Value Creation
Model

Approach To Value Creation

Our strategy in delivering on our purpose of 'Advancing and Inspiring Society' is integral to enable an inclusive and sustainable digital society. We create value by maximising the positive impact of our operations on all stakeholders. Strengthened by innovation, technology, connectivity, platforms, products, and services, we continue to transform the way our customers live and work.

Our Inputs

Our business model strategically leverages our financial and non-financial capitals to drive sustainable and innovative solutions, providing growth and total returns with added value for all stakeholders.

Output and Outcomes

Our business model converts financial, manufactured, intellectual, human, natural, and social and relationship capitals into valuable outputs for customers, employees, shareholders and the environment. The output and outcomes from the execution of our business strategies are also aligned to our material matters.

OUR KEY INPUT

FINANCIAL
- RM42.5 billion market capitalisation as at 31 December 2024
- RM36 billion total asset value as at 31 December 2024

MANUFACTURED
- Integrated more than 12,000 network sites
- 31,600km fibre network including Celcom Timur (Sabah)
- Widest network of over 10,000 retail touchpoints, including 48 new CelcomDigi retail stores

INTELLECTUAL
- Enhancing data protection and cybersecurity controls
- Expanding business and SME digitalisation initiatives
- Up to RM250 million investment in Innovation Centre over five years

HUMAN
- 3,079 employees, of which 52% are male and 48% are female
- Implemented *OneCompliance* Integrity programme
- Introduced employer brand
- Implemented CelcomDigi Way of Work

NATURAL
- Committed to net-zero, aligned to Science Based Target Initiatives (SBTi)
- Climate Working Committee (CWC) formulates decarbonisation strategies, elevates climate resilience, and optimises efficiencies
- Robust climate data reporting to BGRMC
- Partnerships to stimulate green growth

SOCIAL AND RELATIONSHIP
- Implemented social impact programmes (digital inclusion, digital entrepreneurship and digital skills) and humanitarian efforts
- Managed 322 National Information Dissemination Centres (NADI) nationwide
- Curated 23 supplier training modules

Value Creation Model

OUR BUSINESS MODEL

OUR BUSINESS MODEL AND GUIDING FACTORS

Four strategic pillars drive us to achieve our corporate ambitions, influenced by these Guiding Factors:

- **Operating Landscape and Outlook**
- **Materiality**
- **Key Risks**
- **Key Relationships**
- **Sustainability Statement**

ADVANCING & INSPIRING SOCIETY

STRATEGIC PILLARS

- **Deliver Sustainable and Profitable Growth**
- **Enrich Customer Experience for Our 20 Million Loyal Customers**
- **Drive Operational Excellence (OE)**
- **Invest for the Future**

OUR KEY OUTPUT

Performance | Material Matters

FINANCIAL
- RM12.7 billion in revenue
- 14.3 sen dividend to shareholders

`G1` `EC2` `S1`

MANUFACTURED
- Maintained >99% network uptime
- Achieved 75% of overall network integration target
- 97.5% 4G LTE and 94.4% 4G LTE-Advanced population coverage
- Achieved customer satisfaction score (CSAT) of 57.2% for contact centre and 96.6% for retail
- Ookla's Best Mobile Coverage award, alongside PC.com's Best 5G Network Service Provider award
- 8.8 million app users

`G4` `EC1` `EC2` `S5`

INTELLECTUAL
- 20.4 million subscriber base
- Grew home & fibre subscriber base to 188,000
- Over 50 product campaigns, including unified 5G offerings for mass consumers
- 50% year-on-year growth in awareness of CelcomDigi as a merged brand
- Won 5 Gold, 4 Silver, and 5 Bronze brand awards, strengthening brand leadership and perception
- Implemented a Privacy Control Framework to govern customer personal data
- Converged 5G mobile and fibre offerings
- Drove digital adoption among Malaysian SMEs
- MY5G Series 2024 engaged over 400 Malaysian SMEs
- Launched CelcomDigi AI Experience Center and formed key partnerships to explore Metaverse, 5G, AI and green tech innovations

`G1` `G2` `G3` `G4` `EC1` `EC2` `S1` `S2` `S5` `EN1`

HUMAN
- >55,000 hours of total employee learning
- 100% employee pass-rate for e-learning in Code of Conduct, Conflict of Interest, Anti-corruption, HSE, Supply Chain Management (SCM) and Wellbeing
- 0.44 Lost Time Injury Frequency (LTIF) rate
- Zero fatalities across operations
- 93% participation rate for Employee Engagement Survey (EES), 86% engagement score
- Awarded ISO 45003: Psychological Health and Safety at Work certification

`G3` `S1` `S2` `S3` `S4`

NATURAL
- 896.58 GWh energy consumed
- 561,755.57 tCO$_2$e emissions
- 4.42 GWh renewable energy generated
- 39 tonnes of e-waste resold and recycled

`EC2` `EN1` `EN2` `G1` `G4` `S2`

SOCIAL AND RELATIONSHIP
- Zero material corruption cases
- 8 million reach (online and physical) for digital safety and empowerment engagement programmes
- 26,687 hours of supplier training
- 2,724 suppliers signed Agreement of Responsible Business Conduct (ABC)

`G1` `G2` `G3` `EC1` `EC2` `S4` `S5` `S6` `S7/EN3`