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.

KEY INPUTS FINANCIAL CAPITAL RM33.9 billion market capitalisation¹ Net debt to **EBITDA** at **1.6x** ¹as at 31 December 2021 **MANUFACTURED CAPITAL** 11,000+ network sites (2020: 10,000+) Investment in enhancing 4G coverage and quality **INTELLECTUAL** CAPITAL **Innovative** digital platforms and solutions **Trusted brand** reputation **NATURAL CAPITAL** Consumed 341.01 GWh (2020: 329.18 GWh) Environmental Management System -

ISO14001:2015 certified



HUMAN CAPITAL

1,400+ Digi employees (2020: 1,500+)

Embraced a culture of continuous learning



SOCIAL AND RELATIONSHIP CAPITAL

Commitment to operate responsibly

Raising standards across our value chain

Partnerships to build required skills and resilience for an accelerated digital future

OUR VALUE CREATION ENGINE

Key enablers to operationalise our strategy



Our Operating Landscape (Pages 26 to 29)

Matters



Our Key Relationship (Pages 30 to 32)



Our Key Risks

(Pages 33 to 37)



Our Emerging Opportunities (Pages 41 to 43)



Governance (Pages 84 to 128)







Postpaid



Prepaid





Business (B2B)

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

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