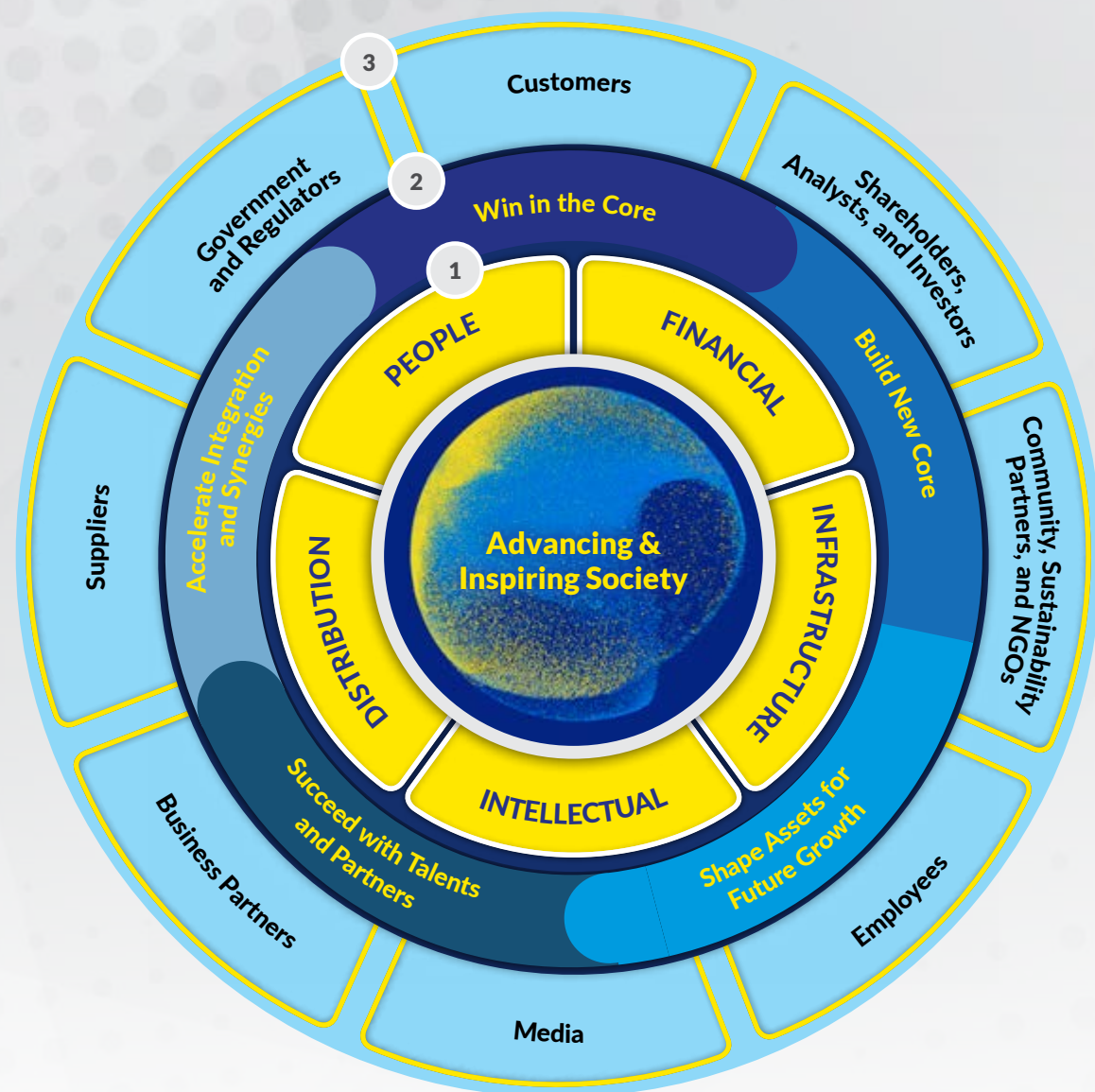


Our Business Model

Our purpose of **Advancing and Inspiring Society** guides how we operate our business and drives our commitment to powering Malaysia's digital ambitions.

Our business model illustrates how we employ our key assets to execute our strategies, thus creating sustainable long-term value for our stakeholders.

We believe that our business model augments our ability to deliver greater connectivity, innovative services, and advanced technological solutions to society, enabling us to be the nation's top telco-tech company.



STRONG LEADERSHIP
Further details can be found in the Chair and CEO's statements on pages 10 to 14

CORPORATE GOVERNANCE
Further details on the Corporate Governance Overview Statement can be found on pages 86 to 110

FINANCIAL RESILIENCE
Further details on the Summary of Financial Performance can be found on page 15

VALUE CREATED
Further details on CelcomDigi and the Value We Created can be found on page 6

Our Business Model

1 ASSETS For more information on how we utilise our assets, please refer to the Capitals section on pages 38 to 73

- | | | | | |
|--|---|--|---|--|
| <p>Financial</p> <ul style="list-style-type: none"> • Largest telco by market capitalisation • Highest-weighted tech stock on Bursa TMT Index • Over 20 million customers • Solid balance sheet | <p>Infrastructure</p> <ul style="list-style-type: none"> • 23,000 mobile towers • Over 96% and 90% 4G LTE and LTE-A population coverage, respectively • Over 21,000 km of fibre | <p>Intellectual</p> <ul style="list-style-type: none"> • Over 60 years of combined track record • Iconic branded products and services offerings • Strong advocates of ESG and responsible business practices • Shared experiences of two global telco giants, Axiata and Telenor | <p>Distribution</p> <ul style="list-style-type: none"> • 12,000 retail touchpoints • 500 branded and franchised stores • Broadened B2B base in public, large enterprise, and SME sectors • Extensive distribution network and range of business partners | <p>People</p> <ul style="list-style-type: none"> • Over 3,800 plus talents and experts • Diverse and inclusive culture • Highly experienced Board members and Senior Management team |
|--|---|--|---|--|

2 STRATEGIC PILLARS For more information on our strategy, please refer to Our Corporate Strategy section on pages 34 to 35

The strategic pillars define our business direction, driving us to achieve our ambitions. Each pillar acts as a guide to ensure CelcomDigi remains efficient and effective in employing our assets.

3 VALUE CREATED For more information on our stakeholders, please refer to Our Key Relationships section on pages 24 to 26

	WHO WE IMPACT
Grow revenue by expanding into untapped market segments and investing in new product areas	
Expand our market outreach and drive sustainable revenue growth through innovative solutions developed in collaboration with our partners	
Enhance the quality of our digital services to accelerate digitalisation and support nation-building agendas	
Lead by example in adopting sustainable practices and advocating for sustainability agendas in the industry	
Strengthen cybersecurity defences against cyber threats nationwide by heightening stakeholders' awareness on scams, fraud, and cyberattacks	
Cultivate a safe and inclusive workplace by championing a diversity and inclusion agenda in our talent attraction and development processes	
Empower Malaysians with the most reliable and secure network and improve digital inclusion	

Legend

	Government and Regulators		Customers		Employees		Shareholders, Analysts, and Investors		Media
	Community, Sustainability Partners, and NGOs		Suppliers and Business Partners						