



INTELLECTUAL CAPITAL

Digi's intellectual capital refers to our unique brand, processes and technology that differentiate us in the market. Digi's purpose of connecting customers to what matters most is anchored on the core foundation of operating responsibly and guided by our values and way of work. Our long-standing culture of innovation, and operating with the highest standards of security, corporate governance, and sustainability are key success factors in Digi's ability to deliver long-term value to our stakeholders and to play a leading role in setting good environmental, social and governance (ESG) practices among corporate Malaysia.

Mapping to Our Strategy and Material Matters



(Please refer to pages 38-40 on detailed description of our Material Matters)

Key Inputs

Trusted brand, synonymous with **high quality of service** and **responsible business** practices

Innovative products and **solutions** across consumer and B2B segments

Innovative ways of work and **modernised processes** to support growth ambitions

Enhanced data protection framework

Robust policies and **manuals** governing our business

Key Activities

- Building Digi as a trusted brand and taking leading positions on ESG practices
- Launched innovative best-value offerings to differentiate ourselves in the consumer and B2B market

- Created digital-first customer journeys and improved self-serve capabilities through collaboration with our partners
- Modernised our processes and way of work to drive growth and productivity
- Educated employees, customers, and partners on the importance of safeguarding data privacy and security

Outcomes

- Recognised as a strong brand, and a leading company in Malaysia on ESG standards and practices
- Launched unique and first-in-the-market propositions across consumer and B2B segments
- Increased digital customer interactions and advanced self-serve capabilities, making our services more accessible to customers

- Safeguarded the integrity of our network through strengthened data protection and security initiatives
- Elevated the awareness on data protection and cyber security through trainings and engagements with employees, customers and partners

Challenges in securing the capital

- Competition within the telecommunications industry continues to be high. Digi will need to leverage on its unique brand to cater to different customer segments in a relevant and meaningful way
- Prolonged lockdowns have resulted in a change in customer behaviours and accelerated the need for reliable, safe, and digital-first products and services
- Businesses must now adapt to the 'new normal' of employees working remotely, following movement restrictions due to Covid-19
- Cyber security and data protection risks have become a top concern for companies as they accelerate their digital transformation

Outlook - Our continuous focus:

- Continue to be a brand that customers trust, and therefore will prefer. We believe that customers will choose brands that operate with the highest standards and conform to the same values that they hold
- Continue to work towards becoming a Malaysian leader on ESG performance and standards, and to raise awareness on areas such as cyber security and data protection among employees, customers and partners

Our detailed performance and outcomes created are further deliberated on the following pages.

How We Create Value

INTELLECTUAL CAPITAL

Continued focus to develop Digi as a trusted brand

In 2021, Digi was recognised as Malaysia's strongest brand, and among the Top 10 Most Valuable Brands in Malaysia as ranked by Brand Finance. This is a testament of our unique brand with a long-standing record of upholding the highest level of responsible business practices and quality of service.



Brand Strength Index (BSI) score of 87.3 out of 100 and a corresponding AAA brand strength rating

Digi aims to continue developing our brand, as a trusted partner for all stakeholders through improved disclosures and high-quality reporting for sustainability data to create higher appreciation towards our sustainability performances.

Digi continues to be recognised as a leader in ESG performance and standards, as we work towards delivering on our commitments to all stakeholders.

ESG Ratings and Highlights as at 31 December 2021



FTSE4Good

Bursa Malaysia Index
Member of ESG indices with score of 3.8



SUSTAINALYTICS

ESG Risk Rating
18th percentile, one of the highest for the region



Voluntary environmental disclosure
Carbon reporting since 2009 via Telenor Group



MSCI ESG Rating (2021)
Improved rating from A to AA



Bloomberg Gender Equality Index (GEI) 2021
Recognition in gender reporting and advancing women's equality



Award nominee South East Asia 2021

Investor Relations Magazine SEA Awards
Certificate of Excellence for Best ESG Materiality Assessment in Integrated Annual Report 2020



Corporate membership to drive leadership in gender diversity
Member of UN Women Empowerment Policies and Malaysia's 30% Club



UN Women Malaysia WEPS Awards 2021
2nd Runner Up in the Gender-inclusive Workplace Category

Launched innovative best-value offerings to differentiate ourselves in the consumer and B2B market



➤ Consumers: Launched first-in-the-market offerings

- Truly high-speed Prepaid NEXT internet proposition
- Lowest-entry for device financing together with refreshed Digi Postpaid plans
- Offering "Sahur" high-speed data passes for customers during Ramadan
- RDY Gaming Prepaid Plans - Optimised gaming latency and 5% cashback on game purchases

➤ Businesses: Strategic partnerships to accelerate SME digitalisation

Driving SME digitalisation across different verticals



Fintech



E-commerce



Security

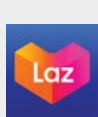


Enterprise Resource Planning (ERP) systems



Created digital-first customer journeys and improving self-serve capabilities through collaboration with our partners

- Established direct connections with major e-wallets and retailers via DigiPay API making it more convenient and accessible for Digi customers to buy top-ups and pay their bills



Reload seamlessly from your favourite e-wallets

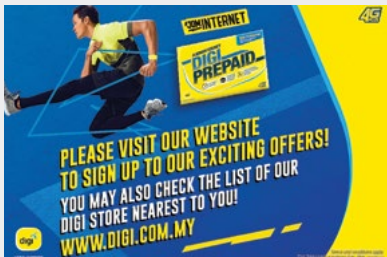


Pay Digi bills more conveniently

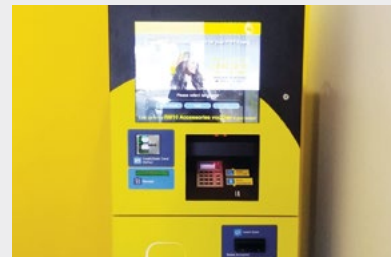
- Launched digital campaigns with e-wallets and banks to provide customers with best-value offerings



- Launched Digi Official Store on e-commerce platforms and rolled out new kiosks to make our products and services more accessible to customers



Making our products more accessible to customers on their favourite e-commerce platforms



Rolled out over 100+ new digital kiosks with enhanced capabilities to provide more convenience to customers

- Extended our Digi Store Online capabilities to dealers and frontliners, to reimagine the way we interact with customers



- Extended Digi Store Online capabilities to support open channel dealers to sell online
- Provided our retail frontliners with new tools and training to better engage with customers online

How We Create Value

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Modernised our processes and way of work to drive growth and productivity

➤ Adopted automation and AI/ML to improve processes and customer experience



- Continuous use of AI/ML to improve network NPS prediction and diagnosis, site degradation predictions and real-time monitoring of key applications to enable proactive customer experience management
- Over 300+ network use cases automated to improve productivity
- Automated ticket handling on MyDigi for faster complaint resolutions

➤ Innovative ways of work



- Digi introduced a cycle way of work, empowering teams to plan and adopt best ways to engage with customers and faster time to market
- A cross-functional team came together in 2020 to uncover insights with data analytics that would improve customer experience. In 2021, this evolved into a data-analytics forum, reimagining the way we execute nationwide network rollout plans based on data of customer pain-points and insights

Safeguarded data privacy and security, and raised awareness for employees, customers, and partners

**Company-wide data mapping exercise**

- Assessed privacy compliance of systems processing personal and non-personal data in Digi
- Established privacy control framework to monitor data management across data lifecycle and systems

**Improved privacy practices**

- Enhanced standard contractual clauses for data protection
- Enabled self-serve option on MyDigi app and Digi's website for customer to opt-out from marketing communications and promotional materials
- Established business partner privacy management process to govern end-to-end privacy compliance

**Strengthened governance**

- Updated Privacy Notice, improving on categorisation of data collected for easier customer comprehension
- Revised governing documents for Privacy and Incident Management
- Enhanced cyber security maturity governance

**Privacy and cyber security as a Responsible Business culture**

- Launched trainings on the importance of privacy, information management, and data protection as part of new employees' onboarding and awareness for frontlines
- Executed mandatory quarterly privacy and cyber security training for all employees
- Conducted training on topics such as privacy awareness and business partner privacy management
- Produced bite-size materials to raise awareness on privacy and information management



100%

Completion of privacy and cyber security e-learning modules



200

New employees trained on privacy and data protection



100

University and school students trained on career options on online privacy

Safeguarded data privacy and security, and raised awareness for employees, customers, and partners (Continued)

Enhanced Digi's defensible network architecture

- Improved detection and threat prevention
- Mandatory security trainings (Four modules)
- Enhanced Cyber Security Maturity Governance
- Accredited with Business Continuity Management System (BCMS) ISO 22301:2019 by the British Standards Institution (BSI)

Company-wide data mapping exercise

- Established internal governance controls to protect customers' data
- Executed in three phases, with 84 systems in 12 months
- Documented and recorded all customers, employees, and 3rd party personal data and asset listing
- Completed privacy risk assessment and remediation roadmap

Raising awareness on cyber security for SMEs

- Launched webinars with Cisco Systems Malaysia to promote awareness on cyber security and to help SMEs defend against cyber attacks

