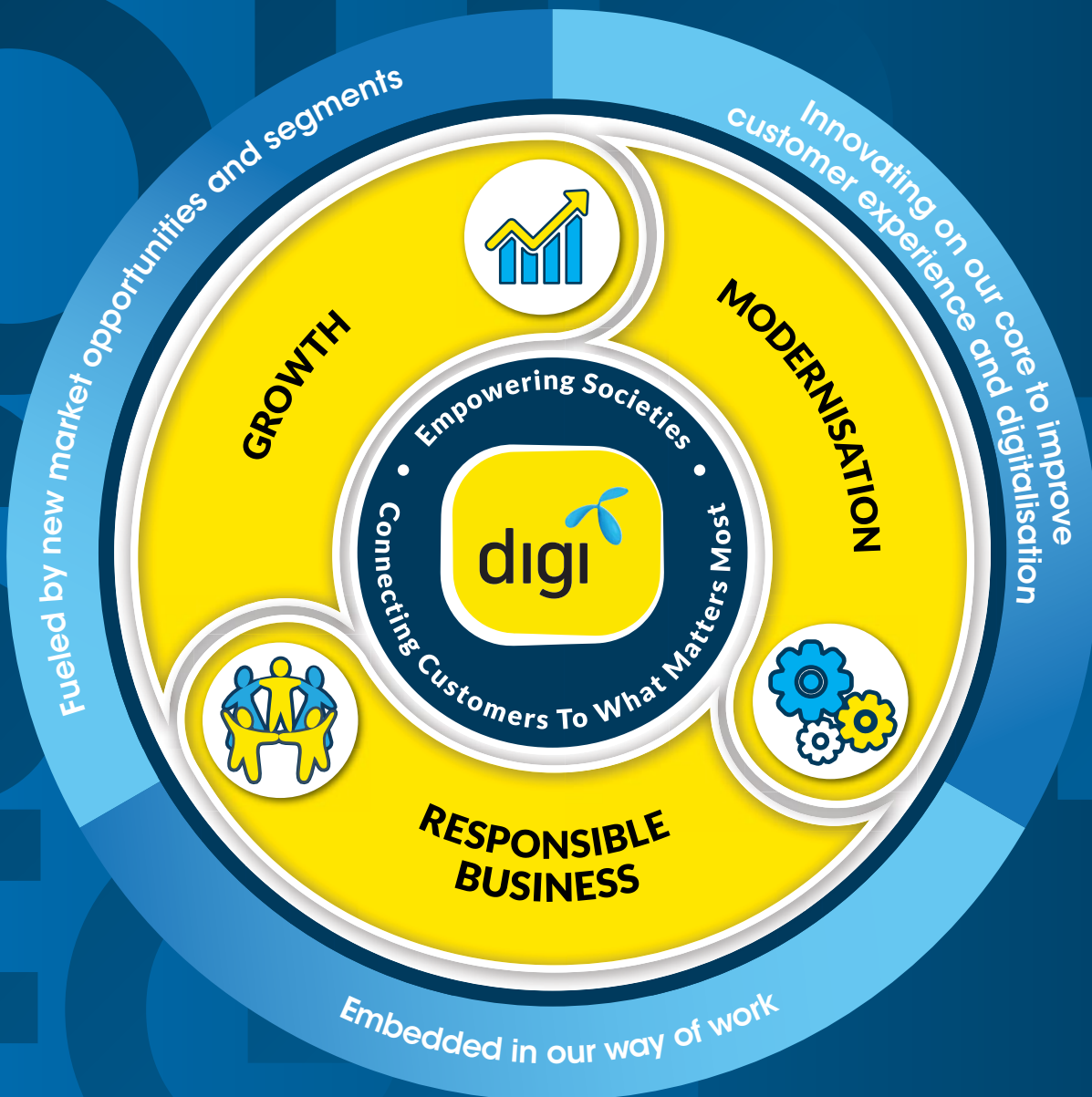


Our Strategy



Our long-term business strategy is anchored on our purpose to **empower societies** and **connect customers to what matters most**. We have enhanced our strategic framework, built on three key pillars of Growth, Modernisation, and Responsible Business, and set out a three-year (2021-2023) roadmap to drive our ambition to be the trusted digital connectivity partner to all our stakeholders.



GROWTH

Sustainably grow consumer and lead organic B2B revenue growth

Low double-digit

growth in Postpaid and Fixed subscribers (vs FY2020)

Low to mid double-digit

growth in B2B revenue (vs FY2020)

#1 Most consistent network

(maintain 2020 position)



MODERNISATION

Best customer experience, built on channel digitalisation and automated operations

100% Touch-free

operations on Digi's network (2020: 74%)



2023 AMBITION



RESPONSIBLE BUSINESS

Leader on sustainable business standards and ESG practices in Malaysia

300,000 Users

engaged via Yellow Heart programmes on digital resilience and future skills

#1 Malaysian telco

for ESG standards and performance (maintain 2020 position)



Our Strategy

2021 Progress and Achievements

How do we get there Priorities for 2022



GROWTH

1. ~253,000 net additions in Postpaid subscribers through attractive high speed offers on the #1 Network in Malaysia, Family Lines and Home internet bundles
2. FY2021 B2B subscribers up 9.8% YoY from solid base management
3. FY2021 B2B revenue growth of 4.8% YoY (vs FY2020) driven by;
 - SME digitalisation bundles
 - Acceleration of non-core connectivity
 - Securing higher solution deals from large corporations
 - Trialed advance 5G use cases with large enterprises and partners
4. Sustained leading positions as fastest and most consistent network in 2021

1. Continue to grow Postpaid, B2B and Fibre subscribers
2. Scale SME digitalisation and core connectivity offerings
3. Expand large enterprise managed services within core verticals
4. Co-develop innovative solutions with partners and enter into new verticals
5. Maintain leading network through data-driven investments to drive growth and meet customers' expectations



MODERNISATION

1. Touch Free Operations on Digi Network (2021: 82% vs 2020:74%) through increased adoption of AI/ML, predictive planning and maintenance
2. Direct connections to e-wallets and digital partners enabling convenient transactions for purchases, reloads and bill payments
3. Accelerated sales digitalisation during lockdowns – dealers and touchpoints pivoted to online sales on social media, podcasts and streaming content
4. Modernised Digi's billing platform and enhanced platform capabilities for future business functions
5. Continued digitalisation of back-office to drive operational efficiencies

1. Modernise core and channels to enable seamless digital journeys
2. Continue Touch Free Operations across technology
3. Continue to grow digital transactions and enable self-service features to improve customers' convenience and experience
4. Ensure 5G readiness across all systems and platforms



RESPONSIBLE BUSINESS

1. Empowering societies and building digital resilience through Yellow Heart
 - Donation to support Covid-19 relief efforts - RM 1 million disbursed through MERCY Malaysia
 - Free 1GB daily data usage for productivity during lockdown
 - Continued support on government initiatives
 - Safe Internet – 113,000 engagements
 - Future Skills – ~35,000 enrolments, +300 schools reached
2. Leading ESG standards and performance across various fields
 - Improved MSCI ESG rating from 'A' to 'AA'
 - Improved ESG performance
 - Adopted best climate framework and standards
 - Climate Data Integrity exercise to improve Digi's carbon and energy reporting
 - Improved carbon intensity per data usage by 13.7%
3. Be the employer of choice
 - Strengthened women leadership pipeline in Digi and global recognition on women empowerment
 - Strengthened leadership positioning in corporate Malaysia through memberships with prestigious associations
 - Safe and inclusive work environment through continuous awareness, pandemic-related initiatives and increased communication and celebration of related International UN days

1. Strengthen Responsible Business leadership via Yellow Heart and collaboration with partners
2. Lead on ESG performances and deliver on our commitments to all stakeholders
3. Attract the best talents and continue to be a corporate leader on diversity and inclusion in the workplace