

Financial

Manufactured

Intellectual

Human

Natural

Social and
Relationship

Financial Capital

Our Approach

Guiding Factors:

Material Matters

G1

EC2

S1

Stakeholders Affected



Strategic Pillars



UN SDGs



In 2024, CelcomDigi Berhad concluded the company's second year of operations as a merged entity, building upon the solid foundation established in the first year post-merger. In the year, we achieved respectable and stable performance while executing an extensive integration programme. Our topline remained stable with strong underlying profitability. Strategic decisions made during this period positioned us for enhanced growth opportunities in 2025, driven by focused market execution and efficient cost management, enabling us to deliver shareholder value in line with our 2024 guidance.

In our second year of integration, we achieved a net synergy savings of RM1,600 million, underscoring our focus and commitment to fully realising the merger's potential and boosting operational efficiency. Our integration and transformation efforts across various areas of the business have progressed well. We completed 75% of our network integration and modernisation by end 2024, ahead of our target. IT integration is on track, including successfully concluding the first phase of harmonising our billing and customer relationship management systems. We rolled out 48 new retail stores as part of our retail transformation programme that is now delivering improved sales productivity and enhanced customer and digital experiences. These initiatives, along with improvements in customer experience and refreshed operating models, have laid a solid foundation for the company's sustainable long-term growth.

We are making substantial strides in our transformation into a leading telco-tech company, while strengthening our commercial resilience to navigate industry challenges and meet the rising demand for digitalisation and innovation. Leveraging the enhanced capabilities from our merger, we are driving consistent growth in our core mobile business while strategically investing in new opportunities, positioning ourselves to deliver strong performance and sustained value to our shareholders.

Key inputs in 2024

- Ranked among the top eight companies by market capitalisation in Malaysia
- Strong overall revenue performance across key segments
- Robust EBITDA margin
- Consistent and healthy operating cash flow
- Efficient allocation of capital expenditure (CAPEX)
- Resilient and well-structured balance sheet

Outputs

- Strengthened market leadership through growth in all core segments, supported by an expanding subscriber base
- Sustained robust core profitability margins driven by solid underlying performance
- Optimised CAPEX
- Realised gross synergies from structural initiatives and sourcing efficiencies
- Maintained a solid balance sheet to support long-term financial strength and future growth
- Ensured sustainable returns for shareholders

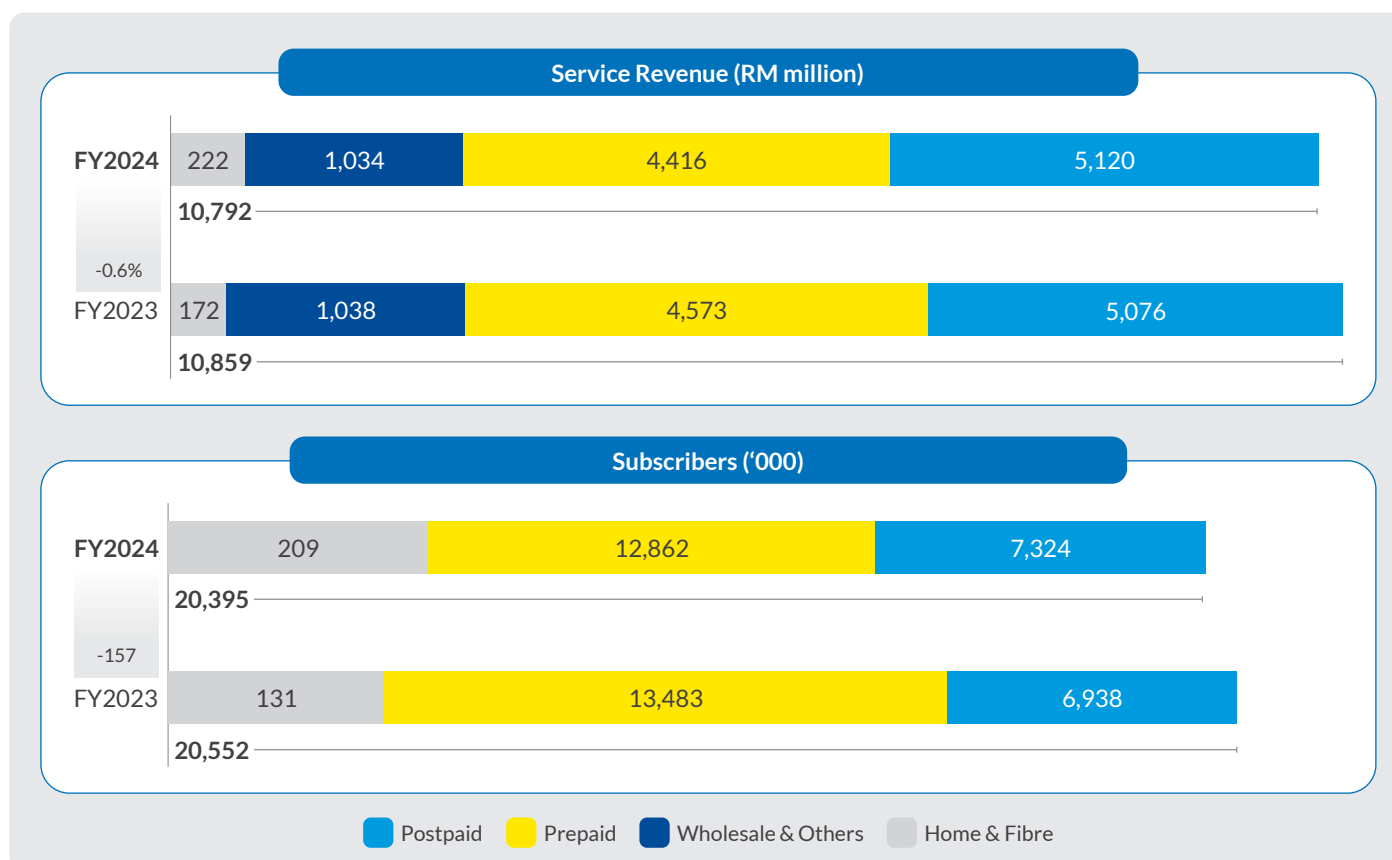
Looking ahead

CelcomDigi proudly serves 20.4 million customers across the country, underscoring the strength and resilience of our unified telecommunications offering. With our enhanced capacity for growth investments and a strong ability to address macroeconomic and industry challenges, we are well-positioned to achieve our integration and synergy objectives. We remain committed to building on this momentum and aim to deliver greater value to our customers in the coming years.

Financial Capital

- Sustain growth in service revenue and EBIT performance
- Maintain consistent CAPEX investment
- Foster a culture of operational excellence (OE) and focus on financial discipline
- Deliver synergies while driving digital transformation and innovation
- Explore technological solutions and new avenues for revenue generation
- Invest in new AI and data platforms, and ICT capabilities
- Ensure a balanced capital structure and effective cost allocation

Sustained Growth in Postpaid and Home & Fibre, with Steady Postpaid Trajectory and Improving Prepaid Base



In FY2024, Service Revenue reached RM10,792 million, reflecting a slight 0.6% decline in the second year of integration. This was primarily due to lower activations and a strategic shift away from temporary SIM cards used for short-term deals in the Prepaid segment, with growth in Postpaid and Home & Fibre providing a strong counterbalance.

Postpaid revenue grew 0.9% YoY to RM5,120 million, driven by a 386K subscriber increase from enhanced convergence plans. This growth was supported by optimised plan enhancements, an expanded subscriber base and targeted campaigns. Upgrades to convergence offerings also boosted Average Revenue Per Account (ARPA).

Prepaid revenue declined 3.4% to RM4,416 million, with slower subscriber losses in Q4 2024, indicating a turnaround resulting from effective base management. Growth was constrained by fewer SIM acquisitions and post-merger SIM consolidation, though retention campaigns targeted at high-churn segments helped stabilise the base. Average Rate Per User (ARPU) remained steady for the fifth consecutive quarter, reflecting resilient customer value, while monthly Mobile Internet (MI) activations exceeded Q3 2024 levels due to portfolio enhancements.

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Home & Fibre revenue saw strong double-digit growth of 28.3% YoY, reaching RM222 million. Subscribers increased by 78K YoY, to end the year at 209K, outpacing the industry's growth rate. This momentum was driven by convergence, competitive offerings and channel push, leading to a 30% increase in ARPA.

ARPU (RM)	Postpaid	Prepaid	Home & Fibre	Blended
FY2024	65	28	112	41
FY2023	68	28	126	41

With a growing number of digitally-connected, tech-savvy smartphone users, supported by our enhanced network quality and coverage, there has been a noticeable rise in monthly data usage per user, reaching 36.6GB for Celcom and 31.6GB for Digi from 31.2GB and 26.1GB respectively the year before.

36.6 GB/user

Celcom (▲ 17.3% YoY)

31.6 GB/user

Digi (▲ 21.1% YoY)

Data Consumption

93.6%

Celcom

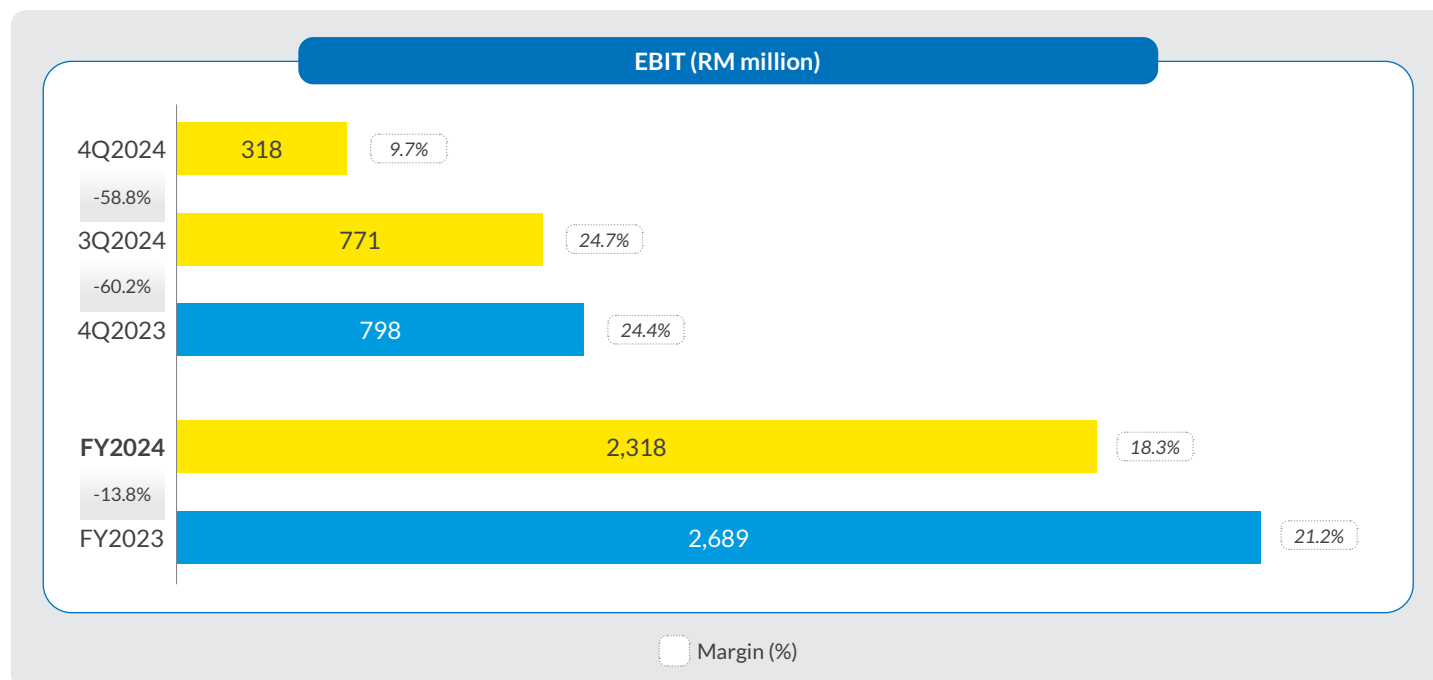
93.5%

Digi

Smartphone Users

Driving Underlying Profit Growth Through Topline Expansion and Enhanced Cost Efficiencies

- Earnings Before Interest and Tax (EBIT) stood at RM2,318 million. Excluding the non-cash adjustments related to the impairment of our rights of use assets and the organisational restructuring charge in 2024, our EBIT would have been close to RM2,800 million. This would represent an EBIT margin of 25.9% over Service Revenue, reflecting a 110-basis point improvement in our margin trajectory compared to 2023.
- Our Profit After Tax (PAT) was reported at nearly RM1,400 million. Excluding the two caveats previously mentioned, our PAT would have been RM1,750 million, resulting in a PAT margin of 16.2%, a 180-basis point improvement compared to FY2023.



Financial Capital

Who We Are

Message From Our Leaders

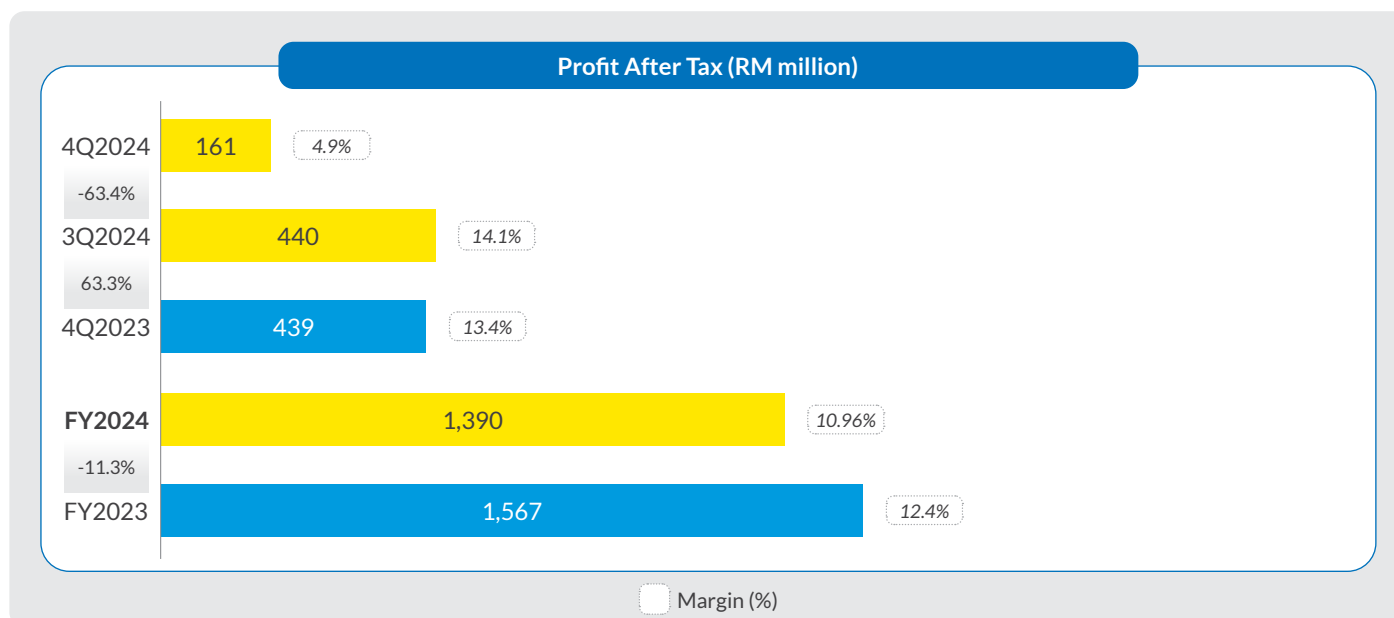
Our Plans For Success

Performance Review

Corporate Governance

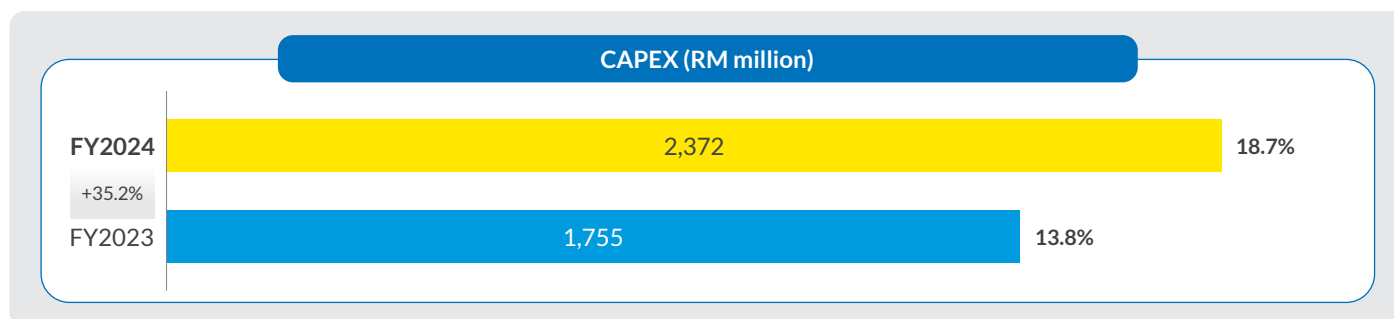
Audited Financial Statements

Other Information



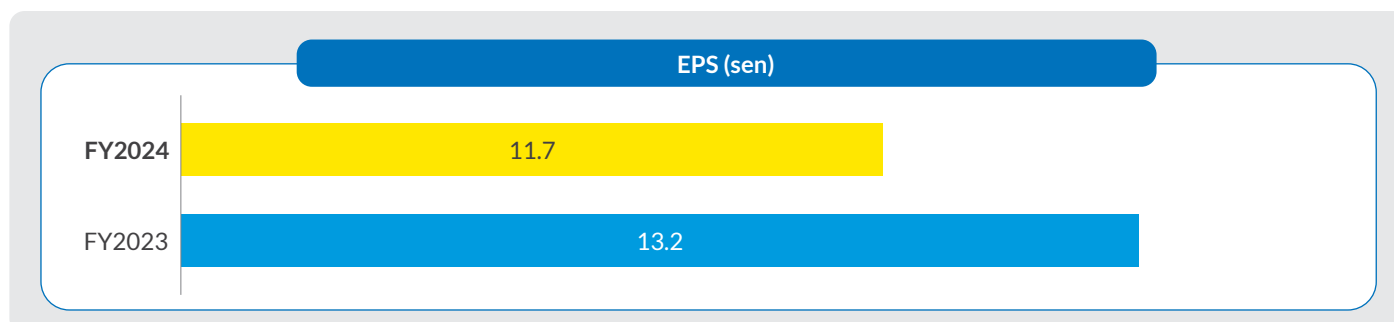
Optimising Strategic Investments in Network, Retail and Business Transformation to Drive Efficiency and Operational Excellence

CAPEX in FY2024 amounted to RM2,372 million, reflecting a CAPEX intensity of 18.7%, compared to 13.8% in FY2023. Our guided CAPEX intensity was between 15% and 18%, which increased due to expenditure on JENDELA projects, without which CAPEX intensity would have been approximately 18%, aligning closely with our initial guidance. Most of the CAPEX was allocated to support our integration and transformation initiatives during the year.



Delivering Sustainable Returns to Shareholders

- Despite lower Earnings Per Share (EPS), reflecting lower profitability, the Dividend Per Share (DPS) increased with a strong cash flow from operations and effective cost management.
- Total FY2024 dividend payout amounted to RM1,654 million, exceeding the company's dividend policy of a minimum 80% of net profits.



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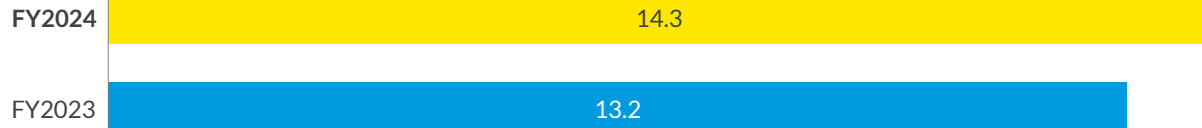
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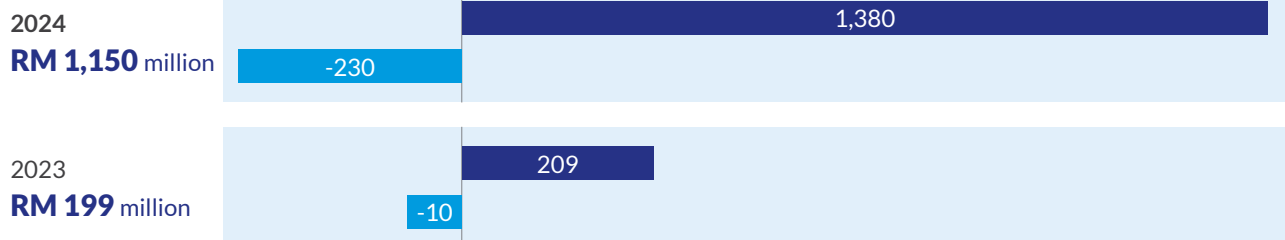
Social and
Relationship

DPS (sen)

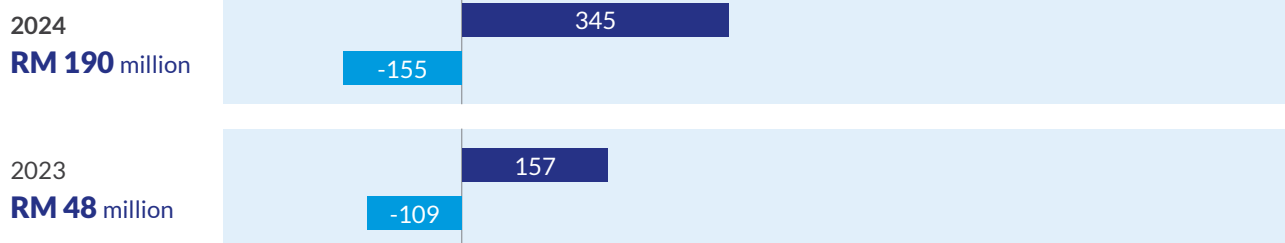

Synergy Realisation from Structural Initiatives and Sourcing Efficiencies is on Track

- Successfully completed the first two years of our integration programme, across network, IT, and retail. These efforts have enhanced sales productivity and elevated customer and digital experiences. Additionally, our new single-branded CelcomDigi 5G product portfolio serving all consumer, home and enterprise segments have strengthened our market presence.
- Net synergy savings stand at RM1,600 million after incurring integration costs of RM385 million in 2024 to support these extensive integration initiatives. This keeps the company on track to deliver steady-state savings of approximately RM700 to RM800 million post-2027.

CAPEX Avoidance

Net Synergy
(RM million)

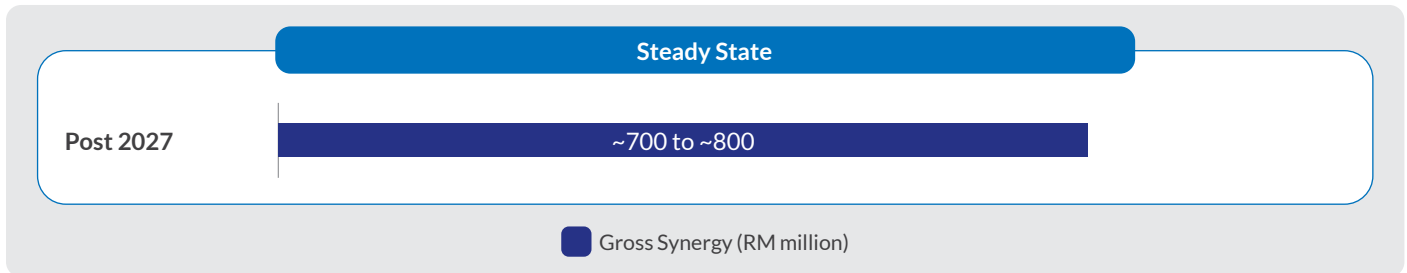
P&L Savings

Net Synergy
(RM million)

Gross Synergy (RM million)

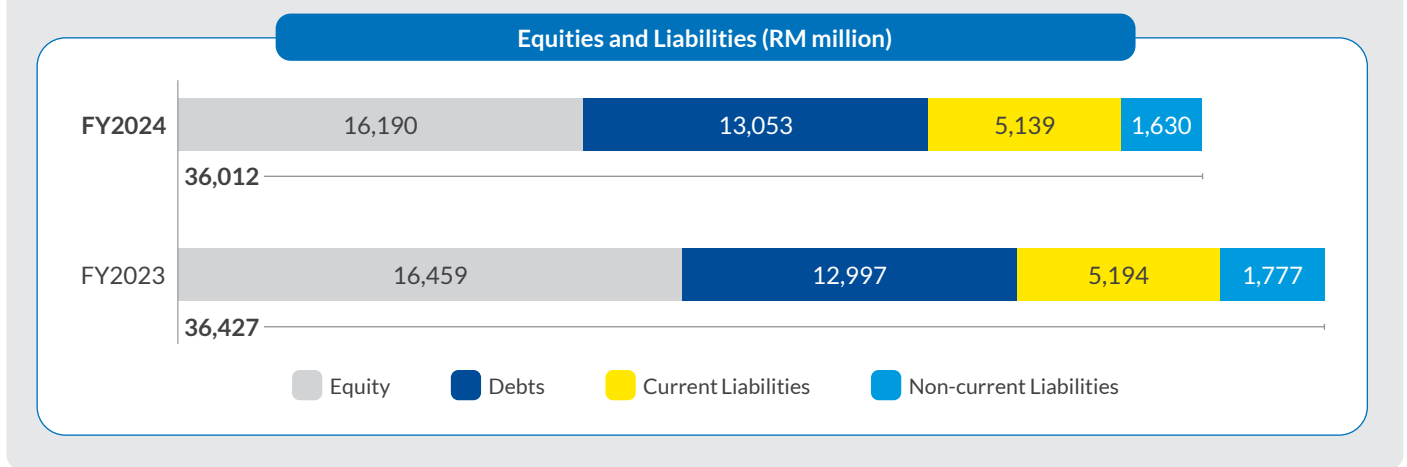
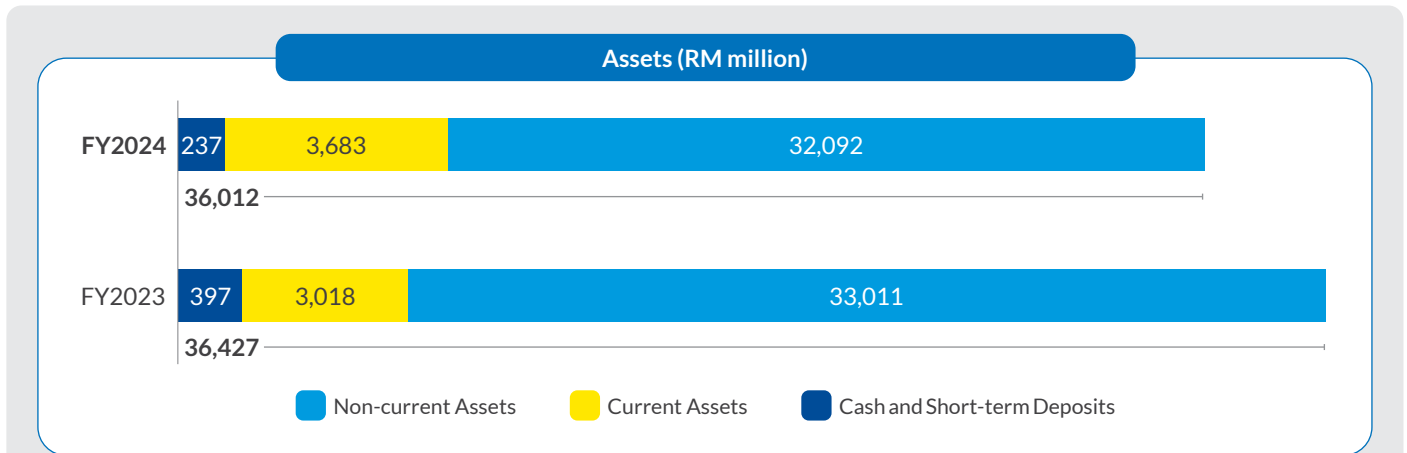
Integration Cost (RM million)

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Prudent Balance Sheet Management Supporting Financial Stability and Future Growth

- We have demonstrated effective balance sheet management, with a reduction in both assets and liabilities compared to the previous year. This strategic approach has led to a decrease in equity and liabilities, further strengthening our financial position for sustained growth moving forward.
- Leveraging our strong balance sheet and robust cash flow, we received AAA ratings affirmation from both MARC and RAM Ratings, a testament to our financial strength and operational excellence.



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Strategic Pillars



UN SDGs



As Malaysia's largest telecommunications and digital services provider, CelcomDigi is at the forefront of accelerating the national digitalisation agenda and shaping a robust digital ecosystem. The integration and modernisation of our legacy Celcom and Digi networks into an integrated CelcomDigi network provides a competitive edge as the country's widest and fastest mobile network, enabling us to deliver the most consistent, high-speed and secure connectivity solutions.

Beyond connectivity, our network and IT infrastructure are key differentiators in an increasingly dynamic industry. We are advancing towards becoming an AI-first company, integrating AI across our internal operations and driving adoption of AI solutions for enterprises. By leveraging AI alongside 5G, we equip businesses to fuel innovation and unlock new efficiencies, spurring the nation's transformation into a 5G-AI-powered digital society.

We are expanding digital touchpoints within our distribution network for a seamless and accessible customer experience. By integrating smart technologies and reimagining service delivery, we are setting new benchmarks for connectivity and digital services in Malaysia.

Key inputs in 2024

- Widest network population coverage for 4G LTE and 4G LTE-Advanced
- Modernised network infrastructure with 5G-ready equipment
- Integrated IT infrastructure
- Introduced new concept retail stores across the nation
- Synergised digital touchpoints

Outputs

- Built Malaysia's future digital network and delivered the widest and fastest network experience nationwide
- Drove modernisation and AI automation initiatives towards operational excellence
- Connected with our customers through digital and physical touchpoints

Looking ahead

Digitalisation is transforming everyday life, reshaping how people live, work and do business. As data consumption continues to surge, CelcomDigi is committed to delivering superior network quality through our industry-leading 4G experience while driving the widespread implementation of 5G services across consumer and business applications. We are also fast-tracking the adoption of 5G-AI solutions that empower businesses, enhance efficiencies and transform industries. CelcomDigi is building an intelligent, future-ready digital ecosystem that unlocks new possibilities and drives Malaysia's progress within the global digital economy. Our ongoing goals include:

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- Completing a three-year network integration and modernisation exercise to build Malaysia's future digital network, uplifting network quality, capacity and coverage
- Investing in future network operating models including network virtualisation, transition to cloud-based infrastructure, automation-driven network management and adoption of AI tools
- Completing three-year IT integration and modernisation programme, prioritising security and reliability in managing large volumes of data, increasing business intelligence capabilities and business efficiency
- Accelerating utilisation of touch-free operations for greater productivity
- Continuing research and development in next-generation digital and network technologies such as AI-IoT, edge computing, network slicing, open Radio Access Network (RAN) and 6G
- Enhancing customer-centric innovations, including using advanced analytics and AI to further understand our customers' needs and enable personalised services for elevated customer satisfaction and loyalty

Building Malaysia's Future Digital Network

CelcomDigi completed the second year of a three-year programme to integrate and modernise legacy Celcom and Digi networks, creating Malaysia's largest and most advanced 4G network with LTE and 5G-ready technologies. This is one of the most extensive technology deployment projects in the country, significantly enhancing mobile network coverage, capacity and performance. Customers in areas where networks have been integrated now experience stronger signal strength, faster download speeds, and improved overall connectivity.

As we progress, we remain committed to delivering the widest, fastest and most reliable 4G network while accelerating 5G development. Superior network quality is critical in providing both consumers and enterprises seamless digital experiences, real-time applications and next-generation services. This is especially vital as we gear up towards an AI-driven future, where high-performance connectivity will enable AI-powered solutions, automation and data-driven innovation across industries. Our strengthened network capabilities provide customers with coherent voice services, enhanced video streaming, lower gaming latency and improved voice-over-LTE (VoLTE) experiences, driving increased data consumption and digital engagement.

CelcomDigi deployed specialised teams of network engineers, known as Skuad 5G, tasked to stress test the nationwide network and ensure service levels match desired ambitions and quality standards. This initiative is part of the ongoing network integration and modernisation exercise to build Malaysia's leading digital network.



Read more at <https://corporate.celcomdigi.com/news/celcomdigi-skuad-5g-stress-tests-and-customer-engagement-on-malysias-newest-5g-ready-digital-network>



Skuad 5G team on-the-go, stress testing the network and engaging customers from Peninsular to East Malaysia

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Network integration and modernisation exercise



Completed **75%**
of network integration and modernisation
in 2024



Integrated more than **12,000 sites**
as of December 2024

Improved customer experience in post-consolidated areas



Download speeds:
Up to
50%
improvement



Signal quality:
>80%
experienced improvement
with an average signal of
3 bars and above



Network-related
customer complaints:
>70%
reduction

Population coverage



97.5%
4G LTE

94.4%
4G LTE-Advanced



>99%
network availability
with 24/7, 365 days monitoring of
network health

Combined fibre footprint



31,600km
including Celcom Timur (Sabah)

Average monthly data
consumption

Gigabytes (GB)
per user

Celcom

36.6 GB

Digi

31.6 GB

CelcomDigi was recognised as Malaysia's Best Mobile Coverage network at the Ookla® Speedtest Awards™. The award reflects our diligence in continuously improving our network coverage, quality and performance. Ookla is a global leader in testing applications and analysing data of fixed broadband and mobile networks. The Speedtest Awards represent real-world network performance in terms of internet speeds and coverage provided to customers, based on consumer-initiated tests and background scans from Ookla's applications.



We also won 3 out of 5 Overall Experience awards in download speed, upload speed and voice application, from an independent global network performance research company that analyses consumer mobile experience on wireless networks.

Over the year, we embedded AI capabilities into our networks to proactively manage network performance, improve customer experience and boost operational efficiency. These advancements have driven innovation, optimised operations and enhanced service delivery for customers. Our AI initiatives included:

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- **Intelligent field operations** – Leveraging machine learning (ML) and automation to analyse correlation, conduct remote actions and perform root cause analysis (RCA) before dispatching field teams, reducing response time and improving efficiency.
- **Intelligent performance management** – AI/ML-powered trend analysis to forecast potential network issues ahead of time, ensuring reliable and seamless connectivity.
- **Customer experience insights** – Analysing sentiments from Net Promoter Score (NPS), social media and customer complaints to effectively detect and address service experience issues.

These AI-driven initiatives strengthened our network resilience, enabling consistently superior connectivity and supporting the evolving digital needs of consumers and businesses.

Driving Modernisation and AI Automation Initiatives Towards Operational Excellence

We reinforced our ambition to become an AI-first company by modernising IT infrastructure, implementing AI-driven automation and enhancing digital capabilities to expedite our digital transformation journey. We made significant progress in IT consolidation and integration initiatives; a key milestone was completing the first phase of harmonising our billing and CRM systems, which streamlined operations for a more seamless customer experience.

Additionally, we implemented AI-powered automation across our IT ecosystem to improve efficiency, enhance predictive analytics and optimise service delivery. These initiatives were pivotal in building a future-ready organisation, ensuring we remain highly responsive to the evolving digital needs of our customers and increasing data consumption patterns. As we move forward, CelcomDigi's commitment to AI-driven transformation will continue to shape the future of our connectivity, digital services and enterprise solutions. Our automation initiatives in 2024 also included the following:

- Modernised our data analytics platform with cloud migration.
- Standardised and simplified business processes by consolidating platforms such as MNP, USSD and IMEI Portal.
- Redesigned our Go-To-Market Revenue Assurance (GTM RA) solutions to enable quicker time-to-market timelines for sales channels.
- Implemented AI use cases to automate IT delivery.
- Continued uplifting the capabilities of Touch Free Operations.

Our Transformation Towards Touch-Free Operations and Driving AI Adoption

We are propelling towards 100% touch-free operations via digital transformation initiatives that enhance automation, efficiency and security. Key technologies include:

 <p>Process-led via Robotic Process Automation (RPA)</p>	 <p>Data-enabled via AI/ML</p>	 <p>Proactive detection and self-healing in cybersecurity</p>	 <p>Energy efficiency</p>	 <p>Development Security & Operations (DevSecOps)</p>
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In 2024, we advanced our RPA and AI-driven automation efforts by implementing three key AI use cases:

- IT Document Assistant (IDA) to streamline documentation and improve workflow efficiency.
- Testing Satisfaction Agent (TESA) to automate testing for IT consolidation programmes and Business-As-Usual (BAU) requests.
- Test Data Specialist to improve the efficiency of test data generation, shortening the process from two weeks to just three days.

To further drive AI integration, we established an AI Centre of Excellence in ITDevOps, supported by three AI Mentors. We also initiated the development of a common AI Technology Framework and upskilled our employees to strengthen GenAI competencies across divisions: 38 participated in an AWS Bedrock hackathon, ten developed skills in building chatbots and five received training on Databricks.

Improving Service Levels, Resilience and Recovery

We continuously modernise our IT tools and technologies to enhance service efficiency and business agility by leveraging AI-driven automation and cloud-based solutions. These technologies enable swift issue detection, automated incident resolution and improved recovery times, ensuring minimal disruption to critical IT services during outages or crises. By strengthening IT resilience and service continuity, we ensure seamless operations, enhance customer experience, and promote greater efficiency across our digital ecosystem. These improvements include:

- Standardised Service Level Agreement (SLA) performance management across all business partners to ensure effectiveness and quality in our infrastructure.
- Introduced comprehensive IT performance metrics to boost effective service delivery.
- Strengthened governance via monthly steerco meetings with all business partners to review performance, address challenges and drive follow-up improvements.

Connecting With Our Customers Through Digital and Physical Touchpoints

We continue to deliver superior customer experiences through our extensive distribution network, spanning both physical and digital touchpoints. We opened 48 CelcomDigi new-concept retail stores, offering a refreshed, interactive retail experience. Alongside our contact centres, mobile apps and online platforms, these stores provide seamless, personalised support. By integrating AI-powered assistance, real-time support and omnichannel engagement, we are making it easier for customers to connect with us anytime, anywhere, ensuring a more intuitive and convenient experience.

Largest retail network in Malaysia



10,000+
retail touchpoints



Launched
48 new CelcomDigi
retail stores nationwide



8.8 million users
on Celcom Life and
MyDigi apps

Manufactured Capital

Our customer service team is committed to delivering personalised and meaningful experiences across our retail stores, contact centre, mobile applications and online channels. As part of our continuous journey to deepen customer focus, we have established the Customer Experience Division (CXD) as a key CelcomDigi brand differentiator. This division is dedicated to shaping end-to-end customer journeys, strengthening governance, and enhancing holistic customer support to safeguard our customers' interests and deliver the best customer experience in our industry.

In line with this commitment, we continuously monitor service quality issues and implement solutions to address customer feedback. Our Customer Satisfaction Score (CSAT) reflected valuable insights from our customers on areas where we can improve. We see this as an opportunity to listen, learn and enhance our services. In response, we have strengthened customer support, improved digital experiences and introduced more personalised engagement initiatives. With these efforts, we remain focused on delivering a consistently superior experience, building stronger relationships and driving long-term customer trust.



Our new-concept retail store promises customers an engaging, superior store experience

Largest retail network in Malaysia



Customer Satisfaction (CSAT) scores:

Contact Centre:

57.2%

Retail:

96.6%



500

customer care agents
400 for voice calls and
100 for digital channels



Multiple 24-hour, 365-day touchpoints

such as CS helpline, MyDigi and Celcom Life apps, Live Chat, WhatsApp messaging, chatbot and online stores



Customer Service ticketing solution

via CelcomDigi portal to reduce wait time and track status of enquiry



Hall of Fame Legends of the Industry Award

by Contact Centre Association Malaysia (CCAM)



Over 3,500 CelcomDigi employees took to the streets across the country, engaging and appreciating 30,000 Malaysians as part of its annual Customer Obsessed Day (COD). Read more at <https://corporate.celcomdigi.com/news/celcomdigi-engages-30-000-malaysians-on-its-annual-customer-obsessed-day>

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CelcomDigi remains committed to advancing service innovations beyond connectivity, enriching our customers' growing digital lifestyles and building trust in this digital age. We stay ahead of the game through our diversified and reliable product portfolios and operate responsibly in accordance with our values. Our robust internal controls have resulted in strong Environmental, Social and Governance (ESG) performance, as benchmarked by independent voluntary sustainability rating indices.

We also have greater roles to play in advancing the nation towards being digitally competent, in safeguarding our network with advanced cybersecurity tools, and in advocating for strong data protection practices to protect our customers from cybersecurity threats.

Key inputs in 2024

- Developing an innovation hub for cross-industry collaboration, leveraging on 5G, Artificial Intelligence (AI), extended reality (XR) and other emerging technologies
- Driving adoption and amplifying CelcomDigi's brand visibility
- Growing and sustaining all segments with a unified range of customer-focused digital solutions
- Strategic partnerships to accelerate innovation and develop the Malaysian technology and digital ecosystem
- Comprehensive data protection and security governance
- Robust governance policies

Outputs

- Developed AiX, a robust innovation hub to transform business with 5G, AI and XR
- Enhanced our position as a trusted brand
- Delivered superior 4G, 5G, and Home & Fibre offerings to all segments
- Expanded business and SME digitalisation
- Leveraged multiple strategic partnerships to unlock new growth opportunities
- Strong governance and robust internal controls
- Enhanced data protection and strengthened cybersecurity controls

Looking ahead

CelcomDigi will continue to develop and deliver a comprehensive range of products and services, including convergence offerings that provide best-value deals and bundles for all customer segments. To drive uptake of 5G technology across Malaysia, we aim to develop inclusive and affordable bundled plans that cater to a wider group of customers and address industry-specific needs. Additionally, positive customer experiences and engagement initiatives will build trust, strengthening CelcomDigi's brand affinity.

- Sharpen CelcomDigi's brand proposition of 'Trust and Customer Excellence' through focused narratives
- Introduce more affordable and inclusive products and services
- Transform concepts from showcases or use cases into full-scale commercialisation that meet industry-specific needs, to encourage adoption of 5G, AI and other emerging technologies
- Advance data protection practices to safeguard customers against cybersecurity threats
- Assess maturity of all privacy controls and practices across the organisation

Intellectual Capital

Enhancing Our Position as a Trusted Brand

In 2024, we strengthened CelcomDigi as a unified corporate brand, reinforcing our role as a trusted partner in connectivity and digital innovation for customers and the nation. Through impactful, customer-focused initiatives, we created meaningful connections that drove real value. CelcomDigi continues to earn industry recognition and prestigious brand awards as we progress.

Introduced a branded platform of Generasi 5G

Won 14 Awards (5 Gold, 4 Silver and 5 Bronze)



The Markies 2024

- 1. Most Effective Use - Integrated Media (Gold)**
CelcomDigi, Reimagine New Era for Malaysia
- 2. Most Effective Use - Digital (Silver)**
CelcomDigi Fibre, Innovating Speed Test Ads for Networks with Inconsistent Speeds
- 3. Most Effective Use - Multicultural Marketing (Bronze)**
CelcomDigi, Network Journeys



TikTok Awards 2024 - Best Performance Campaign (Gold)

CelcomDigi Fibre, Reimagine Home



The Appies 2024 - Best in B2B (Gold)

CelcomDigi MY5G Series



Kancil Awards 2024

- 1. Entertainment Kancil - Use of Original Composition (Gold)**
Brand Festive, CelcomDigi NADI
- 2. Entertainment Kancil - Influencer & Co-Creation (Bronze)**
CelcomDigi NADI



MEA Awards 2024

- 1. Excellence in Data-Driven Marketing (Gold)**
CelcomDigi Fibre, Reimagine Home with Data Driven Solutions
- 2. Excellence in Communications/Public Relations (Silver)**
CelcomDigi Brand, The Power of the Unthinkable: The CelcomDigi Story
- 3. Marketing Innovation (Bronze)**
CelcomDigi, Reimagine New Era for Malaysia
- 4. Excellence in Launch Marketing (Bronze)**
CelcomDigi Brand, The Power of the Unthinkable: The CelcomDigi Story



2024 MSA Awards

- 1. Best Use of Radio/Audio (Silver)**
CelcomDigi, Reimagine New Era for Malaysia
- 2. Best Use of MSA for Good (Bronze)**
CelcomDigi's ProjekMyMalaysia



MDA Awards 2024 - Best Use of Display/Rich Media (Silver)

CelcomDigi Fibre, Innovating Speed Test Ads for Networks with Inconsistent Speeds

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CelcomDigi continues to be committed to embedding ESG practices in our business and raising standards in Malaysia. Our stakeholders remain confident in our ability to create long-term shared value. In 2024, we established our five-year ESG strategy to sharpen our focus on material matters, addressing both short- and long-term sustainability matters to secure a sustainable future. The ESG Day 2024 Summit was organised for stakeholders and CelcomDigi employees to share key priorities and strategies in building an inclusive, sustainable and trusted digital society.



FTSE4Good
FTSE4Good Bursa
Malaysia Index
Achieved 4-star rating
A member of ESG
indices within the top
25 percentile



Sustainalytics
ESG Risk Rating
Ranked Medium Risk



MSCI ESG Rating
Ranked AA



The Edge Billion
Ringgit Club 2024
Best CSR initiatives
for super big cap
companies above
RM40bn market
capitalisation



MSWG
Top 20 Overall
Excellence Award,
National Corporate
Governance &
Sustainability Awards
2024

Delivering Superior 4G, 5G, and Home & Fibre Offerings to All Segments

- Enhanced 4G and 5G offerings for all segments – on-the-go, at home, roaming services bundled with digital services, and other value-added services including premium mobile streaming for both postpaid and prepaid.
- Enhanced 5G-enabled connectivity with new all-in convergence postpaid plans – combining mobile, fibre, content subscriptions and 5G devices. Additionally, CelcomDigi Prepaid 5G was streamlined, offering unlimited 5G and high-speed options for value-seeking customers.
- A unified CelcomDigi Online Store was launched, offering customers benefits and savings on latest devices and accessories.
- The best fibre-mobile convergence with a full suite of convergence add-ons – including home entertainment, gaming, smart home IoT, digital and home security services – offers a harmonious customer experience.
- A seamless transition for all Yodo customers to CelcomDigi Prepaid 5G, following the product's discontinuation on 29 August 2024.

20.4 million
total subscribers

188,000
Home & Fibre
subscribers
(68% year-on-year growth)

Expanded roaming portfolio
– more plans, more countries,
more data & free voice calls

CelcomDigi ONE
– all in one postpaid plan

5.9 million
5G users

CelcomDigi
Premium mobile
streaming services

First in Malaysia
Microsoft PC game pass
subscriptions charged to bills

First of its kind in Malaysia
AI Home Experience
showcased at stores and roadshows across Malaysia

CelcomDigi Prepaid 5G
– Edisi Biru (unlimited data)
and Edisi Kuning (high-speed)



Read more about our customer experience management in Manufactured Capital, pages 70 to 75

Intellectual Capital

Expanding Business and SME Digitalisation

CelcomDigi continues to introduce new and innovative products and services that support the digitalisation of Micro, Small and Medium-Sized Enterprises (MSMEs), Small and Medium Enterprises (SMEs), and large enterprises. Our extensive range of solutions enables businesses to integrate digital tools across their operations and leverage emerging technological innovations to accelerate overall productivity.

- Introduced the Mobile Business for Corporate Individual plan in collaboration with retail stores to defend our market share.
- Expanded our portfolio of connectivity solutions with CelcomDigi Postpaid 5G packages for businesses with Fibre-to-the-Office (FTTO) or 5G Business Wifi.
- Widened our range of digital solutions in Fixed Mobile Convergence, Cloud, API-as-a-service, IoT, M2M and Cybersecurity to drive business digitalisation for enhanced operational efficiency.
- Developed new 5G, robotics and AI solutions to continue enabling digital transformation of enterprises across different industry sectors.
- Launched 'RAE', an AI-powered sales research assistant that provides market and account intelligence, building meaningful conversations with customers and decision makers.
- Launched CelcomDigi Business E-Store, a self-serve digital platform with 24/7 dedicated support and account servicing that enables SMEs to easily sign up for plans and purchase devices.
- Inspired industry-scale transformation with strategic partners, increasing SME awareness on digitalisation benefits and driving thought leadership on emerging technologies.

Highlights on New Business Digitalisation and Innovation Initiatives in 2024



Launched
Digital Healthcare Solutions



MY5G CEO Series
engaged over 150 corporate CEOs on 5G, robotics and AI-powered tech in the last two years



MY5G SME Digital Workshops and MY5G SME Conference 2024
empowered over 400 Malaysian SMEs with the capacity to adopt and leverage digitalisation and 5G



Collaborated with Ampang Jaya Municipal Council and PR1MA
to explore smart city solutions



Partnered with PETRONAS
to advance 5G techno-digital transformation and sustainability for the energy sector



Deployed 5G private network for PETRONAS flagship offshore platform
near Sarawak and a test bed for 5G use cases

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Leveraging Multiple Strategic Partnerships to Unlock New Growth Potential

CelcomDigi is well-positioned to secure partnerships with technology companies to invest in and drive digitalisation, innovation and sustainable growth. In 2024, through our CelcomDigi Innovation Centre, we continued to forge partnerships with local and global experts to accelerate the adoption of 5G, AI, and IoT technology, creating greater value at the core of our business. Our aim is to catalyse and nurture a knowledge-based workforce, in line with Malaysia's digital aspirations. Local digital startups will also benefit from the platform, to enhance their technology and innovation capabilities. Over five years CelcomDigi will invest up to RM250 million in the Innovation Centre, keeping Malaysia at the forefront of global digital evolution.

We initiated multiple partnerships this year to explore innovations in the areas of Metaverse, 5G, AI, XR and green technology:



Explored opportunities to revolutionise the healthcare sector in collaboration with KPJ Healthcare and Pusat Perubatan Universiti Malaya (PPUM), leveraging telemedicine and holomedicine



Explored innovative solutions for the nation's agricultural industry through the integration of 5G, AI and XR via precision farming technology with BoomGrow, enhancing sustainable farming practices and food production in Malaysia



Collaborated on AI initiatives with SK Telecom Co Ltd, South Korea's leading wireless telecommunications operator, to commercialise AI services and explore new AI business opportunities in Malaysia



Launched CelcomDigi Metaversity™, Malaysia's first experiential and immersive learning environment that utilises metaverse, extended reality (XR) and Artificial Intelligence (AI). This initiative, in partnership with the Ministry of Higher Education, initiated by CelcomDigi's Innovation Centre and powered by our 5G network, collaborates with ten homegrown universities to pioneer learning and develop the next-generation IR4.0 talent pool



Read more : <https://corporate.celcomdigi.com/news/celcomdigi-metaversity-set-to-bring-metaverse-xr-and-ai-learning-and-education-solutions-to-universities>

Developing a Robust Innovation Hub to Transform Business with 5G and AI Technologies

In 2024, we launched the state-of-the-art CelcomDigi AI Experience Centre (AiX). A one-stop immersive innovation and collaboration hub, AiX leads, inspires and advances the creation of world-class solutions by deploying technologies such as 5G, AI, extended reality (XR), robotics, analytics and Metaverse across a range of sectors and verticals. With an investment of RM55 million, AiX was built with the support of a wide ecosystem through partnerships with global and local technology leaders. This enabled us to co-create real use cases with great potential at an accelerated speed.

Powered by over **40**
global technology and
ecosystem partners

45 solutions
out of which 15 are live pilots
within Malaysian enterprises

8
industry verticals

Intellectual Capital

Strong Governance and Robust Internal Controls

Governance is vital in fostering a culture of integrity, ethical behaviour and professionalism to ensure business excellence. Our policies are aligned with applicable laws and regulations, and corporate governance best practices, fundamental for sustainable value creation for all stakeholder groups.

Code of Conduct (the Code)

- Outlines the obligations and principles of operating the business responsibly, built upon best practices brought forward from Celcom and Digi.
- Sets expectations for employees to behave transparently and honestly in various aspects, including anti-corruption and conflicts of interest. All policies and manuals, as approved by our Board, are aligned with the requirements prescribed by the Code.

Whistleblowing Policy

- Outlines the procedures for employees to report incidents of misconduct in violation of our governance policies, including the Code and our Anti-Corruption Policy.
- CelcomDigi's Integrity Hotline available at: <https://celcomdigi.portal.speeki.com/>

Compliance programme

- A programme designed to safeguard and strengthen integrity within the organisation, in alignment with the standards and requirements of the Guidelines on Adequate Procedures, published by the Prime Minister's Office of Malaysia.

We remain committed to continuously uphold high corporate ethics and integrity standards.



Read more about our business governance policies at <https://corporate.celcomdigi.com/company/governance>

Consistently improving the monitoring of governance risks across our value chain:

- High level of employee awareness and accountability through a consistent tone, measured by CEO KPIs.
- Employees achieved 100% pass rate in both year-end compliance assessment and compliance training and awareness for three core modules: the Code, anti-corruption and conflict of interest.
- Conducted self-assessment of policy implementation, including annual review of policies and manuals to ensure compliance with laws, regulations, technology updates and industry best practices.
- Ensured adequate anti-corruption control by conducting Corruption Risk Assessment (CRA) 2024 to identify and mitigate potential risks across the organisation's core functions and operational activities. Incidents were prevented through effective remediation.
- Applied an automated system that ensured effective documentation and management for declaring conflicts of interest and requesting hospitality.
- Implemented an automated due diligence system for background screening of new business partners to ensure risk-based compliance.



Read more about our OneCompliance programme in 'Statement on Risk Management and Internal Control', pages 135 to 144

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Enhancing Data Protection and Strengthening Cybersecurity Controls

CelcomDigi remains committed to protect and secure our customers' personal data through robust privacy and cybersecurity processes and practices. We believe in building trust by prioritising compliance, responsible data practices and user transparency, moving towards a digital future built on trust.

Our Data Protection Practices

CelcomDigi is responsible for ensuring our customers' personal data is processed according to our Privacy Notice(s) and applicable laws.

CELCOMDIGI CUSTOMER-FRIENDLY PRIVACY NOTICE 🔍

This infographic explains how we manage your personal data when you subscribe to any of our products and services, visit our retail stores, or browse our websites.

CelcomDigi is a mobile network operator, and we are committed to protect your personal data and respect your privacy.



Data Collection

CelcomDigi collects personal data to improve on our services to customers.



Data Access

Access to personal data within systems or applications is restricted to authorised employees only.



Data Security

CelcomDigi ensures personal data is always safe and secure.



Data Sharing

Sharing of personal data is limited to our approved business partners to fulfil the provision of our services.



Data Retention & Deletion

CelcomDigi does not store personal data any longer than necessary.



Individual Rights

Customers have the right to access and correct their personal data, as well as opt out from receiving marketing messages.

In 2024, we focused on evaluating privacy compliance across the organisation:

- Updated asset and processing inventory
- Refreshed records of business partners who are in possession of our customers' personal data
- Reviewed user access management
- Maintained records of consent
- Extended privacy notice infographics to Mandarin and Tamil languages

Intellectual Capital

Active Engagements with Our Stakeholders

- Gathered over 150 attendees at our annual Trust Circle event. The event connected privacy and data protection experts from many sectors, including regulation, telecommunications, banking and finance, energy, and academic institutions. Discussions encompassed responsible AI practices, effective privacy governance and leaders delivering clear expectations.
- Participated in a panel session organised by LexisNexis that discussed people, processes and technology matters relating to privacy governance and accountability for organisations.



CelcomDigi's Trust Circle gathers leaders and experts from over 40 companies and across industries to discuss data protection challenges and opportunities to build trust in the age of digital-everything. <https://corporate.celcomdigi.com/news/data-protection-and-privacy-experts-convene-to-discuss-challenges-of-effectively-building-trust-in-the-age-of-digital-everything>

Preparing for Amendments to and Changes Brought On by the Personal Data Protection Act (PDPA)

As a responsible business, we are committed to making sure our customers' privacy rights are always respected. To ensure continuous compliance with legal and regulatory requirements, our data protection policies and practices are regularly reviewed. We conducted a readiness assessment to determine areas requiring further improvements in line with the recent amendments to the PDPA. These areas include:

- Refining our personal data breach handling process.
- Reviewing our cross-border data transfer mechanisms.



Read more about our stakeholders in Key Relationships, pages 52 to 55

Business Continuity Management

We implement robust Business Continuity Management (BCM) practices to guarantee operational reliability and strengthen our ability to credibly deliver products and services to our customers, even during unforeseen business disruptions. Our BCM practices are accredited in accordance with BCMS ISO 22301:2019, demonstrating our resilience, proactive approach and steadfast dedication to ensuring business continuity. This accreditation signifies our commitment to protecting critical functions, maintaining operational resilience, minimising the impact of unforeseen events, and sustaining our competitive standing in the market. We continuously strive to enhance our processes in ensuring uninterrupted service to our customers.

In addition, we actively maintained a comprehensive crisis management framework to respond to potential disruptions, ensure continuity of critical services and safeguard our stakeholders. This framework includes a well-defined crisis response plan and overarching communication strategies to enable swift and effective action in the event of a crisis. It also incorporates an end-to-end post-crisis review process to prevent the recurrence of similar incidents.

We also regularly conduct crisis simulation exercises to identify areas for improvement and strengthen our crisis management framework. Our priority is to uphold transparency, ensure timely communication, and make responsible decisions to minimise impact and maintain stakeholder confidence during challenging situations.

Being the largest telecommunications company in Malaysia, we continuously strive to enhance our processes in ensuring uninterrupted service to our customers.

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Our Approach

Guiding Factors:

Material Matters

G3 S1 S2 S3 S4

Stakeholders Affected



Strategic Pillars



UN SDGs



CelcomDigi understands the importance of an agile people strategy and talent value proposition to meet the changing needs of our workforce in the rapidly evolving telecommunications industry.

As the rise of 5G, AI and automation redefines job roles, skillsets and the way we work, the company is committed to fostering a diverse, future-ready team that fuels innovation and growth. We enable our employees to thrive – both individually and as a team – by creating an environment that inspires and empowers, driving our future as a leading telco-tech company.

Key inputs in 2024

- Introduced employer brand
- Implemented CelcomDigi Way of Work
- Launched CelcomDigi recognition programme
- Introduced 'GROW@CelcomDigi' to support CDzen growth and development
- Awarded ISO 45003: Psychological Health and Safety at Work certification

Outputs

- Built a diverse, inclusive, engaged and responsible workforce
- Cultivated an attractive employer brand to attract top talent
- Nurtured industry-best talents
- Protected employee health, safety and wellbeing

Looking ahead

CelcomDigi remains committed to being the best place to work, where employees are valued, supported and empowered to grow with purpose. Building on the company's strong foundation, our 2025 roadmap will focus on:

- Reinforcing competency-based reward structures
- Living our 'CelcomDigi Way' values and behaviours
- Expanding leadership development programmes under the 10/100/1000 framework of developing the next batch of senior and extended leadership, and next-generation talent
- Enhancing employer branding and industry partnerships to attract top talent
- Implementing future-ready hiring strategies and AI-driven workforce planning
- Creating dynamic workspaces that drive collaboration and innovation
- Expanding the safety and wellness programme and mental health support initiatives to support employee wellbeing

Human Capital

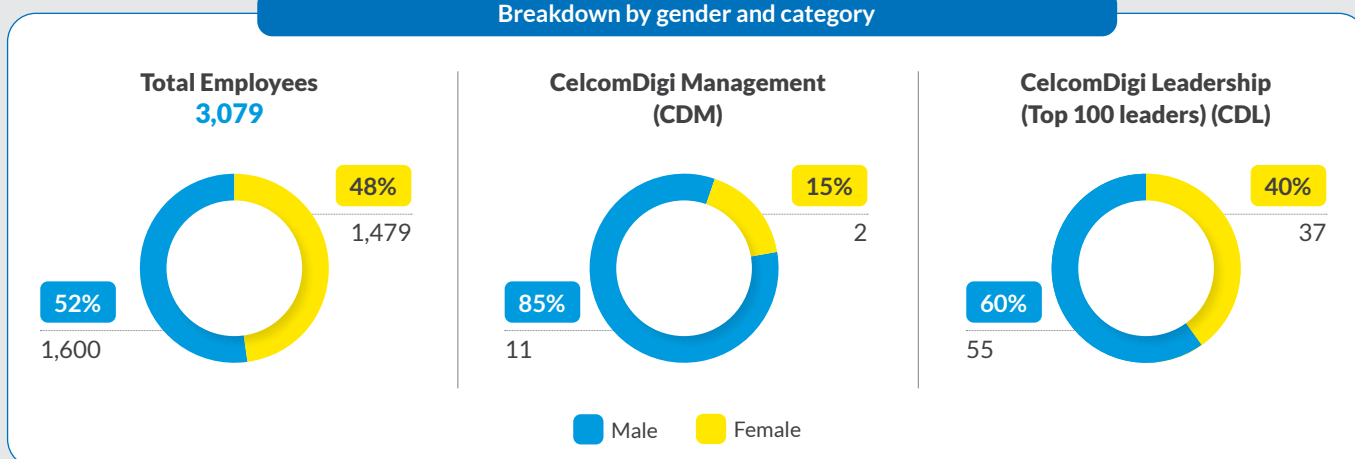
Building a Diverse, Inclusive, Engaged and Responsible Workforce

In 2024, CelcomDigi continued its post-merger journey of strengthening its unique culture, while also enhancing the employee experience. We believe a diverse workforce allows us to serve our customer base more effectively, giving us a competitive edge in the market.

Guided by the CelcomDigi Way's values and behaviours, we focused on building a progressive, dynamic, performance-driven organisation, underpinned by a strong emphasis on collaboration, inclusion and customer obsession. Simultaneously, we remained steadfast in our commitment to operate responsibly, strengthening trust in our brand through a culture of transparency, integrity and accountability.

Our workforce

Breakdown by gender and category

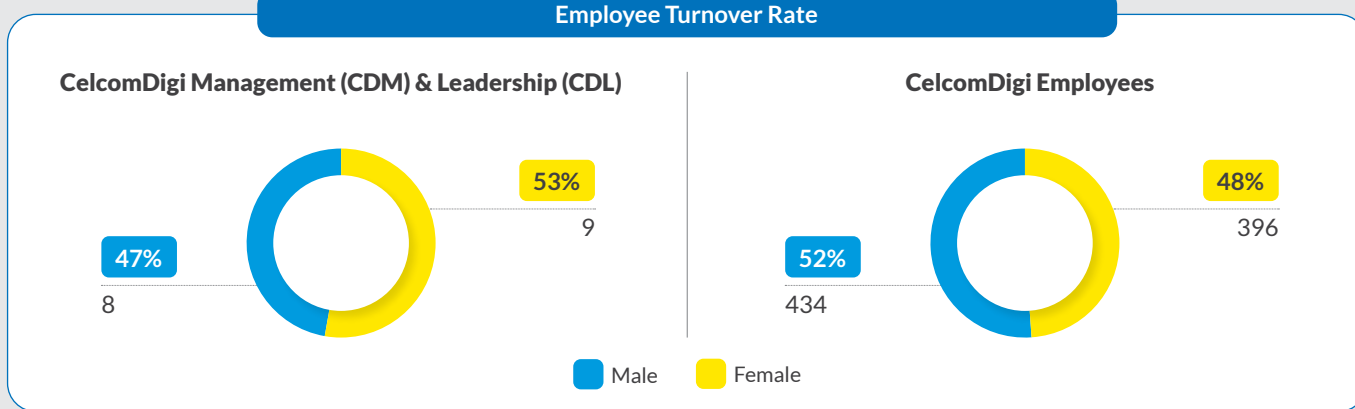


* Reduction due to the Alternate Future Plan exercise, in which eligible confirmed employees participated in a voluntary separation scheme.

Breakdown by age and category

	CelcomDigi Employees	CelcomDigi Management (CDM)	CelcomDigi Leadership (CDL)
<30 years	189	0	0
30-39 years	968	0	7
40-50 years	1,298	3	51
>50 years	624	10	34

Employee Turnover Rate



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Prioritising Diversity, Equality and Inclusion (DEI)

- The People Policy details our commitment as an equal opportunity employer and to ensure a continuous focus on all people-related processes to ensure diversity and inclusion and minimise any sources of bias in the recruitment and selection process.
- DEI principles are implemented in all our decision-making processes.
- CelcomDigi is targeting 40% representation of women in senior leadership roles (CDM and CDL) by 2028, with the current percentage standing at 37%.
- CelcomDigi also conducts regular equal pay for equal work analysis to identify and address any gender pay gaps. CelcomDigi uses market benchmarking tools to ensure fair and competitive pay for all employees, regardless of gender.

Partnering with Women in Tech

CelcomDigi was the gold sponsor for the Women in Tech APAC Summit and Awards Gala Dinner 2024, reinforcing our commitment to diversity, inclusion and female empowerment in the telco-tech industry. The event, held on 8 - 9 October, gathered over 500 delegates, including 30 CDzens, with workshops, debates, panels and mentoring. The summit provided a platform to inspire women, showcase achievements and drive meaningful industry change.

Strengthening our CelcomDigi culture and strengthened employee engagement

- Introduced the 'CelcomDigi Way', a set of values and behaviours to foster an inclusive culture.
- Regular updates on business performance and organisational developments shared via monthly leadership forums, regional visits, company-wide and division townhalls, CEO updates, the 'Fusion Focus' CEO podcast, and more.
- Boosted collaboration and engagement through team building activities, festive celebrations and thematic events such as Customer Obsessed Day and International Women's Day.
- Leveraged the Employee Engagement Survey (EES) as the primary feedback mechanism, complemented by focus groups and pulse surveys conducted throughout the year to gather feedback from employees. The EES saw a 93% participation rate, demonstrating high engagement and willingness to share feedback.

These mechanisms allow employees and employee representatives to engage with management to address any disparities or concerns. All employees are also encouraged to report any suspected unethical or illegal behaviour to the CelcomDigi Integrity Hotline without fear of retaliation, as CelcomDigi does not tolerate retaliation of any kind against those who speak up in good faith.

These best practices are also in line with the standards in our Employee Handbook where we ensure that working hours are compliant with applicable local laws and regulations, ensuring that working hours are not excessive and that employees have adequate time for recovery as well as being compliant with minimum wage laws.

Integrating the Code of Conduct into our work ethic

Our Code of Conduct is the cornerstone of our culture, setting high standards of business integrity and providing guidance on how to manage instances of bribery and corruption. Our Code of Conduct was internalised through the 'OneCompliance' programme that implemented e-learning initiatives to ensure employees understand and commit to our ethical standards.

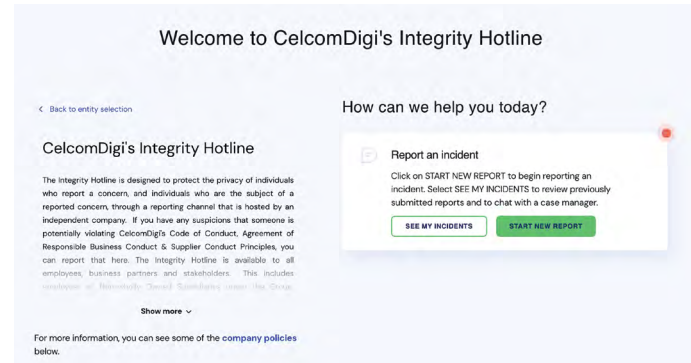
- **100% employee completion:** Mandatory compliance awareness and training on three core modules - Code of Conduct, Anti-Corruption and Conflict of Interest
- **Continuous Education:** Regional roadshows and monthly awareness newsletters

Human Capital

Encouraging a Speak Up Culture

All employees, business partners and stakeholders are encouraged to report any unlawful or unethical situations, breaches, or violations of CelcomDigi's Code of Conduct, Agreement of Responsible Business Conduct and Supplier Conduct Principles, and are accorded protection in line with CelcomDigi's Whistleblowing Policy.

A speak-up culture is actively promoted through our Integrity Hotline, managed independently by a third party and hosted on the Speeki platform to maintain anonymity.



Support human and labour rights and standards

- Our commitment to respecting the rights and dignity of all parties, including employees, entails complying with all applicable regulations and laws
- CelcomDigi acknowledges the fundamental labour right of Freedom of Association and Collective Bargaining:
 - Enables employees to organise, form unions and negotiate with employers to protect their interests
 - Our Employee Relations team engages with Unions through regular dialogue sessions and facilitates quarterly meetings with Management
 - Employees can express concerns, offer suggestions and influence decisions that shape the organisation's future. This allows the company to realise ambitions while prioritising the welfare of its employees
- 2 unions under CelcomDigi: National Union of Telecommunications Employees (NUTE) and Digi Telecommunications Sdn Bhd Employees Union (DGEU)

Our People Policy provides guidance for engagement between Management, employees and employee representatives to be based on mutual respect and dialogue. The Policy states that CelcomDigi shall:

- Be a responsible employer and maintain a consistent, accurate and non-discriminatory employer practice in accordance with applicable legislation and good corporate governance.
- Utilise the employees' experience and insight to influence working conditions and contribute to sustainable business growth through dialogue with employees or their recognised representatives. This involves sharing information in meetings between management and employees when needed.
- Respect the applicable laws in Malaysia concerning freedom of association and the recognition of the right to collective bargaining, the elimination of forced labour and restriction of child labour.

CelcomDigi has zero tolerance for forced or child labour both in our operations and supply chain. Mechanisms such as unannounced inspections and a whistleblowing platform are implemented as proactive preventive measures.

Our Sustainability Policy includes our human rights principles which are based on the following international instruments:

- the Universal Declaration of Human Rights (UDHR),
- the International Covenant on Civil and Political Rights (ICCPR),
- the International Covenant on Economic, Social and Cultural Rights (ICESCR) and
- the principles concerning fundamental rights in the eight International Labour Organisation (ILO) core conventions as set out in the Declaration on Fundamental Principles and Rights at Work

The requirements reflect CelcomDigi's responsibility to respect human rights, in accordance with the UN Guiding Principles on Business and Human Rights, the Organisation for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises and the UN Global Compact.



Read more about our Human Rights Due Diligence initiative on page 105

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Building an Attractive Employer Brand to Attract Talent

We developed a strong Employer Value Proposition (EVP) to position CelcomDigi as a leading employer in Malaysia and the best place for career growth and development, making it highly attractive to top talent.

- Introduced our EVP, 'Grow with Purpose. Build with Trust'. Our EVP reflects that CelcomDigi is the best workplace for talents to innovate responsibly and create products and services that advance society, which aligns with our purpose and vision
- Measures that ensured our employer brand was present and recognised where it matters:

Digital channel

Our LinkedIn strategy delivers consistent, engaging and relevant content to keep our followers inspired and informed about key events within CelcomDigi.



Average **40 posts**
per quarter



260%+ increase in
follower growth



reaching **64,077** followers as of 31 December 2024
indicating strong engagement rate

Speaking opportunities

Participated in speaking engagements at Women in Tech APAC Summit, LeadWomen, EPF DT, and GRADUAN ASPIRE+ Conference, where our leaders shared insights on innovation, transformation, workplace DEI, emotional intelligence in leadership, and online safety.

Talent market

Engaged with job seekers, graduates and public and private university students through our UniConnect series, career fairs and mentorship programmes.

- Recognitions and awards received:



**SEEK People & Purpose
Award 2024**
Gold
(Telecommunications category)

Talent Awards
LinkedIn

LinkedIn Talent Awards 2024
Best Employer
Brand Talent Award
(Malaysia, 1,000-10,000
employees)



HR Excellence Awards 2024
Silver for HR Change
Management



GRADUAN Brand Awards 2024
Top 50 Malaysia's Most
Preferred Employers

Nurturing Industry-Best Talents

As Malaysia's largest telecommunications company, CelcomDigi aspires to be a talent powerhouse, providing a space for rising talents to collaborate and deliver compelling innovations for our industry and nation. We are committed to continuous learning, ensuring every employee has the opportunity to reskill, upskill and grow with purpose.

To support this goal we introduced 'GROW@CelcomDigi', a company-wide initiative to provide equal access to structured career development platforms, opportunities and support for all employees, regardless of gender, ethnicity, or background. Employees are empowered to take charge of their career through:

Human Capital



- **Learning courses and platforms:** Access to 24/7 digital platforms like Fuse, LinkedIn Learning, and Coursera for flexible, self-paced learning, as well as in-house and public programmes for those who prefer collaborative and interactive learning.
- **Expert learning programmes:** Tailored courses to build functional skills (e.g., Sales Recharge programme) or future-critical skills (e.g., AIDA for Everyone).
- **Leadership development programmes:** Focused on building future-ready leaders who excel at strategy execution, change leadership and growing talent.
- **Career Development Transfer (CDT):** Internal job opportunities for career growth and development within the company.

Employee learning hours

Total learning hours: **55,143 hours**

Average for male employees
15 hours

Average for female employees
13 hours

Average for management
16 hours

Average for non-management
14 hours

Note:

Based on total employees under active employment as of 31 December 2024. Includes permanent, contract and outsourced employees

CelcomDigi employees achieved 100% completion on mandatory learning, covering:

1. Compliance (Code of Conduct, Conflict of Interest and Anti-Corruption)
2. Occupational Safety & Health (OSH), Supply Chain Management (SCM), and Wellbeing
3. Information Security Awareness

Annual Performance Review and Development in 2024

Our approach to enhancing performance and development:

- Catch-ups are encouraged throughout the year between managers and their teams
- Development plans are continuously discussed in order to chart growth
- Annual performance reviews are a year-end exercise for managers and employees to discuss current performance and future plans



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Protecting Employee Health, Safety and Wellbeing

Our goal is to empower employees to be their own safety and wellbeing advocates by 2027. We benchmark our performance against 'The Hudson Safety Culture Maturity Model' and Josh Bersin's 'The Healthy Organisation Maturity Model', which states that a safe and healthy organisation delivers maximum business benefit. This aligns with Malaysia's Ministry of Human Resources' mission to foster a more supportive, productive and safe work environment.

Integrating Occupational Safety & Health (OSH) within business activities



Leadership oversight

- Trained in Hazard Identification, Risk Assessment and Risk Control (HIRARC) to effectively handle health, safety and environmental incidents
- Prioritised discussions on OSH at meetings and townhall sessions
- Inspected workplace safety conditions at all our premises



Employee awareness & support

- Organised SafetyPLUS Day and incorporated mental health assessments and health screening to create awareness and promote employee wellness
- Offered weekly fitness sessions and body composition analysis machines at our offices
- Included mental health benefits in our employee medical health insurance coverage
- Committed to provide support to affected employees and their immediate family members during times of crisis, like natural disasters



Supply chain safety

- Conducted compulsory training in CelcomDigi's safety requirements for medium to high risk business partners
- Enforced Permit-to-Work requirements and conducted regular OSH inspections to ensure compliance by business partners



Competency training

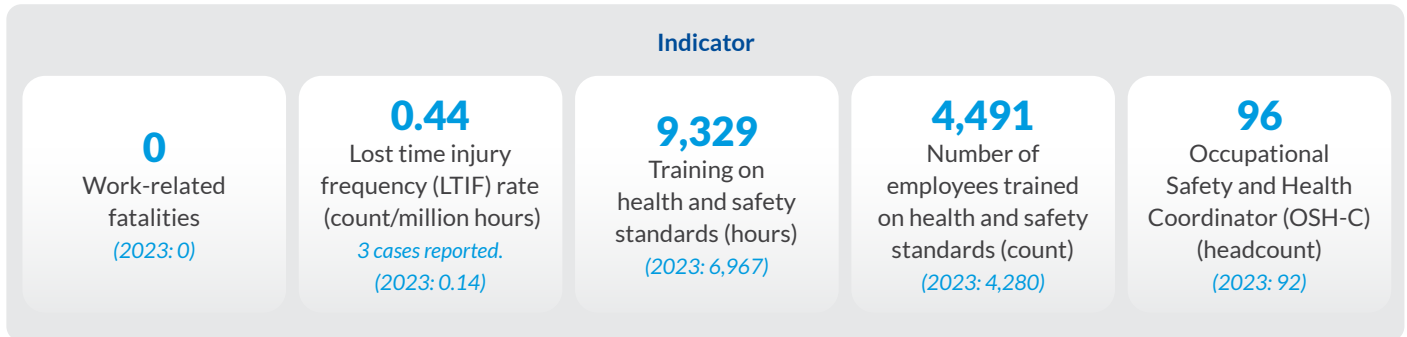
- The Safety Health Committee underwent comprehensive OSH training, covering HIRARC, emergency response and incident reporting
- Trained 32 new Mental Health First Aiders (MHFA), adding to a total of 70 MFHA to support employees in addressing mental wellness issues
- MHFA are now part of the Safety Health Committee to enable mental health-related input



Strengthening OSH compliance and monitoring

- Underwent independent audits and certification to ensure our practices align with global standards. Our ISO certifications are certified by Intertek, a global leading partner for Total Quality Assurance
- Annual internal audit, compliance evaluation, periodic inspection and management review


Human Capital



Training	No. of participants / Completion rate
125 OSH-related training sessions conducted	1,386 employees
General First Aiders	55 employees
Mental Health First Aiders	32 employees
OSH and Wellbeing e-learning	100% completion

CelcomDigi is the first company in Malaysia to be awarded the prestigious 'ISO 45003: Psychological Health and Safety at Work' certification.

- Awarded on 14 October 2024 by NIOSH Certification.
- Certifies that CelcomDigi's practices comply to the global standard guideline for managing psychological health and safety risks in the workplace.
- Prior to this, the company had already attained the ISO 45001 certification for 'Occupational Health and Safety Management'.
- Having both certifications reflect the company's holistic approach in caring for their employees' wellbeing, with equal emphasis on psychological and physical safety.



Read more <https://corporate.celcomdigi.com/news/celcomdigi-first-to-receive-iso-45003-certification-for-psychological-health-and-safety>

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Our Approach

Guiding Factors:

Material Matters



Stakeholders Affected



Strategic Pillars



UN SDGs



The mobile telecommunications industry plays a pivotal role in enabling a greener economy, with digital connectivity powering smarter, more efficient solutions across multiple sectors. CelcomDigi is committed to achieving a low-carbon pathway towards Net-Zero 2050, integrating sustainability across our operations and supply chain. In FY2024, we continued to develop our natural capital strategy, with efforts directed towards network modernisation, renewable energy adoption, improving operational efficiency and driving employee engagement.

We are on track to establish our environmental targets by the end of 2025, subject to Science-Based Targets Initiative (SBTi) approval. Key initiatives include emissions baselining, verifying Scope 1 and 2 greenhouse gas (GHG) data, and identifying high impact areas across our Scope 3 emissions. Additionally, CelcomDigi is implementing a digital platform to automate workflows and aggregate environmental data, enhancing accuracy, regulatory compliance and transparency.

Key inputs in 2024

- Externalised our ESG strategy and focus areas during CelcomDigi ESG Day 2024
- Strengthened stakeholder engagement on sustainability commitments
- Strong governance and leadership oversight on environmental impact and action
- Focused on implementing environmental efforts and tracking performance against Net-Zero targets
- Risks and opportunities aligned with the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations, with an ongoing transition towards the International Financial Reporting Standards (IFRS) S2

Outputs

- Committed to achieving Net-Zero by 2050, in alignment with SBTi
- Advanced low-carbon operational practices
- Implemented climate adaptation and resilience measures
- Elevated sustainable innovation
- Enabled green transitions
- Whole-of-society approach to decarbonisation

Looking ahead

As Malaysia accelerates its sustainability agenda with policies such as the National Energy Transition Roadmap, we are aligning our strategies to support these national goals. By embedding sustainability into our operations and culture, CelcomDigi continues to make meaningful contributions towards a low-carbon, resilient future.

Within the short-term, CelcomDigi aims to:

- **Achieve SBTi validation:** finalise and submit near-term and long-term carbon reduction targets to the SBTi.
- **Implement energy efficiency initiatives:** electrify or deploy hybrid solar-battery solutions at off-grid sites to reduce dependencies on fuel-powered gensets.
- **Expand renewable energy usage:** increase the proportion of operations powered by renewable energy by leveraging local renewable energy markets.
- **Network modernisation:** invest in emerging technologies that enhance energy efficiency and reduce environmental impact.
- **Strengthen engagements:** collaborate via focused engagements with suppliers and organisations to promote sustainable practices.

Natural Capital



Advancing low-carbon operational practices

- Committed to set short-term and mid-term Net Zero targets aligned with SBTi
- Achieved 22% reduction of emissions across integrated sites in 23 representative clusters under the Network Integration & Modernisation exercise
- Deployment of greener network and e-mobility
- AI-driven tools to optimize energy consumption in networks
- Eco-friendly workspaces
- 37% reduction in POSMs

Implementing climate adaptation & resilience

- Future-ready network
- Raised plinths for sites at flood-prone areas
- Implemented robust disaster recovery plans, including off-site data backups and mobile units to restore connectivity during emergencies
- Protected biodiversity and responsible land use
- Maintained Leed & GBI certifications
- Promoted circularity - 38.7 tonnes of e-waste recovered

Elevating sustainable innovation

- Deployed 5G solutions for smart cities and sustainable infrastructure
- Data Centre (DC) transformation with DCIM implementation
- Explored migration of on-premise IT services to on-cloud
- Virtual monitoring of suppliers via CelcomDigi-Permit-to-Work app

Enabling green transitions

- Deployed connectivity solutions for Petronas' Kasawari Carbon Capture and Storage
- Launched lease-to-own rydeEV e-bike with 5G postpaid
- Partnered with ChargeEV to deploy >100 EV charging points nationwide
- Partnered with BoomGrow to revolutionize agriculture with precision farming technology
- 'Lights-out' warehouse in partnership with DHL Supply Chain

Partnering for environmental impact

- Committed to UNGC's "Forward Faster" initiative, aligning with SBTi to limit global warming to 1.5°C
- Platinum Sponsor for the National Climate Governance Summit (NCGS) 2024
- Deployed EV charging points within office premises
- Commitment to transparency and stakeholder engagement

Committing to Net Zero 2050

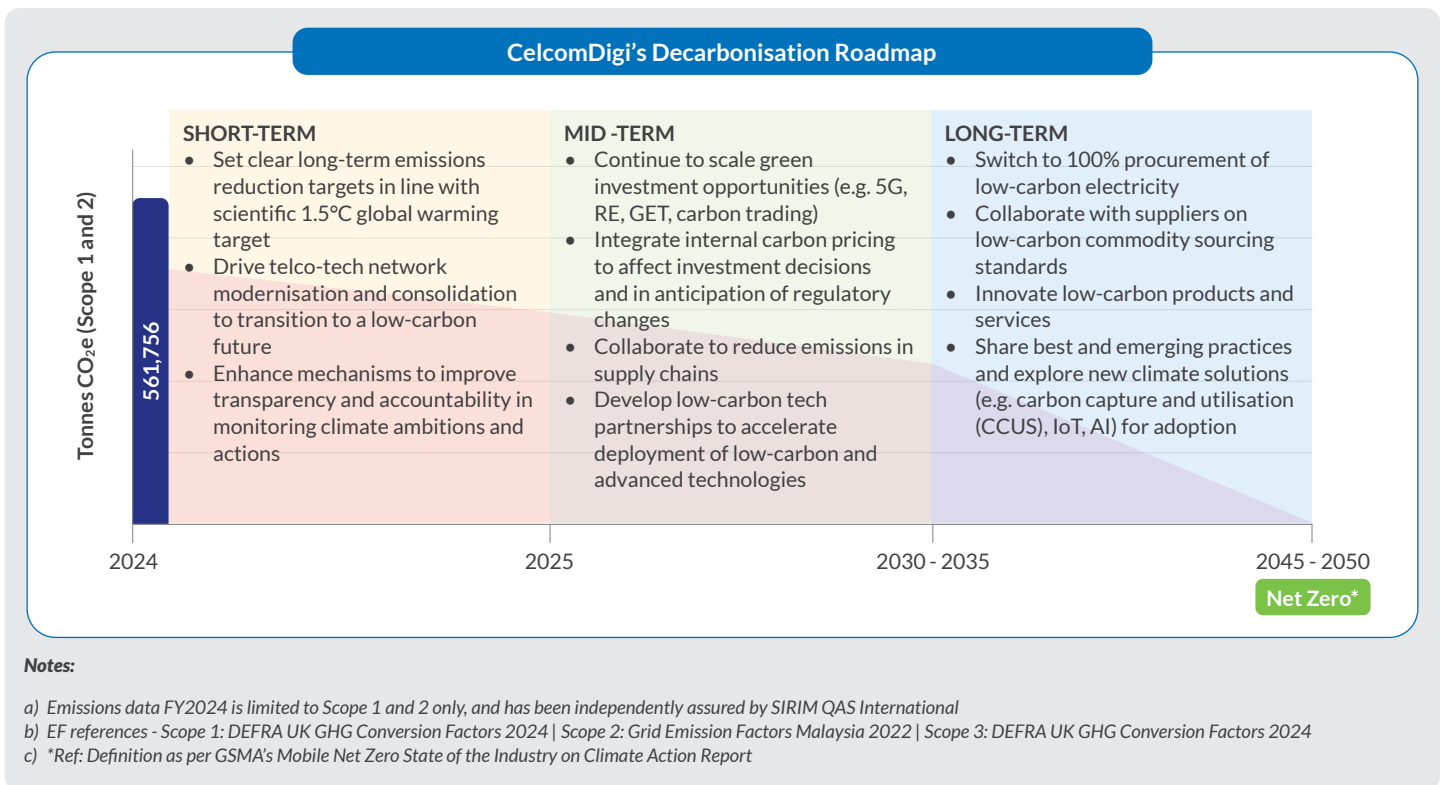


CelcomDigi has committed to set near and long-term company-wide emissions reduction in line with science-based net-zero with the SBTi

Advancing Low-Carbon Operational Practices

In 2024, we will execute the high-level decarbonisation roadmap initiated in early 2023, which outlined measures to reduce and mitigate GHG emissions across short-, mid- and long-term horizons. This roadmap continues to steer our efforts towards addressing climate change by setting clear pathways for emission reduction and advancing our transition to a sustainable, low-carbon future.

As we progress in establishing our Net-Zero target-setting process by the end of 2025, we are refining our roadmap, including revisiting initiatives and milestones to ensure that our strategies align with SBTi, global best practices and the evolving needs of our stakeholders.

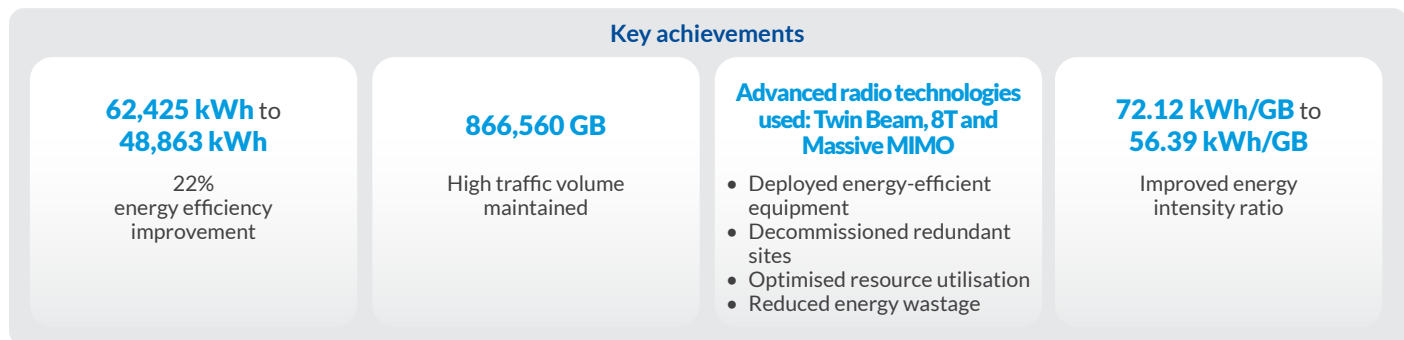


Natural Capital

Network Integration and Modernisation (NIM)

In 2023, CelcomDigi commenced the NIM initiative to merge and enhance two of Malaysia's largest networks into a unified, advanced 4G and 5G infrastructure. More than 12,000 sites have been integrated as of FY2024, representing 75% of the planned nationwide initiative. This large-scale initiative enhanced connectivity and user experience, and incorporated energy-efficient technologies into our network, reducing energy consumption per data unit and directly contributing to lower carbon emissions.

An efficiency study conducted across a sample of 23 representative clusters nationwide has resulted in significant improvements in electricity consumption and efficiencies.



The overall impact highlights the effectiveness of modernisation strategies such as network consolidation and advanced technology deployment in achieving low-carbon operations. This supports sustainable growth by stabilising energy demand, despite increasing network complexity and data traffic.

CelcomDigi is collaborating with key technology partners, Huawei and ZTE, to deploy energy-efficient network equipment as part of our NIM efforts. By integrating advanced, low-power solutions, we aim to enhance network performance while reducing overall energy consumption. This partnership aligns with our commitment to sustainability, ensuring a greener and more efficient digital infrastructure.

Renewable Energy

In FY2024, CelcomDigi evaluated multiple renewable energy options, assessing their potential impact and alignment with long-term energy needs. The company concluded participation in the Green Energy Tariff (GET) programme while continuing to invest in rooftop solar panels. Evaluations and discussions in relation to on-site and off-site solar installations and power purchase agreements (PPAs) remained ongoing.

CelcomDigi aims to enhance energy self-sufficiency, reduce operational costs and reinforce its commitment to sustainability through tangible environmental impact.

Strengthened Governance of Climate Action

In 2024, the Climate Working Committee (CWC) forums, co-chaired by the Chief Technology Officer (CTO) and Chief Corporate Affairs Officer (CCAO), put forward key recommendations focusing on the following initiatives:

- Prioritise completion of Net-Zero baselining and target-setting and submission to SBTi for validation. Credible advisory experts have been appointed to assist in our decarbonisation journey.
- Assess impact and milestones of energy-efficient projects as part of network modernisation effort.
- Assess viability of existing renewable energy instruments and strategies for scaling up.
- Embark on IFRS S2-aligned disclosures upon successful establishment of environmental targets aligned with SBTi.

Recommendations were escalated to management prior to deliberation at the Board Governance and Risk Management Committee and Board of Directors meetings. For more information on the CWC and its integration within the overall Sustainability Governance structure, refer to Sustainability Statement on pages 45 to 51.



For more information on our approach towards Climate Action and Environmental Management, visit https://celcomdigi.listedcompany.com/climate_environmental_action.pdf

Financial

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Human

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Greener Network Deployment

Our network modernisation initiatives leveraged cutting-edge technologies to optimise energy use and minimise our carbon footprint. These innovations included:

- AI-powered network optimisation that reduced energy consumption
- Liquid cooling for network infrastructure
- AI-driven energy management systems
- Advanced battery storage solutions

Other technologies adopted include:

Hybrid Solar Technology Deployment

- Equipped at 49 sites

Hybrid Battery Gensets Installation

- Fitted at 34 sites
- Reduced up to 40% of diesel consumption
- Remaining 79 sites have been identified under the Universal Service Provision (USP) programme, which will contribute to rural connectivity

Exploring Grid-Connected Solar Solutions

- Feasibility tested for solar panel installation at grid-connected sites
- Potential energy savings of 10–15%, depending on site space

Sustainable Fleet Management & An Eco-Friendly Workplace

As part of our commitment to sustainable mobility and green workspaces, we are piloting the integration of electric vehicles (EVs) into our operations. This initiative serves as an initial step towards our fleet electrification transition goal while reinforcing our green building standards.

The company also aims to maintain Leadership in Energy and Environmental Design (LEED) and Green Building Index (GBI) building certifications for our corporate facilities.

We are set to expand our efforts under the '2025 Fleet Renewal Initiative' which includes:

- **Retirement of Ageing Fleet:** By end 2025, over 30 ageing vehicles are estimated to be phased out and replaced with new, fuel-efficient or electric models.
- **Smart Fleet Management Systems:** Most of our field-force vehicles are fitted with the *iFleet* tracking system to monitor travel distances, driver usage patterns, and vehicle performance for optimal efficiency and safety. Advanced route optimisation features are being explored for fuel efficiency improvements.

Eco-Friendly Workspaces

We continued to enhance the environmental performance of our workspaces by retrofitting office buildings with energy-efficient lighting and heating, ventilation and air-conditioning (HVAC) systems, and adopting smart energy management systems. CelcomDigi's corporate facilities maintained their LEED and GBI certifications. The company also extended these sustainable practices to regional offices, focusing on resource efficiency, waste management and the use of environmentally friendly materials.

Our Technology Operations Centre in Subang Hi-Tech, Shah Alam, is equipped with various water management features that support efficient water use, conservation, and environmental responsibility. The facility is designed to optimise water usage, incorporating water-saving fixtures and leak detection systems to minimize wastage. Wastewater generated within the facility is treated through an on-site filtration system, ensuring safe discharge and reducing water pollution risks. It is also equipped with a rainwater harvesting system, which collects and stores rainwater for non-potable uses such as landscaping and facility maintenance.

Natural Capital

Climate Adoption For Resilience

CelcomDigi understands the significance of potential physical climate change impacts, including damage to infrastructure and assets, disruption to supply chains, and effects on business operations and employee wellbeing. Ensuring uninterrupted connectivity as an essential service remains a top priority for CelcomDigi.

To adapt and strengthen resilience, CelcomDigi has integrated climate-related physical risks into our TCFD framework and Business Continuity Management (BCM) exercises.

Business Continuity Planning for Climate-Related Physical Risks

- Rapid response team for recovery of service delivery and connectivity
- Backup generator for uninterrupted service (grid failure)
- Elevated plinths of network sites above flood levels
- Assistance for affected staff, dealers and suppliers
- Early warning SMS Alerts from NADMA
- Community relief 4WD & boats
- Disaster relief aid and recovery

Total sites with elevated plinths:
106 sites in flood-prone locations

Circularity and Waste Management

CelcomDigi implemented waste management protocols for handling of general waste and e-waste. Through strategic partnerships with full recovery organisations, the company facilitated responsible disposal and recycling of its network and information technology assets, contributing to the development of a circular economy.

Reduce and Reuse

- Functional equipment repurposed for future use
- Functional devices, furniture, office equipment donated or refurbished for employee purchase

Recycle, Recovery and Disposal

- Obsolete assets sent to certified recovery contractors
- Valuable minerals extracted for recovery
- A Certificate of Destruction (COD) is issued after disposal, ensuring secure and eco-friendly handling of all assets

In FY2024, e-waste generated from decommissioned network sites amounted to 387 tonnes, out of which 39 tonnes was recovered.

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Protecting Biodiversity and Responsible Land Use in Network Expansion

During the deployment of new network sites, CelcomDigi worked closely with local state governments, municipal councils, the Fire and Rescue Department of Malaysia, and the Department of Wildlife and National Parks (Perhilitan) to ensure full compliance with environmental regulations and industry best practices.

Elevating Sustainable Innovation

CelcomDigi has been at the forefront of deploying 5G solutions to foster smart cities with sustainable infrastructure across our business operations and throughout the country.

Smart Cities: Driving 5G-Powered Sustainable Urban Transformation

- Partnered with the Ampang Jaya Municipal Council (MPAJ) to implement a 5G smart city ecosystem in Hulu Kelang. Supported with a robust fibre optics infrastructure, this elevated quality of life and stimulated business growth.
- Partnered with i-City to deploy fibre infrastructure and 5G connectivity (ultra-fast fibre plans, home entertainment, smart home applications) in Shah Alam, accelerating its development as a smart city by 2025.

Data Centre Transformation with DCIM Implementation

- Implemented a Data Centre Infrastructure Management (DCIM) system to improve asset management, equipment optimisation, cooling performance and operational reliability.
- Accurate tracking of energy consumption across the data centre's critical infrastructure identified inefficiency and facilitated implementation of energy-saving countermeasures.
- The DCIM system resulted in energy savings of up to 15% and reduced maintenance costs. It also enabled prediction of future demands and effective resource allocation by providing real-time data on resource utilisation.

Accelerating Cloud Adoption

- Aim to migrate approximately 80% of our on-premise IT workload to the cloud by 2026. This will enhance system resilience, scalability and security, ensuring our IT ecosystem remains future-ready, aligned with global sustainability best practices.
- By leveraging top-tiered cloud data centres powered by renewable energy and advanced green cooling systems, our carbon footprint and overall energy consumption are significantly reduced. This optimises operational efficiency and reinforces our commitment to responsible and sustainable digital transformation.

Enabling Green Transitions

CelcomDigi has collaborated with industry leaders on renewable energy, electric mobility and digital solutions, integrating cutting-edge technology with sustainable practices to reduce carbon footprints and enhance energy efficiency.

- **Powering sustainable energy: Connectivity solutions for Petronas' Kasawari Carbon Capture and Storage (CCS) project**

CelcomDigi is supporting connectivity for one of the world's largest offshore CCS projects at the Kasawari gas field, enabling operational efficiency. CelcomDigi provides reliable and secure connectivity that facilitates real-time data transmission, remote monitoring and collaboration across the plant's operations. This complies with our sustainability goals and contributes to Malaysia's energy transition efforts



Natural Capital

• Empowering Malaysia's E-Mobility

Since 2023, CelcomDigi and Yinson have partnered to advance Malaysia's electric vehicle (EV) infrastructure. CelcomDigi's extensive 4G LTE and 5G networks have powered connectivity for the chargeEV network – the nation's largest EV charging operator – as well as its rydeEV and driveEV services. This initiative reflects a shared commitment to driving green energy adoption and supporting Malaysia's energy goals



Partnering for Environmental Impact

Adopting whole-of-society approach towards decarbonisation opportunities

National Climate Governance Summit (NCGS) 2024

- Platinum Sponsor for the National Climate Governance Summit (NCGS) 2024 organised by Climate Governance Malaysia
- During the NCGS, CelcomDigi took part in the inaugural International Advisory Panel (IAP) gathering, which brought together policymakers and regulators to strategise on strengthening national climate resilience

SBTi and Climate Symposium 2024

- Sponsored the SBTi and Climate Symposium 2024, themed 'From Climate Pledges to Action', organised by the UN Global Compact Network Malaysia & Brunei (UNGCMYB)
- CelcomDigi was recognised as one of 15 Malaysian companies committed to the UNGC's 'Forward Faster' initiative in our dedication to set science-based emission reduction targets aligned with the Paris Agreement, aiming to limit global warming to 1.5°C

Employee Engagement in Sustainability

In FY2024, internal campaigns promoted environmental consciousness, focusing on practical actions such as reducing single-use plastics, encouraging carpooling and nurturing energy-saving practices. The 'World Environmental Month' initiative featured workshops, challenges and volunteer activities, fostering a culture of environmental stewardship across the organisation.

Commitment to Transparency and Stakeholder Engagement

Transparency remains a cornerstone of CelcomDigi's natural capital management. Enhanced ESG reporting frameworks provided stakeholders with clear insights into CelcomDigi's environmental performance. Our TCFD report highlights the most material risks and opportunities the company faces. The report can be read here: https://celcomdigi.listedcompany.com/sustainability_management.html.

Our regular stakeholder engagement activities include collaborations with regulators, NGOs and industry peers (e.g. CEO Action Network) to advance Malaysia's sustainability agenda. CelcomDigi is a steering committee member in the CEO Action Network (CAN) and also participates regularly in forums and initiatives to advocate for responsible environmental practices.

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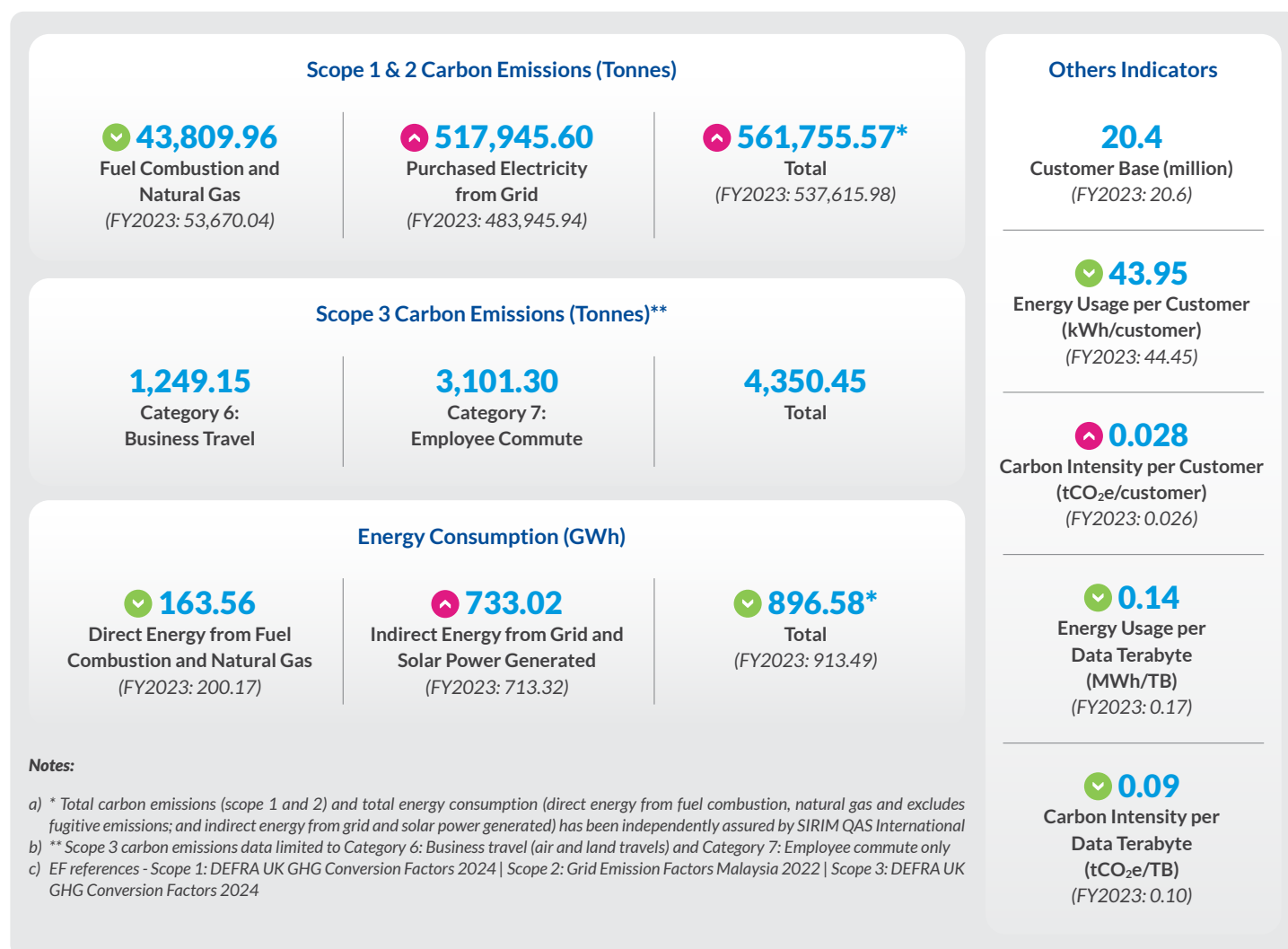
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Environmental Performance Data Points

In 2024, CelcomDigi recorded lower energy consumption, indicating improved efficiencies through our on-going initiatives (network integration and modernisation exercise, site-level conversions of genset-to-grid/genset-to-hybrid solutions and phasing out of legacy fleet assets, among others). However, this efficiency gain is not reflected in our carbon emissions, which have increased. The increase in emissions may partially be attributed to the higher conversion multiplier due to revisions in the National Grid Emission Factor (GEF) and other operational factors.

Our annual greenhouse gas (GHG) emissions inventory for FY2024, prepared in accordance with the GHG Protocol Corporate Standard, is as follows:



Natural Capital

General Waste*	Water Consumption*	E-Waste (Obsolete Electrical and Electronic Waste)
290 tonnes Waste Collected (FY2023: 664)	65,485 m³ Water Consumed (FY2023: 151,284)	387 tonnes E-waste Collected (FY2023: 238)
94 kg Waste Generated per Employee (FY2023: 182)	21.27 m³ Water Consumed per Employee (FY2023: 41.39)	39 tonnes E-waste Resold and Recycled (FY2023: 48)
2 tonnes Waste Recycled (FY2023: 22)	<ul style="list-style-type: none"> E-waste directly produced from our operations is managed under the Environment Quality (Scheduled Wastes) Regulation 2005 and our internal guidelines Decommissioned network equipment constitutes the largest amount of e-waste generated by tonnes. We reuse equipment, and send those that are obsolete to be recycled and disposed of safely by a licensed vendor 'Recycled' shall include e-waste treated by a professional service provider who has guaranteed that the waste is processed, sorted, resold, recycled, or disposed of in an environmentally sound manner *Limited to data from selected CelcomDigi premises only 	

CelcomDigi restated our climate data for FY2023 due to revisions in the National Grid Emission Factor (GEF) and verification undertaken with an independent advisor to improve our methodology in data collection and management approach. Corrective measures have been undertaken to ensure consistency, accuracy and transparency of the data presented here, in line with good climate governance practices.



Solar hybrid systems deployed at our network sites power renewable energy towards reducing carbon footprint and greater energy efficiency

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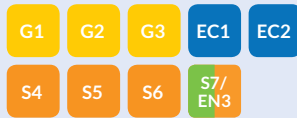
**Social and
Relationship**

Social and Relationship Capital

Our Approach

Guiding Factors:

Material Matters



Stakeholders Affected



Strategic Pillars



UN SDGs



CelcomDigi continues to place emphasis on strengthening relationships with all our stakeholders – customers, employees, suppliers, shareholders and business partners. By doing so, we are building a brand that Malaysians can trust and rely on through our consistent delivery of superior customer experience in this age of ‘digital-everything’.

These partnerships are crucial for unlocking future growth opportunities. Our drive for digital transformation aligns with the 12th Malaysia Plan (2021-2025), contributing to the national agenda of boosting productivity and advancing the digital economy.

We also remain committed to Environmental, Social and Governance (ESG) practices within our value chain, ensuring that all stakeholders benefit from long-term value creation. We aim to be recognised among the top practitioners of sustainability in corporate Malaysia. We are driven by the principle of empowerment through access, and will continue providing safe, affordable and high-quality digital connectivity to build a thriving digital society.

Key inputs in 2024

- Responsible business practices across our value chain
- Empowering suppliers through training
- Social impact programmes (digital safety, digital skills) and humanitarian efforts
- Inclusive connectivity options and digital offerings
- Regular engagement with stakeholders

Outputs

- Trusted partner to the government, consumers and businesses
- Upheld human rights across the value chain
- Managed our supply chain responsibly
- Empowered societies through nation-building initiatives

Looking ahead

We recognise that driving meaningful progress on ESG issues – including better alignment between the public and private sectors – requires a ‘whole-of-society’ approach. In line with this, we will continue strengthening our collaborations with various government agencies, policymakers, academic and research institutions, business partners, social purpose organisations and communities, to drive positive change. Leveraging our core function as a facilitator of connectivity and digitalisation, we aspire to:

- Strengthen compliance procedures and protocols for transparency and adherence to regulatory standards
- Develop comprehensive training programmes and monitoring mechanisms to promote human and labour rights awareness
- Integrate sustainability practices and engage stakeholders to foster environmental responsibility
- Implement digital platforms for seamless training, inspection recording and non-compliance reporting and tracking
- Establish a structured vendor development programme to empower suppliers and drive mutual growth
- Define value-based procurement strategies and metrics that prioritise quality, sustainability and ethical standards

Social and Relationship Capital

Trusted Partner to the Government, Consumers and Businesses

We continuously strive to raise standards across our value chain and drive the nation towards becoming a digitally savvy society as part of our aspiration to become the nation's most trusted partner. We remain committed to enabling an inclusive, accessible and safe internet experience for all while advocating for responsible business practices. Our combined strengths allow us to deepen our engagement with broader stakeholder groups on topics that are most material to them.

These are several partnerships we strengthened in 2024:

Scam Awareness



Jelajah Anti-Scam Kebangsaan

Partnered with Cybersecurity Malaysia (CSM), Malaysian Crime Prevention Foundation (MCPF) and *Gabungan Bertindak Anti-Scam* (GBAS) to safeguard Malaysians from scams and fraudulent activities



Scam Awareness & Online Safety Workshop Series

Partnered with experts to create a community of advocates amongst civil servants, radio deejays and journalists through a series of workshops



Royal Malaysia Police (PDRM) and Malaysiakini

Co-created content on scam awareness to amplify scam awareness reach through social media campaign partnership

Child Safety Online



Creators In Real Life (IRL) programme

Cross-industry collaboration with Ministry of Communications, Meta Platforms Inc and Multimedia Content Forum of Malaysia (Content Forum), to create advocates of online safety and scam awareness amongst social media influencers and content creators



Women Centre for Change

Trained educators on child online safety through interactive workshops

Digital Healthcare



AmBank

Partnered with AmBank to make digital healthcare solutions affordable for Malaysian medical providers



Universiti Malaya

Partnered with Universiti Malaya to drive digital healthcare innovation through 5G, AI and XR-powered solutions



KPJ Healthcare

Partnered with KPJ Healthcare to transform healthcare tourism with 5G-powered AI and Telemedicine solutions

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Digital Infrastructure



Towercos

Strengthened partnership with Towercos to build Malaysia's new digital network



BoomGrow

Partnered with BoomGrow to enhance machine farm operation with 5G, AI and XR technologies

Digital Skills



Future Skills For All (FS4A)

Upskilled teachers and students with coding competencies via ARUS Academy, Malaysia Digital Economy Corporation (MDEC) and UNICEF Malaysia



CelcomDigi Young Innovators Programme (CDYDIP)

Upskilled students from rural and underserved schools to learn coding and robotics with Universiti Teknologi Mara (UiTM)



CelcomDigi go Innovate Together (goIT)

Prepared students for Science, Technology, Engineering and Mathematics (STEM), Computer Science, Design Thinking and Innovation subjects in partnership with Tata Consultancy Services (TCS)

Thought Leadership



MY5G CEO Roundtable 2024

Top minds gathered for strategic discussions around 5G

Elevating Esports



Microsoft

Partnered with Microsoft to bring Malaysian gamers an exclusive offer and experience



Alliance

Partnered with Alliance to elevate Malaysian esports athletes on the global stage



SRG

Partnered with Selangor Red Giants (SRG) to develop world-class esports athletes

Community Aid



Malaysian Relief Agency

Collaborated with Malaysian Relief Agency (MRA) to expedite the deployment of aid to those affected by the floods

Social and Relationship Capital

Upholding Human Rights Across Our Value Chain

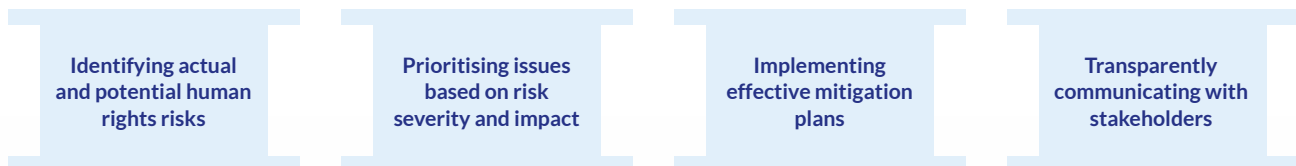
CelcomDigi's human rights policies and principles are aligned with the Universal Declaration of Human Rights (UDHR) and are guided by the United Nations Guiding Principles (UNGP). Our Sustainability Policy and Business Partner Conduct Principles (BPCP) clearly state our stance against child labour and forced labour. This applies to all partners and vendors who wish to do business with CelcomDigi.

Human Rights Due Diligence 2023-2024

A comprehensive, bi-annual due diligence process (completed in 2024) ensures continuous assessment of human rights risks and impacts, and drives ongoing improvement and stakeholder dialogue.

Human Rights Due Diligence Process

Our process aligns with the UNGPs on Business and Human Rights, UN Global Compact's Ten Principles, and the Global System for Mobile Communications (GSMA) Human Rights Guidance. The process encompasses:



Human rights issues identified as relevant to CelcomDigi in descending order:

Top five human rights issues

- | | |
|--|---|
| 1. Privacy and data security | 4. Corruption and bribery |
| 2. Internet fraud and scam risk | 5. Use and impacts of disruptive technologies |
| 3. Worker wellbeing and safe working environment | |

Other human rights issues

- | | |
|---|--|
| 6. Data access and interception of legal authority requests | 13. Modern slavery, forced labour and child labour |
| 7. Environmental and infrastructure impacts | 14. Human trafficking (including child trafficking) |
| 8. Freedom of expression, association and assembly | 15. Access to education |
| 9. Online speech and offline harm | 16. Collective bargaining and freedom of association |
| 10. Child safety online | 17. Grievances and remedies |
| 11. Non-discrimination and equity | 18. High-risk and conflict-affected contexts |
| 12. Working conditions: wages, hours and benefits | 19. Digital inclusion |

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Addressing Key Human Rights Risks

In addition to human rights risks that closely align with the GSMA's top seven issues, which highlight key sector-specific challenges, we also prioritise issues unique to our operations. Our approach is driven by international best practices and a commitment to ongoing improvement.

- Data privacy and freedom of expression ^G**
 Protecting user data and upholding freedom of expression are fundamental to our operations. Our robust governance framework, encompassing policies, procedures and technological safeguards, ensures the security and privacy of all personal data, in alignment with relevant Malaysian regulations.
- Child rights and safety online ^G**
 We actively partner with government agencies and civil social organisations in our S.A.F.E. Internet programme contributing to public awareness and education on online child safety. We are also actively exploring further initiatives to enhance our efforts in this area.
- Modern slavery, forced labour and child labour and human trafficking (including child trafficking) ^G**
 Our zero-tolerance commitment is embedded in our company policy, actively monitored through rigorous supply chain due diligence, regular audits and inspections. Our robust policies and management systems – Business Partner Conduct Principles (BPCP), Agreement of Responsible Business Conduct (ABC), CelcomDigi Permit to Work (CDPTW) – prevent and mitigate these serious human rights risks. We are committed to continuous improvement in supply chain transparency and ethical sourcing practices.
- Community impacts from infrastructure ^G**
 We recognise the importance of minimising the environmental and social impact of our infrastructure projects. Our land-leasing practices incorporate strong governance to ensure responsible development and minimal disruption to local communities and their legal rights.
- Conflict mineral standards ^G**
 Our business model, focused on telecommunications services rather than direct extraction of raw materials, significantly reduces our direct exposure to conflict minerals. However, we remain vigilant in our supply chain due diligence to ensure that our indirect exposure is also minimised. We are committed to responsible sourcing practices and will continue to monitor this area.
- Internet fraud and scam risk, corruption and bribery**
 We have established dedicated enterprise risk management programmes to proactively identify, assess and mitigate these threats. These programmes include robust internal controls, employee training and collaboration with relevant authorities, and oversight by the senior management team of the company.
- Use and impacts of disruptive technologies**
 We prioritise the assessment and mitigation of potential human rights impacts associated with disruptive technologies such as artificial intelligence, data analytics and other emerging technologies. This includes ongoing monitoring and stakeholder engagement.

^G Represents sector-specific human right risks covered in GSMA Human Rights Guidance for the Mobile Industry



For more information on our approach towards Human Rights, visit https://celcomdigi.listedcompany.com/human_rights.pdf

Social and Relationship Capital

Managing Our Supply Chain Responsibly

Our suppliers are crucial to the success of our business, as well as our social and environmental initiatives. We believe our supply chain plays a key role in enhancing business performance, reducing environmental impact, and promoting social equality by mitigating human rights and health and safety risks.

We hold ourselves and our suppliers accountable for upholding the highest standards of governance, environmental stewardship and social responsibility. All suppliers and business partners are required to abide by our BPCP. They must sign the Agreement of Responsible Business Conduct (ABC) and comply with our guidelines in the areas of Health, Safety and Security (HSS), ethical conduct, human rights, and environmental management. We also encourage them to act in accordance with our Code of Conduct and human rights principles.



Ongoing health and safety training with our business partners

Who We Are

Message From Our Leaders

Our Plans For Success

Performance Review

Corporate Governance

Audited Financial Statements

Other Information



Compliance

We ensure compliance with responsible standards through the implementation of our Integrity Due Diligence (IDD) process prior to engagement and execution of the ABC agreement with each supplier.



Capacity Building

We require suppliers to undergo periodic training via the CelcomDigi Knowledge Assessment Tool (CDKAT), which includes curated programmes and individual assessments to strengthen their understanding of responsibilities, instil safety-first habits, and promote responsible business practices.



Inspection

Using the CelcomDigi Permit-to-Work app, we conduct live monitoring of workers' check-ins and scope of work, followed by regular on-site inspections. If non-compliance is detected, suppliers are required to submit corrective action plans within the prescribed timeframe. Failure to meet minimum requirements may result in serious consequences, including suspension or termination.



Assessments

We conduct periodic assessments to ensure our business partners and suppliers adhere to legal and ethical standards and comply with our BPCP.



For more information on our approach towards Supply Chain management, visit https://celcomdigi.listedcompany.com/responsible_supply_chain.pdf

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New suppliers who
signed the ABC
237*
(FY2023: 242)



Total suppliers who
have signed the ABC to date
2,724
(FY2023: 2,487)



Total supplier
training hours
26,687
(FY2023: 23,478)

Number of inspections conducted

Unannounced
872
(FY2023: 795)

Announced
7
(FY2023: 10)

Total
879
(FY2023: 805)

Number of findings

Major
23
(FY2023: 17)

Minor
42
(FY2023: 84)

0

Number of
suppliers terminated
(FY2023: 0)

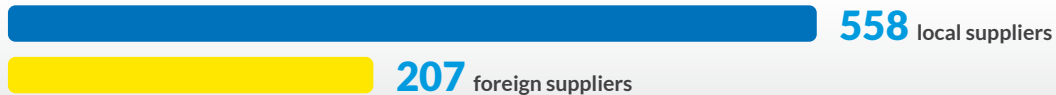
0

Number of
suppliers suspended
(FY2023: 1)

1

Number of
suppliers reinstated
(FY2023: 0)

Number of suppliers awarded contracts



Note:

* Number of new suppliers that have signed the ABC has been independently assured by SIRIM QAS International



Our Occupational, Safety and Health (OSH) team doing safety checks at one of our telco sites

Social and Relationship Capital

Empowering Societies Through Nation-Building Initiatives

Digital Safety

Online scams and fraud have become more prevalent as businesses and consumers increasingly engage in digital transactions. We aim to strengthen digital safety by promoting responsible practices and raising scam awareness across all segments of society.

War Against Scams

CelcomDigi's National Scam Awareness Survey Report 2024 showed that 87% of the 10,893 respondents polled nationwide are more aware of scams, but two-thirds (66%) have encountered a scam attempt or incident in some form. Guided by the report, we strategically directed our efforts to address this widespread threat, strengthen trust, and foster a more secure digital environment for Malaysians.



Read the Survey Report at <https://corporate.celcomdigi.com/news/2024-scam-report-malaysians-are-still-susceptible-to-scams-despite-high-awareness>



The initiatives implemented within our operations included:

- A taskforce that investigated scams encountered by customers and strategies to improve mitigations. The taskforce consisted of experts from fraud management, consumer business, sales governance, network strategy and sustainability.
- A centralised scam reporting helpline that made it easier for customers to report scams or potentially fraudulent activities.
- Dedicated customer service agents offering additional support to customers to report scams.
- Alerts on the latest scammer modus operandi updated on our website's Get Help page within 24 hours.
- Implemented security enhancements in our apps and subscription services to strengthen scam prevention.
- Supported MCMC and industry efforts to block the sending and receiving of text messages from local and international mobile numbers with potential scam-related links.

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National-level engagement initiatives include:

S.A.F.E. Internet

- **Smart, Aware, Fortify, and Empathy (S.A.F.E.) Internet sharing**
 - S.A.F.E. Internet is an awareness programme curated for various segments of society including students, civil servants, senior citizens and underserved communities
 - Produced simplified, easy-to-understand educational resources on staying safe online
 - Reached an audience of nearly 8 million via online channels including social media platforms



The S.A.F.E. Internet webpage is a dedicated resource page aimed at promoting online safety and awareness. Find out more at <https://safeinternet.my/>

- **Training-the-trainer (TTT) sessions**
 - Trained over 1,974 community leaders, including managers of all 322 NADI centres managed by CelcomDigi
- **Creators IRL campaign and Masterclasses**
 - Scam Awareness & Online Safety Workshops by experts to build a community of advocates amongst civil servants, content creators and radio deejays
 - Reached and audience of nearly 12 million with co-created social media videos



Read more : <https://corporate.celcomdigi.com/news/celcomdigi-empowers-civil-servants-as-advocates-for-scam-awareness-in-malaysia>

Scam Awareness

- **Jelajah Anti Scam Kebangsaan (JASK)**
 - Co-organised roadshows in Johor, Kedah and Perak in collaboration with GBAS, CSM and MCPF, engaging over 20,000 people over a span of two years
- **CelcomDigi, Royal Malaysia Police and Malaysiakini scam awareness social media campaign**
 - Launched a 6-month social media campaign with real-life stories of scam victims to build greater resilience against scams
 - Ongoing campaign has achieved more than 1 million online reach and engagement



Pusat Sebaran Maklumat Nasional (NADI), formerly known as Pusat Ekonomi Digital (PEDi)

NADI, under the Universal Service Provision (USP) programme, expands network infrastructure to underserved areas in order to close the digital divide. We facilitate the operations of 322 NADI internet centres across Malaysia to provide web access to local communities, supporting e-learning, S.A.F.E. Internet and the development of digital skills and entrepreneurship, potentially reaching an audience of over 8 million.



Social and Relationship Capital

Digital Empowerment

CelcomDigi is committed to bridging inequalities by providing education, access to the internet and opportunities to upskill to meet the demands for a digitally fluent workforce. We continue to drive digital empowerment for Malaysian teachers and students by future-proofing them with digital literacy and upskilling via these platforms:

Future Skills for All (FS4A)

- A digital learning platform with interactive modules and learning tools aligned with the national syllabus on coding and design-thinking



Read more at <https://corporate.celcomdigi.com/news/future-skills-for-all-upskilling-sarawak-teachers-and-students-with-coding-capabilities>

- The programme started in 2019, in collaboration with UNICEF, MDEC and Arus Academy
- A total of 3,956 students and 510 teachers from 956 schools nationwide received training
- 63,374* students and trainers (teachers and community leaders) are actively using the platform to access modules

CelcomDigi Young Digital Innovators Programme

- Aims to provide opportunities for students in rural areas and underserved communities to learn coding and robotics
- Several university lecturers and internet centre managers were trained to engage more schools for the programme
- Over 1,400 students participated in 2024

Note:

* Total enrolment has been independently assured by SIRIM QAS International



Providing relief aid, cleaning assistance and essential household supplies to communities affected by floods across Malaysia

Corporate Citizenship

We aim to accelerate digital inclusion and maximise positive impact among underserved communities through various initiatives such as donations, sponsorships and collaborations with partners.

Flood preparedness, relief and recovery

- More than 1.2 million early warning text messages were sent to potential flood victims
- Provisioned flood relief worth RM2 million for deployment via MRA to address severe flooding around the country
- These funds were used to provide essential items to more than 96,000 people, in addition to setting up mobile clinics

Provisioning of 5G Home Wifi

- Provisioned 5G Home Wifi to as many as 200 temporary evacuation centres nationwide to provide free internet connectivity during floods



Read more about our relief efforts here. <https://corporate.celcomdigi.com/news/celcomdigi-allocates-rm2-million-for-nationwide-flood-emergency-response>



For more information on our approach towards Community Empowerment and Outreach Programmes, visit https://celcomdigi.listedcompany.com/community_empowerment_outreach.pdf