

Our Business Model

We aim to create value for our stakeholders in a sustainable manner. We strive to align our business objectives to stakeholder needs, and deliver our strategy against business opportunities and risks, backed by our robust corporate governance to deliver value. Further details on the value we created and the impacts to Digi are available in Section 4 to 5 of this report.



OUTCOMES

Our competitive advantage

lies in the quality of our network and infrastructure, innovative product and service offerings, strong distribution channels and procurement system, proven track record in driving operational efficiency, strength of our trusted brand, and resilience of our people.

Our performance indicators



Revenue growth

Brand preference



OPEX

EBITDA

CAPEX-to-total revenue



ESG rating and SDG contribution

Employees' learning hours

Cyber security training

- Total revenue up by **3.0%** to **RM6.34 billion**
- EBITDA margin at **47.5%**
- ~**100% dividend** payout ratio
- Credit ratings of **AAA/Stable/P1**

- Serving **10.3 million** customers
- Sustained position as Malaysia's **fastest** and **most consistent** network
- Delivered **JENDELA commitments**
- **Scaled core** and **near-core** connectivity offerings

- **Strongest brand** in Malaysia (*ranked by Brand Finance, 2021*)
- Sustained **leadership ranking** in ESG²
- **Implemented secure** and **sustainable** business conduct
- **Modernised** processes and **innovated** ways of work
- Launched **innovative offerings** to cater to wider segments of customers

² Polled by independent Brand Health Survey provider

- **5%** increase in CO₂ emissions in parallel with aggressive network roll-out
- Reduced Carbon Intensity per Data Usage by **13.7%**
- Structural reinforcements of network sites in response to physical climate risks (e.g. floods)

- **Average 52.6 learning hours** per employee
- **45% women in leadership** positions
- **87% employees believed their well-being** was prioritised during the Covid-19 pandemic (*Digi's 2021 Pulse Survey*)
- **0 Lost Time Injury Frequency (LTIF)** and **0 fatalities**

- **> RM1.5 million** contributed to Covid-19 Response and Recovery efforts
- **RM500,000 aid** pledged for flood relief and recovery efforts
- Supported medical frontliners by **providing devices** and **connectivity plans** for contact tracing
- **Accelerated businesses and SME digitalisation** via the PENJANA grant
- Received the **BCMS ISO 22301:2019 certification**