarHub refining its marketing activities to make the StarHub brand a more meaningful one?

A: Customers today are flooded with traditional marketing messages wherever they turn. Information has been democratised and it is no longer sufficient to 'spray and pray' with marketing messages. It is increasingly important for brands to be able to engage their customers in meaningful ways.

Similarly, at StarHub, we hope to differentiate ourselves as more than just a service provider. We want to engage our customers beyond the transactional level; we hope to appeal to emotions, communicate that we care and we are here to make lives better, and in turn, happier.

A campaign we did in the past year was built on the theme "#LoveNoMatterWhat" in the context of PSLE (Primary School Leaving Examination) scores – something Singaporeans can empathise with. No fanfare, no special effects, no dizzy camera angles. Rather, we would capture the raw emotions of parents simply sharing their unconditional support and love for their children an hour before the actual PSLE results were released.

As Education Minister Ng Chee Ming shared on his Facebook about this video "Use your grades to guide you, not define you." This campaign was done in collaboration with the Ministry of Education and was intended to engage our customers on the theme, 'Love, No Matter What'.

Marketing Activities



#LOVENOMATTERWHAT Video Campaign



My StarHub App Online Customer Service

Another video campaign we produced for National Day 2017, “#RegardlessOfColour”, was shown entirely in black and white with many scenes of Singaporeans living side by side regardless of our race or religion. It ties in with the message we are delivering: that Singapore is a multi-racial, multi-religious country in harmony.

We wielded a bit of artistic license here and juxtaposed the Martin Luther King, Jr's iconic speech “I Have a Dream” in our video. Half a century after his death, the US civil rights leader continues to inspire millions and generations to come. This campaign created many conversations on our amazing multi-cultural country we are very fortunate to have. We believe we were able to inspire a certain level of emotional connection with our customers.

Consumers are getting more demanding, competitors have also upped their game. What has StarHub done to keep its level of customer service ahead?

Our underlying thinking, which has served us well, remains the same: deliver a high service standard and delight our customers.



As we gain better insights into our customers' lifestyle needs, we constantly improve on our customer service experience.

Customers of today are using all types of channels to engage with us; from offline ways like calling the hotline to online omni-channel means like on a social media platform. To meet their evolving needs, we have changed the way we are organised. We have integrated the various customer service touchpoints, starting from our physical retail centres, to our online contact points, such as our comprehensive *My StarHub* app.

We have also deliberately blurred job descriptions. Our technical support crew called ‘Hubtrollers’ are not just equipped with screwdrivers and devices for diagnostics, they have been empowered to make the relevant recommendations and sales of our products and services.



As we gain better insights into our customers' lifestyle needs, we constantly improve on our customer service experience.

The whole idea is to put ourselves from our customers' perspective; when they have a technical issue or a service need that requires help, why go through the various seemingly redundant, and at times, frustrating steps?

When new technologies are available, we are happy to introduce them as well. For example, with algorithms getting more sophisticated, we have introduced chatbots to answer simple questions which customers might have. If the queries happen to be more complicated or urgent, our customer service agents are always ready to jump in and take over.

We no longer look at the customer's journey with us from a transactional manner but a more holistic one. Instead of clearly demarcated processes, we are creating a seamless ‘episodic’ journey for our customers as we serve them from the start to end.

We are also using an efficient way to build a feedback loop to ensure that we are serving our customers right via the Net Promoter Score. When customers have their queries addressed or services subscribed, we seek feedback by sending them a simple SMS, with just four questions, to rate the service they have just received.

As a testament to our efforts on ensuring customer satisfaction, we are happy to have received top scores for Broadband and TV services, and retained second spot for Mobile service in the Customer Satisfaction Index of Singapore 2017.

Finally, with our all-inclusive loyalty and rewards program that extends ‘money cannot buy’ experiences to our customers like priority ticket bookings to top music acts, sneak previews to hit movies and privilege meet and greet sessions to popular TV stars, the various enhancements will help put the StarHub customer experience a notch above the competition.

Profiles

Tan Tong Hai CEO

(Tong Hai's profile can be found on page 22 of this report.)

Dennis Chia Chief Financial Officer (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), a leading provider of advanced semiconductor packaging and test services. Prior to that role, 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.

Dr Chong Yoke Sin Chief, Enterprise Business Group

Yoke Sin leads the enterprise business group and is responsible for driving the next growth phase of the business and deepening the engagement with the enterprise community.

Yoke Sin is a veteran in the IT industry with more than 30 years of experience. She was the CEO of Integrated Health Information Systems, a subsidiary of Ministry of Health Holdings. She also led the healthcare IT industry as Chair of Healthcare Information and Management Systems Society (HIMSS) Asia Pacific Governing Council and was the first Asian Vice Chair on the HIMSS Board of Managers. HIMSS is the largest Healthcare Informatics society in the US and sets the benchmark for Hospital IT certification.

In her prior roles, Yoke Sin was CEO of National Computer Systems Pte Ltd. She was also the VP and a Fellow of the Singapore Computer Society. In addition, she is a Certified IT Project Manager (Senior).

Yoke Sin holds a PhD in Chemistry from the National University of Singapore and attended the Advanced Management Programme at Harvard University. She was conferred the Outstanding Alumni Award from National University of Singapore and the Hall of Fame from HIMSS for her contributions to the advancement of healthcare IT programmes in Asia Pacific.

Jeannie Ong

Chief Strategic Partnership Officer (CSPO)

Jeannie leads StarHub's efforts in establishing and maintaining strong strategic relationships with government agencies, content partners, 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 progress 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 thrice (2016, 2013 and 2010).

Jeannie has over 20 years of experience in corporate, financial, marketing and community communications across different industries. She first commenced her communications 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

Chief Marketing Officer (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 StarHub's Mobile, Pay TV and Broadband businesses as well as its 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 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 National University of Singapore 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.

SENIOR MANAGEMENT

Profiles (cont'd)

Chong Siew Loong

Chief Technology Officer (CTO)

Siew Loong leads the Network Engineering Division, overseeing network operations, development and transformation.

Siew Loong was one of the pioneers who played an instrumental role in the formative years of StarHub when the company won the licence to operate as Singapore's third telco in 1998. During his first 11 years with StarHub, he held various leadership roles within the Network Engineering Division. He set up and managed the Network and Systems Division at StarHub's wholly-owned subsidiary Nucleus Connect Pte Ltd when the telco won the bid in 2009 to become the Operating Company for Singapore's Nationwide Broadband Network. Before joining StarHub, Siew Loong worked at another telco in Singapore as well as the Defence Science Organisation.

Siew Loong received the "40 Under 40" award from the Global Telecoms Business in 2011, that recognised the telecoms industry's young leaders. He holds a Bachelor of Electronics Engineering from Southampton University, United Kingdom.

Veronica Lai

General Counsel & Company Secretary

Veronica advises the StarHub Group on all legal aspects of operations, strategy and compliance matters. She supports the Board of 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 \$2 billion MTN Programme.

Under her leadership, the StarHub Legal team was recognised with multiple awards, and is recognised by Legal 500 as one of the top in-house Legal Teams in Southeast Asia. Veronica was named by ALB as one of the Top 25 in-house counsels in Asia in 2010. In 2013, the team won the International Law Office's prestigious Global Counsel Award and Asia Pacific Counsel Award. The team also won the International Legal Alliance Gold Award for the Best Asian & South Pacific Legal Department in 2014. Veronica is listed in the Legal 500's General Counsel Powerlist for 2017. For her corporate secretariat portfolio, Veronica was recognised with the Asian Company Secretary 2013 Award for Singapore by Corporate Governance Asia.

Veronica graduated with a Bachelor of Laws (Honours) from the National University of Singapore. Prior to joining StarHub, she spent six years in practice with Rajah and Tann Asia.

Catherine Chia

SVP, Human Resource

Catherine is responsible for leading the overall HR strategy, programmes and services, to accelerate the growth and performance of StarHub.

Catherine has extensive HR experience spanning multiple industries and geographies. She has worked with multinational companies such as GE and Dell, and one of Singapore's leading banks UOB. Prior to joining StarHub, she was VP of People Operations & Development at LEGO. In her previous roles, Catherine has implemented organisational change and transformation initiatives as well as developed leadership capabilities through robust talent management programmes. She has also worked on mergers, acquisitions and integration, and led the start-up of call centres in India and China.

Catherine holds a Bachelor of Social Science (Honours) from the National University of Singapore.

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 Media 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.

Kee Yaw Yee

Chief Information Officer (CIO)

Yaw Yee heads up the CIO Division covering Information Systems, Business Excellence and Business Acceleration Office. He is responsible for the IT infrastructure, applications and systems, governance, policies and standards, certifications, as well as initiatives to accelerate business growth and improve operational effectiveness.

Yaw Yee has more than 22 years of IT and management consulting experience in IT and telecoms. He has worked in multinational companies like Accenture, AsiaInfo and Hewlett-Packard. In his prior roles, he has consistently delivered large-scale transformational programmes for local and regional clients, using different technology solution suites. He has worked extensively in the region and was responsible for setting up the country office, innovation lab, offshore delivery centre, business collaborations and joint ventures in some of the countries he was based in.

Yaw Yee holds a Bachelor of Electrical Engineering and Electronics (First Class Honours) from the University of Manchester Institute of Science and Technology in the United Kingdom. He has a Performers' Diploma in piano from the Trinity College of Music, London.