Growing the Future Now
1. An Industry Overview - Asia
The mobile industry is at the “crest” of a major change in their business models, this will drive broadband usage via the frequency “medium”

Continual changes in the Global Broadband Industry where community publishing supported by “micro-advertising” opportunity will see an “explosion” in high quality user created and published contents

Advancement in the IP infrastructure worldwide will continue to be the single most important business driver in the ICT Industry growth worldwide

Connectivity and content delivery price performance between the global core networks and its myriad of highly developed “last mile” city and regional networks connectivity solutions will need to be supported in a neutral manner on a global scale

Maturing untapped “information” markets in Africa and South America will continue to drive global demand and business expansion in the evolving ICT market growth beyond 2015!

New “Greener” ICT technology does not necessary means reduced power consumption to support industries and businesses worldwide, but it requires a much “smarter” and planned approach
Data Center Landscape in Asia Pacific 2010 – 2015 major transformation for the business

• The “Go Green” movement has become a major rallying call for renewed focus on creating an economy that is more operationally efficient and for the first time there is shared urgency between private industry and government on this challenge.

• There will be tangible solutions in the Data Center industry related to production of Power, Cooling and Broadband Networks that will create a “catatonic” difference between the “old way” and the “new way” implemented in the next 10 years.

• The drive by Global business to re-evaluated and implement geographical consolidation to achieve Operational efficiency base on a “value added” framework will require Asia to invest in a stronger DC industry platform.

• The Middle-East is poised to be both a major confluence point for European business needing connectivity between them and the markets in Asia thus making the ME a “critical” linking HUB for the African continent.

• A renewed race for Globally connected businesses to re-assess their growth strategy leveraging the Asia Pacific market access rather then looking at Asia Pacific as a “low-cost” production house.

• The industry will see continual growth of CAGR of 3-6% per annum between 2009 to 2010 and between 8 – 11% per annum from 2011 to 2015.

• Cooling and Operational efficiency focus will force “Key Structural Challenges” in Asia and Singapore in particular as the industry changes under the tune of Green Technology.
Analysts see continued growth in data center industry, growth expected across countries in the Asia Pacific region including Singapore

Overview of the DC markets in APAC Region

• ISPs, portals and content providers were major users of DCs. Going forward, growth in DCs will also be driven by major corporations (who will move their systems into commercial DCs to reflect new economic realities in the control of business costs).

• New emerging countries in Asia including China, is experiencing high usage of DCs by the public and private sectors.

• Carriers in each country have strong presence and command nearly 40% share in each country. Within the region, which is reaching maturity, specialised providers and system integrators are aggressively expanding their businesses.

• The markets in Hong Kong and Singapore, which are relatively small in terms of market size have been expanding by capturing the markets of their surrounding countries, are starting to face a situation of tight supply amidst competition from adjacent low-cost countries such as India, China, and Malaysia.

• Malaysian and Chinese markets have insufficient high-volume DC usage within multi-national corporation customers, and lack clear pro-business internet policies, but this will change rapidly.

Example of steep jump in usage of web services which lead to increase demand for data centers
Analysts see continued growth in data center industry, growth expected across countries in the Asia Pacific region including Singapore (cont’d)

The DC in the APAC region can be roughly classified under four categories according to features:

<table>
<thead>
<tr>
<th>Countries</th>
<th>Features</th>
</tr>
</thead>
</table>
| Korea, Australia, Singapore, and | • DC market experienced growth and ebb.  
• These markets were formed when DC demand grew from 2000 to 2002. The increasing demand and supply encouraged further market growth, with significantly broad-based, diversified industries thereby making the DC business a sustainable business  
• Subsequently, markets experienced falloffs in utilisation rates due to flagging demand. However, has consistently experienced strong end-user pricing which is still on an uptrend  
• Markets underwent one market cycle and accumulated implicit knowledge through such experience  |
| Hong Kong                        |                                                                                                                                                                                                                                                                                                                                                                                                      |
| India and China                  | • Markets are entering into a period of growth and have the potential for becoming huge markets  
• Enormous demand for domestic broadband, IT Outsourcing (“ITO”) and Business Process Outsourcing (“BPO”) are expected to arise  
• Medium-term growth can be regarded as being certain  
• Fundamental foundation, such as communication infrastructures and facilities, is weak. Plans and initiatives such as large investments by the governments would overcome such weakness  |
| Malaysia and Taiwan              | • Markets are in period of growth but have insufficient domestic momentum  
• IT industries are in period of growth. However, the underlying markets are fragile. In addition, corporate customers and industries which play leading roles are absent  
• The recent growth neighboring markets such as China and India enhances the risk of migration of their customers into those neighboring markets, and such risk becomes the mid-term instability factor which makes market formation uncertain  |
| Vietnam and Indonesia            | • Markets enjoy high growth rate but still require their market environments to improve for their growth  
• Inadequate communication infrastructures and impediment from regulators discourage introduction of competitive conditions into the market. The infrastructures remain as communications-provider dominated  
• Environments which are adequate for the growth of the DC market are not sufficiently created yet and, even if those markets will be blessed with growing demands in the future, their market mechanisms will not function properly. Therefore, it would be difficult to meet demand  |
Singapore government’s initiatives and investments in ICT makes it a choice location for global data centers

DCs prospect in Singapore

- Singapore has formulated various national IT strategic plans in order to realise e-Government. From 1992 to 1999, Singapore started to design information infrastructures in accordance with the “IT 2000 Singapore-Intelligent Island” master plan and concurrently deregulate the industry in order to introduce competition principles into the fields of communication service broadcast.

- Following “Infocomm 21” from 2000 to 2003 and “Connected Singapore” from 2004 to 2006, Singapore formulated its 10 year master plan, “Intelligent Nation 2015 (iN2015)”, with the aim of restructuring Singapore into an “intelligent nation”. S$2 billion is to be invested in the first 5 years and the annual budget of S$1.5 billion was earmarked in 2008 for the Standard Operating Environment (SOE) project.

- Singapore serves as the gateway for the southeast Asia region and coordinates intra-regional demand while moving forward to offer the disaster recovery sites which are equivalent to those found in the markets of advanced countries. Singapore maintains its position as the Southeast Asian gateway and witnesses increasing DC demand as the base for IT resource management and data aggregation grows. Singapore is recognized as the hub for global sourcing.

- DC is an inevitable facility when the government makes constructive investments in the BPO/ITO sector and fosters those industries. Therefore, the value of such infrastructures is gaining higher recognition.

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Vision iN2015

**Singapore: An Intelligent Nation, A Global City, Powered By Infocomm Innovation**

iN2015 will fuel creativity and innovation among businesses and individuals by providing an infocomm platform that supports enterprise and talent.

**Integration**

iN2015 will connect businesses, individuals and communities, giving them the ability to harness resources and capabilities - speedily and efficiently - across diverse businesses and geographies.

**Internationalisation**

iN2015 will be the conduit for providing easy and immediate access to the world’s resources as well as for exporting Singapore’s ideas, products, services, companies and talent into the global markets.
# SWOT for Asia Pacific DC Industry

## STRENGTH

- Strong market demand from now to 2011
- Supply still lags behind demand until 2011
- Open Telecommunications regime provides strong foundation for Japan, HK and Singapore to be a significant Global exchange point

## WEAKNESS

- High utilities cost (Power, Water and People)
- Highly inefficient use of valuable space like land and building
- Most business models are base of “Raffles Approach” (not replicated across geographies)

## OPPORTUNITY

- Development of NGN will create growth in the content and games environment
- Focus on the Interactive Digital Industry creates major growth in animation and mobile content
- Strong Governmental Policy on IP encourages Content aggregation, distributions and creation
- Move towards a “Marriott Approach” business model (can be replicated across geographies)

## THREATS

- Industry hollowing takes effect as low cost centers emerge around the region
- Lack of an true “open N commercially” driven IX in Asia Pacific
- Industry isolation, IDC needs to be connected Geographically to offer more value
2. A Global Marketing Segmentation Model for the Industry
The traditional market model does not reveal the true opportunities in the new ICT marketplace.

CSF Asia has developed a new market segmentation approach which connects together customers with common “value perception” of Data Centre services.
A “new” Global Market Segment Model

By Industry Type
- Healthcare
- FSI
- Electronics Manufacturing
- Telcos & SP’s
- Hospitality
- Broad Band Content
- Mobile Content

By Organization Type
- MNC
- Large Companies
- SME’s
- SOHO’s
- RHQ’s
- Governments

5 new Value Perception Segments

<table>
<thead>
<tr>
<th>Power Guzzlers</th>
<th>Groupies</th>
<th>Outsourcer(s)</th>
<th>Platformers</th>
<th>Greenies</th>
</tr>
</thead>
</table>
Power Guzzlers Segment

Definitions: The customers who are in this segment are primarily technology savvy and have clear ICT to business strategy alignment, this is also the segment that has a high focus on using technology to drive for operational efficiency and effectiveness.

Segment Key Characteristics

<table>
<thead>
<tr>
<th>Uses High Power Systems</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power Requirement per rack will normally exceed 5KVA</td>
</tr>
<tr>
<td>They would have migrated most of their IT platforms to “Blade Servers”</td>
</tr>
<tr>
<td>ICT processes and assets are either already consolidated OR being consolidated</td>
</tr>
<tr>
<td>Have a very clear ICT platform and deployment plan in place</td>
</tr>
<tr>
<td>Has very clear understanding of their “real” TCO</td>
</tr>
<tr>
<td>Their current internal Data Centre are design has limited cooling capability</td>
</tr>
</tbody>
</table>
Groupies Segment

Definitions: The customers who are in this segment are primarily focus on needing to connect to their business partners or customers, key drivers being proximity for dependable network connections within the same DC instead of expensive last mile connection between buildings. They operate and have very mature value chained processes amongst these sets of interacting customers.

<table>
<thead>
<tr>
<th>Segment Key Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>The community is key in driving business efficiency and opportunities</td>
</tr>
<tr>
<td>Integration of operating processes between business partner are important to them</td>
</tr>
<tr>
<td>They are not adverse to operating in a competitive mode within the community</td>
</tr>
<tr>
<td>Power requirement varies amongst this customers</td>
</tr>
<tr>
<td>Rack deployment per customers ranges between 3 to 20 racks</td>
</tr>
<tr>
<td>Normally looking for very basic “rack and power” services only</td>
</tr>
<tr>
<td>They will always have a computer site which is located at their HQ</td>
</tr>
</tbody>
</table>
**Outsourcers Segment**

**Definitions:** The customers who are in this segment are primarily focus on providing “business outsourcing business to major corporate customers, they are also at a business maturity level that recognizes Data Centre assets does NOT enhances their P/L or Balance Sheet, they are looking for a strategic Data Centre supplier that they can depend on operationally.

<table>
<thead>
<tr>
<th>Segment Key Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need to ensure that the Total Outsourcing Pricing is competitive</td>
</tr>
<tr>
<td>The “RENT vs OWNED” question has been resolved</td>
</tr>
<tr>
<td>Key value focus is providing high-end business operations and ICT application mgt skills</td>
</tr>
<tr>
<td>Serve large group of corporate customers</td>
</tr>
<tr>
<td>Key concerns is on the quality of the operational capability of the Data Centre provider</td>
</tr>
<tr>
<td>Normally looking for very basic “rack and power” services only</td>
</tr>
<tr>
<td>Location of the Data Centre is critical influence on these people</td>
</tr>
<tr>
<td>Decisive choices influenced by their customers</td>
</tr>
<tr>
<td>Posses complex knowledge of DC market &amp; technology</td>
</tr>
</tbody>
</table>
**Platformers Segment**

**Definitions**: The customers who are in this segment are primarily focus on providing ready “To Go” business or consumer services that “highly” leverage the public internet or a private IP network, these customers see technology as a “means to an end” and clearly wants more BUT are not prepared to outsource the entire ICT processes yet.

<table>
<thead>
<tr>
<th>Segment Key Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need to ensure that the DC has enforceable SLA’s</td>
</tr>
<tr>
<td>Focus more on what they want to deliver than on how they want to deliver it</td>
</tr>
<tr>
<td>Do not have the critical mass of ICT assets to enable them to make a business case for Green IT</td>
</tr>
<tr>
<td>Serve large group of consumers customers</td>
</tr>
<tr>
<td>Key concerns is on the quality of the Managed service capability of the Data Centre provider</td>
</tr>
<tr>
<td>Price sensitive but more service sensitive overall</td>
</tr>
<tr>
<td>Decisive choices influenced by presences of cheap networks</td>
</tr>
<tr>
<td>Posses little knowledge of DC market &amp; technology</td>
</tr>
</tbody>
</table>
Definitions: The customers who are in this segment are primarily focus on wanting to make sure that their primary ICT platform are clearly build on environmentally friend designs BUT the key justifications that these customers are looking for relates to the effect of environmentally friendly which should leads to quantifiable gains in operational efficiency of the DC.

<table>
<thead>
<tr>
<th>Segment Key Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need to lower their energy consumption due to strict regulations in their industry</td>
</tr>
<tr>
<td>Wants to have a green DC but doesn't know how to make it happen</td>
</tr>
<tr>
<td>Need to reduce carbon footprint of operations</td>
</tr>
<tr>
<td>This group of customers normally have a “early adopter” profile</td>
</tr>
<tr>
<td>The overall responsibility driver is higher, therefore not as price sensitive</td>
</tr>
<tr>
<td>Put more focus on the Operational Expenses savings</td>
</tr>
<tr>
<td>Posses good knowledge of Green DC technology</td>
</tr>
</tbody>
</table>
## Types of Data Center Assets in the Industry

<table>
<thead>
<tr>
<th>CUSTOMER OWNED</th>
<th>WHOLESALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highest business risk to Landlord</td>
<td>Focus on large foot-print per customer</td>
</tr>
<tr>
<td>Single occupancy dependency</td>
<td>Does not provide “Total Solution”</td>
</tr>
<tr>
<td>Operates as a cost center to larger Organization</td>
<td>Very sensitive to changing Economics</td>
</tr>
<tr>
<td>Pure Rental model</td>
<td>Little control over customer stickiness</td>
</tr>
<tr>
<td>Landlord “Plus” value</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RACK &amp; POWER</th>
<th>INTERGRATED</th>
</tr>
</thead>
<tbody>
<tr>
<td>High customer stickiness enablers</td>
<td>Lowest valuation in the Data Center biz</td>
</tr>
<tr>
<td>Provide a platform for no space related future revenue</td>
<td>Normally associated with “Customer Owned” scenario</td>
</tr>
<tr>
<td>Highly differentiable value proposition</td>
<td>End-result of DC build not by DC industry but by either</td>
</tr>
<tr>
<td>High entry “hurdle” to competition</td>
<td>the Telco or Outsourcing industry</td>
</tr>
<tr>
<td></td>
<td>Building will also house call-center and ops office</td>
</tr>
<tr>
<td></td>
<td>Prominent in Asia Pacific outside of Japan and Korea</td>
</tr>
</tbody>
</table>
CSF Asia is poised to seize this opportunity

• Riding on the up-swing in data center – the subject DC presents an excellent opportunity to ConnectedPlanet

• Their years of experience culminated into incisive market share expansion strategies as depicted over the next several slides and summarized below:

CSF Asia’s Strategic Positioning:

• Market positioning as a carrier-neutral data centre with non carrier-biased customer based

• Eye-balling market leader, Equinix, as the main competitor and by 2013 be as large as Equinix in terms of built-up capacity

• Clear pricing messages – a purpose built data center located in the Western Zone of Singapore, with 99.999% up-time and economically pricing

• Adopts diversified approach on asset use: with specific targeted customers / customer segments for its 6 levels of storey data center space and pursuit of customers from different sectors

• Focus on delivering Green Data Centre

CSF Asia has already started preliminary (active) discussions with key data center customers
## Analysis of Data Centre Supply in Singapore

### Data Center Capacity Installed /Announced Installation ('000 ft²)

<table>
<thead>
<tr>
<th>Commercial DC</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 SingTel KimChuan 1</td>
<td>180</td>
<td>180</td>
<td>180</td>
<td>180</td>
<td>180</td>
<td>180</td>
<td>180</td>
<td></td>
</tr>
<tr>
<td>2 SingTel KimChuan 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>50</td>
<td>150</td>
<td>200</td>
<td>Ready in 2010</td>
</tr>
<tr>
<td>3 SingTel Orchard</td>
<td>130</td>
<td>130</td>
<td>130</td>
<td>130</td>
<td>130</td>
<td>130</td>
<td>130</td>
<td></td>
</tr>
<tr>
<td>4 Global Switch 1</td>
<td>100</td>
<td>100</td>
<td>150</td>
<td>180</td>
<td>180</td>
<td>180</td>
<td>180</td>
<td></td>
</tr>
<tr>
<td>5 Global Switch 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100</td>
<td>200</td>
<td>Project delayed</td>
</tr>
<tr>
<td>6 Equinix 1</td>
<td>60</td>
<td>80</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>7 Equinix 2</td>
<td></td>
<td></td>
<td></td>
<td>25</td>
<td>50</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>8 Equinix 3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100</td>
<td>Project being planned</td>
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<tr>
<td>8 T-System</td>
<td>30</td>
<td>30</td>
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<td>30</td>
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<tr>
<td>9 Keppel Digihub 1</td>
<td>50</td>
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<td>50</td>
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<td></td>
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<tr>
<td>10 Keppel Digihub 2</td>
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<td>7</td>
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<tr>
<td>11 1-Net</td>
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<tr>
<td>12 Verizon</td>
<td>30</td>
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<td>13 Savvis</td>
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<tr>
<td>14 The Fort</td>
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<td>7</td>
<td>20</td>
<td>30</td>
<td>40</td>
<td></td>
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<tr>
<td>15 Webvision</td>
<td>20</td>
<td>20</td>
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<td>20</td>
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<td>20</td>
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<tr>
<td>16 NTT Comm</td>
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<td></td>
<td></td>
<td>70</td>
<td></td>
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<tr>
<td>17 CSF Asia</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Total: Commercial Data Centers</td>
<td>723</td>
<td>743</td>
<td>813</td>
<td>919</td>
<td>1,157</td>
<td>1,437</td>
<td>1,747</td>
<td></td>
</tr>
</tbody>
</table>

### Sources: CSF Asia Management

In terms of area of installed capacity, SingTel is by far the largest. Within carrier-neutral space, Global Switch and Equinix are the two largest players after SingTel.
4. CSF Asia’s Business Proposition
## Key Components of the Data Center

<table>
<thead>
<tr>
<th>Components</th>
<th>Domains</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computers, Networks and Digital Equipments</td>
<td>CUSTOMERS</td>
</tr>
<tr>
<td>Monitoring and Management of End-users Environment</td>
<td>CUSTOMERS/MS Operators/CSF Asia</td>
</tr>
<tr>
<td>Total Operational maintenance of Base Building and DC M&amp;E</td>
<td>CSF Asia</td>
</tr>
<tr>
<td>Business and Operations management systems structures</td>
<td>CSF Asia</td>
</tr>
<tr>
<td>Major enhancements to operational M&amp;E and FM systems</td>
<td>Asset Investor</td>
</tr>
<tr>
<td>Land and Base Building structure</td>
<td>LANDLORD</td>
</tr>
</tbody>
</table>

## CSF Asia position in the Industry Value Chain

- CUSTOMERS
- CUSTOMERS/MS Operators/CSF Asia
- CSF Asia
- Asset Investor
- LANDLORD
Three Phases of the Data Center Business:

1. Data Center Business Development
   • Provide technical specifications, requirement, design brief, to facilitate the construction of new DC facility or retrofit an existing building
   • Provide Engineering budget for all phases of the data centre fitout
   • Supervise and Managed the DC construction programmed
   • Develop market strategy, review demand/supply model of that particular market
   • Develop Financial Model for feasibility study / justification of the new DC Business for financing and business purposes

2. Data Center Business Implementation
   • Develop Customer pipeline and country centric marketing program
   • Build up a DC team and start to Acquire Customers, developing Customer Contracts and formalising an Operation Budgeting
   • Prepared standard Billing and Financial reporting capabilities
   • Implement a DC related Financial accounting and Budgeting process
   • Develop and review all business related legal documentations eg (Customer SLAs, Customer Contracts (MSA) and DC Policies documents)

3. Data Center Business Operations
   • Develop operation processes and procedures including the setup of an OSS and BSS System
   • Setup and operate DC Command Centre to provide “oversight” function in monitoring the entire facilities
   • Customer Transition Management, Telecom and Network Management, Security Management
   • Facility Maintenance, Capacity Planning (Cabling, M&E and Network)
   • SLA reporting, incident management, Audit etc
   • Operations Budgeting, Sales Management and Provisioning Management
Data Centre Business Operations

Three Classes of Data Center Services:

• Facility Management Services
• Customer Managed Services
• Value Added Services

1. Facility Management Services

• Building Maintenance
• Data Centre M&E Maintenance
• Provisioning Support Services
• Utility Management
• Security and Access Management
• Telecom & Meet-Me-Room Support

2. Customer Managed Services

• Network Services
• Server Management
• Data Base Management Services
• Security Management Services

3. Value Added Services (with Business Partners)

• Managed Hosting Services
• Datacenter and Disaster Recovery Services
• Virtualization Service
• Data Storage on Demand Services
Facility Management Services

- **Building Maintenance**
  - Develop an annual preventive maintenance schedule
  - Coordination and tracking of all service visits
  - Physical site inspecting
  - Review of invoices for additional services
  - Review of all service reports
  - Resolution of service issues

- **Security and Access Management**
  - 24X7 on site security
  - Silent alarm and automatic notification
  - Motion-detection for lighting and CCTV coverage
  - CCTV digital camera of entire data center including cages with archival system
  - CCTV integrated with access control and alarm system
  - Motion-detection for lighting and CCTV coverage

- **Provisioning Support Services**

- **Data Centre M&E Maintenance**

- **Utility Management**
  - Bill Validation
  - Tariff Analysis
  - Comprehensive mapping of utility equipment and facilities
  - Data Forms for inputting, updating and maintaining real time data
  - Maintenance and inspections logs
  - Operation and maintenance work order processes

- **Telecom & Meet-Me-Room Support**
Customer Managed Services

• Network Services
  • Firewall Setup & Deployment
  • Bandwidth Monitoring
  • VPN Management

• Server Management Services
  • Server Administration/Management
  • Server Availability Monitoring
  • Server Utilization Monitoring

• Security Services
  • Firewall Management
  • Intrusion Detection
  • Log Monitoring
  • Firewall Setup & Deployment

• Database Management
  • Database Monitoring
  • Basic Database Administration Support
  • Database Performance Measurement
Value Added Services

• Hosting Services
• Datacenter and Disaster Recovery Services
• Security Audit Services & Intrusion Prevention
• Data Storage on Demand Services
• Virtualization Service
• IX Platform Services
• Cloud Computing Services
• Metro X-connect services

Note: These are some examples of Value Added Services and ConnectedPlanet will work with partners to provide to customers at ConnectedPlanet Data Centers
5. CSF Asia’s Team
**Objectives**

To develop CSF Asia into a leading Franchise Data Centre player

**Infrastructure & Operations**

**Functions**
- Provide a “leadership” role in the area of defining, designing and implementing latest D&C technologies

**Deliverables**
- DC Design Specs.
- DC Operations Processes & Audit
- Operations KPI

**Measures**
- Green Mark
- Operational SLA’s

**Products & IT**

**Functions**
- Provide a “leadership” role in the area of Product and Product support development through the creation of a ConnectedPlanet unique platform

**Deliverables**
- Products Specs.
- OSS/BSS Platform
- Products KPI

**Measures**
- Products Offerings
- OSS/BSS performance KPI

**Sales & Marketing**

**Functions**
- Provide a “leadership” role in the organization in the area of enlarging our segment focus and increasing the depth of our penetration in the selected market segment

**Deliverables**
- Rated pipeline
- Sales Orders
- Sales & Marketing KPI

**Measures**
- Sales Rev.
- Margins on Sales Rev.

**Finance & Corp. Services**

**Functions**
- Provide leadership role in the area of ensuring we operate within a diligent and proper financial controls

**Deliverables**
- Annual Operational Budgets
- Audited Accounts
- Good risk management processes
- Business Performance Report/Billing

**Measures**
- Meet/Exceeds planning budgets
- Proper Financial discipline
Ka Vin is responsible for the set-up and management of the CSF Asia’s Singapore facility which includes ensuring the facility is fully operational by Dec 2011 and pre-operational contracts with strategic customers are put in place.

In his long career, Ka Vin's was instrumental in his role within the key management of ST Telemedia (an Infotech group of companies owned by Temasek Holdings Pte Ltd) where he headed the team that developed the successful proposal and implementation for the start-up of Starhub Mobile, the No.2 Mobile operator in Singapore today. Further, Ka Vin is one of the 2 co-founders of i-STT data centre, which eventually became Equinix, the world’s largest data centre operator today.

Prior to starting up CSF Asia with CSF Group PLC, Ka Vin was the Managing Director of AIMS Singapore, General Manager of Neustar between 2006 to 2007 and Vice President of Business Development for Equinix Asia Pacific from 2003 to 2006. His early career was spent as a Systems Engineer and subsequently moving on to become the Asia Pacific Marketing Manager at Hewlett-Packard from 1988 to 1995 for the Telecom System Business Unit.
Lee Kok Lek
Vice President, Operations & Infrastructure

Kok Lek has nearly 9 years of experience in designing and implementing mission critical data centre facilities. He is also a co-founding member of i-STT Pte Ltd; a subsidiary of Singapore Technologies Telemedia. He has helped transform i-STT into one of the largest data centre and carrier neutral telecom data centre hubs in Singapore and eventually became Equinix Asia Pacific Pte Ltd.

Prior to joining Connected Planet, he worked for Equinix Asia Pacific as Director of Technical Services and as Senior Manager and Consultant in Telecommunication and Networks for over 20 years at Singapore Technology Telemedia (STT), CSN Networks, Digital Equipment Corporation (DEC) and CSE Systems and Engineering.

He is responsible for data centre operations and business management. His engineering experience encompasses both consulting, design and management of mission-critical data centre power, cooling, security, controls, fire protection and network communication systems.

He also involved in design and developing complex data network and communication projects with diverse industries including corporate, high tech environments, manufacturing, the Government Organization, military, Petrol Chemical and Oil and gas plant.
Sim Thiam Chye
Vice President, Operations

- Thiam Chye has nearly 8 years of experience in managing day to day operations of mission critical data centre facilities. He was the Operations Director of i-STT Pte Ltd; a subsidiary of Singapore Technologies Telemedia. He helped to transform i-STT into one of the premium data centre delivering service uptime of 99.999%.

- At Equinix Singapore, his responsibilities as Operations Director includes resources and capacity management, development and implementation of operation policies, processes and procedures to deliver premier service quality to customers; planning and management of the development and roll-out of new products and services.

- He championed and led a cross-functional team to achieve a First in SunTone Certification for South Asia’s Internet Data Centre in year 2001. Successfully led the team for SunTone re-certification in year 2002.

- Prior to Equinix Singapore, he was the AVP of Operations for Starhub Internet Pte Ltd for 2.5 years and has over 10 years experience in the IT industry working with companies including Mentor Internet Solution, Silicon Graphics, Mentor Graphics and GINTIC.
Thank You