

STRENGTHEN MARKET LEADERSHIP

GUIDING FACTORS

Material Matters



Capitals Deployed



Stakeholders Affected



UNSDGs



Our approach to strengthening market leadership is anchored on driving growth across our core business and investing to accelerate emerging segments. This ensures excellent go-to-market execution, leverages digital capabilities to deepen customer engagement, and builds a trusted brand that customers can rely on in an increasingly digital-first world.

GROWTH DRIVEN BY STRONG MARKET EXECUTION AND OPERATIONAL EFFICIENCIES

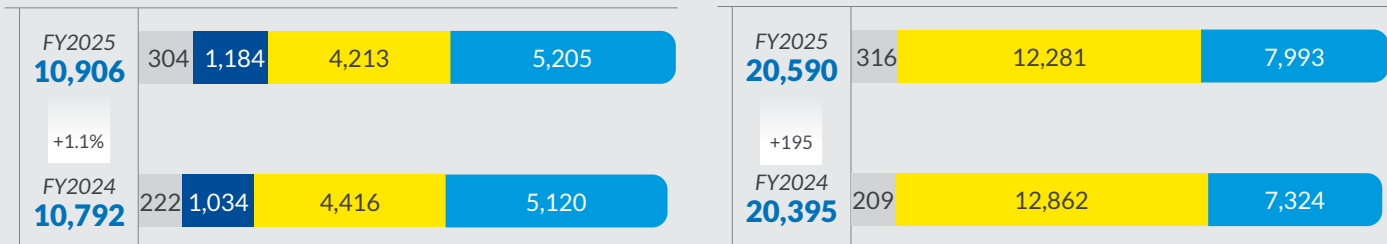
In FY2025, CelcomDigi strengthened leadership through resilient market performance, disciplined execution, and sustained momentum across core segments. Total Revenue grew 2.2% year-on-year (YoY) to RM12,958 million, while Service Revenue improved 1.1% to close at RM10,906 million, supported by continued growth in Consumer Postpaid, Home & Fibre, and Enterprise solutions. These gains collectively offset softer performance in Prepaid and Enterprise Mobile, underscoring our diversified revenue mix and our ability to capture value across key customer segments.

Total Revenue (RM million) ■ Postpaid ■ Prepaid ■ Wholesale & Others ■ Home & Fibre

2025 12,958 **2024 12,679**

Service Revenue (RM million)

Subscribers ('000)

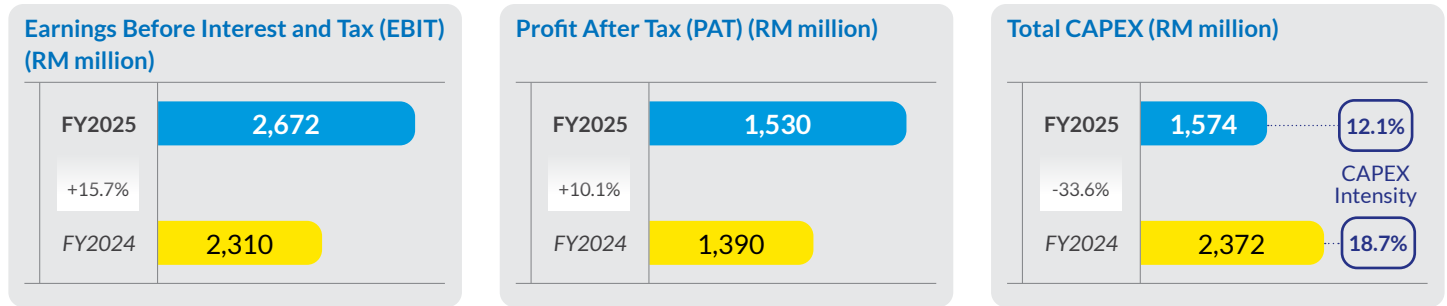


Earnings Before Interest and Tax (EBIT) remained resilient in FY2025 (+15.7% YoY), supported by disciplined cost management and the continued flow-through of RM304 million in gross savings from cost of goods sold and operating expenditure during the year. EBIT was supported by structural cost efficiencies from network, IT, and operating model integration, and offset higher operating cost pressures stemming from network investments, 5G access charges, device subsidies, and fibre expansion. This reflects our ability to preserve operating profitability while sustaining strategic investments that drive long-term growth and market leadership.

FY2025 CAPEX execution remained disciplined and aligned with approved strategic priorities, with the majority of investments primarily supporting network modernisation, completion of integration initiatives, and essential digital enablement. Total CAPEX for the year was RM1,574 million, reflecting the tapering of major integration programmes and more targeted deployment of capital.

Strengthen Market Leadership

Our integration and transformation programme is now approaching completion, with synergy targets firmly on track and cumulative benefits reaped from disciplined execution across network, IT, and operating model consolidation. Over the three-year integration period, the company delivered cumulative P&L savings of RM806 million and CAPEX avoidance of RM1,872 million, translating into total gross synergies of RM2,678 million as at FY2025.



In FY2025, we realised RM304 million in P&L savings and RM283 million in CAPEX avoidance, contributing to total gross synergies of RM587 million for the year. While annual synergy realisation has naturally moderated following peak integration milestones, the programme has successfully transitioned from consolidation to embedding recurring structural efficiencies.

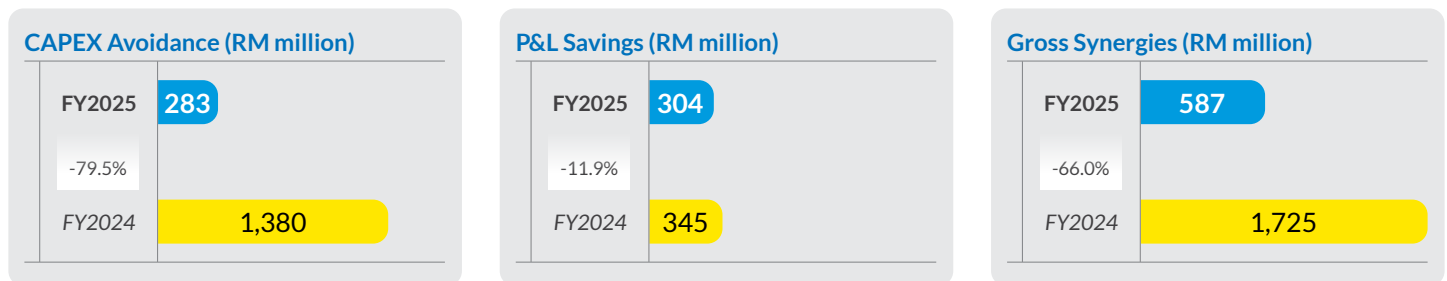
The culmination of our integration programme marks a significant milestone in strengthening our structural cost base, operational agility, and long-term shareholder value creation, with steady-state annual savings of approximately RM800 million expected post-2027 and Net Present Value (NPV) of synergies of approximately RM8 billion.

Earnings per share (EPS) improved to 12.9 sen in FY2025, reflecting disciplined cost optimisation, synergy realisation, and resilient operational performance. The company announced Dividend per Share (DPS) of 14.7 sen for the year, supported by stable operating cash flows and prudent capital management.

Total declared dividend for FY2025 amounted to RM1,724 million, representing a payout ratio above the company’s stated dividend policy of a minimum 80% of net profits. This underscores our continued commitment to delivering sustainable and attractive returns to shareholders while preserving financial flexibility to support long-term growth.

Total assets increased to RM36,878 million in FY2025, reflecting continued investments in network modernisation, digital platforms, and capitalised integration initiatives to strengthen long-term competitiveness.

Total liabilities rose to RM20,899 million, mainly attributable to financing activities and normalised working capital movements in support of ongoing capital commitments. The company maintains a prudent capital structure that ensures balance sheet resilience while sustaining shareholder returns, underpinned by healthy operating cash flows and disciplined financial management.



Strengthen Market Leadership

EPS

FY2025	12.9
+10.3%	
FY2024	11.7

DPS

FY2025	14.7
+2.8%	
FY2024	14.3

Dividend Declared

FY2025	1,724
+2.7%	
FY2024	1,678

Asset (RM million)

FY2025	36,878
+2.4%	
FY2024	36,012

Total Liabilities (RM million)

FY2025	20,899
+5.4%	
FY2024	19,821

Collectively, these outcomes reflect our ability to deliver sustainable financial performance while investing strategically to defend our market leadership position, drive innovation, secure sustainable growth, and deliver consistent shareholder returns.

EXECUTING FOR GROWTH AND MARKET LEADERSHIP

Our ambition to maintain market leadership is anchored on three key priorities: firstly, by delivering high quality products tailored to specific customer segments by integrating connectivity with value-added services (VAS); secondly, by accelerating convergence adoption to strengthen customer lifetime value through integrated multi-product propositions across mobile, fixed, and VAS; and finally, through leveraging advanced AI and analytics to deliver hyper-personalised offers that deepen engagement and relevance across all segments.



Consumer Business

- Introduced a refreshed and value-enhanced CelcomDigi product portfolio to capture new growth opportunities by addressing segment-specific needs, making these plans the right choice for the right segments.
- Refreshed CelcomDigi One™ plan – One™ Ultra and One™ Pro offer customers an enhanced connectivity experience with faster speeds, stronger security, and premium entertainment in an all-in-one subscription. These converged propositions deepen customer engagement, increase household penetration, and lift average revenue per user (ARPU) through multi-product adoption, driving stronger customer retention.

- Stabilised Prepaid business with a strategic focus on high-value segments, prioritising quality subscriber growth, and strong base management with retention of higher-value customers and monetisation through personalised offers and uptake of value-added services.
- Leveraged expanded VAS portfolio to further strengthen loyalty and grow average revenue per account (ARPA). New offerings such as Disney+ and Prime Video packages for entertainment, PhoneCARE and PhoneFIX for device care, and MobileSHIELD, WebSHIELD, and PrivateSIM for digital safety created new revenue streams beyond traditional data and voice.



Enterprise Business

- Strengthened mobile offerings in the micro, small, and medium enterprise (MSME) segments, designed to help MSMEs across Malaysia simplify and seamlessly digitalise their business. We conducted the MY5G SME Digital Workshops for the third consecutive year across five states, empowering more than 1,500 SMEs to digitalise faster and smarter with 5G-powered solutions. These efforts were complemented by enhanced value propositions, including secure connectivity with Cisco Security, Unlimited Internet when bundled with Business Fibre, and 50% savings on global roaming.
- Enhanced connectivity solutions through strengthened business propositions featuring zero-downtime guarantees, expanded Fixed Wireless Access (FWA) offerings with outdoor customer premises equipment (CPE) and mobile WiFi (MiFi), and the introduction of Fibre-to-the-Room (FTTR) for businesses. We launched the 4G Rapid Mobility (4GRM)

Strengthen Market Leadership

solution, leveraging satellite backhaul technology to deliver rapid 4G coverage in rural, hard-to-reach areas and emergency scenarios. We also introduced API-as-a-Service (APIaaS) based on CAMARA and Firebase standards, enabling enterprises and developers to build smarter, more secure digital services through scalable, carrier-grade network APIs.

- Advanced TechCo Cybersecurity, Cloud, IoT, AI and 5G were introduced, enabled by Bridgenet and the Axiata Cyber Fusion Centre (CFC). This includes an advanced Security Operations Centre (SOC) offering always-on, end-to-end protection across managed security services, strategy and assessment, and infrastructure security. Our cloud portfolio was strengthened with the addition of DevOps and application development capabilities, enhancing our end-to-end delivery. We also established an in-house AI-as-a-Service (AlaaS) solutions to help Malaysian SMEs adopt practical, high-value AI tools quickly and affordably.

SECURED STRATEGIC PARTNERSHIPS TO ADVANCE MALAYSIAN ENTERPRISE DIGITALISATION AND INNOVATION IN 2025

Public Sector

-  Appointed as Strategic Partner for the Ministry of Investment, Trade and Industry of Malaysia (MITI) in support of Malaysia's ASEAN Chairmanship in 2025.
-  Collaborated with MyDigital Corporation, Malaysia Digital Economy Corporation (MDEC), Digital Nasional Berhad (DNB), and Majlis Bandaraya Petaling Jaya (MBPJ) to develop Malaysia's first AI-powered neural network traffic intelligence solution, enabling real-time insights to improve urban mobility, enhance road safety, and support the nation's smart city ambitions.

Private Sector

-  Partnered with Hospital Pengajar Universiti Malaysia Sarawak (HPUNIMAS) to enhance healthcare accessibility for underserved communities in Sarawak with MediRover and MediDoc.
-  Collaborated with University Malaya Medical Centre (UMMC) to achieve a major milestone for digital healthcare in Malaysia with one of the world's first multi-country live surgery with 5G-enabled AI HoloMedicine.
-  Forged a partnership with Google Firebase and Telenor Linx to introduce a network-based phone number verification solution, strengthening digital trust by enabling secure, seamless authentication without reliance on traditional one-time passwords (OTPs).
-  Partnered with Payments Network Malaysia (PayNet) to advance secure digital financial transactions through the integration of Open Gateway APIs, strengthening authentication and reducing fraud risks.

STRENGTHENING GO-TO-MARKET EXECUTION AND DEEPENING DIGITAL ENGAGEMENT

We continued to strengthen our omnichannel ecosystem, seamlessly integrating physical and digital touchpoints to deliver a more intuitive, consistent, and convenient experience for customers to more easily engage with us.

Accelerating digital-first engagement

- Launched the CelcomDigi App as the primary customer touchpoint to accelerate digital-first engagement, enabling seamless, personalised digital experiences at scale. This reinforces the company's commitment to building a truly integrated and customer-first journey through enhanced self-service features, personalised offers, and in-app purchases of plans and add-ons. This strategic move elevates how we engage with customers, placing them at the centre of every interaction and transaction.
- We also transformed customer support by introducing new service channels and expanding AI-enabled assistance through innovations powered by GenAI and Agentic AI, including in retail, which has helped productivity in sales and retail.
- Successfully completed the unification of a single Distribution Management System (DMS) from ten legacy platforms, improving efficiency for inventory and logistics across sales channels.

Strengthen Market Leadership



Modernising and digitalising the sales ecosystem with AI and analytics capabilities

- Launched two flagship experiential CelcomDigi Store *Life* outlets to make connected living more accessible to customers. These new stores introduced the 'Endless Aisle', a wall-covering digital interactive screen that allows customers to explore the latest products and purchase digitally.
- Modernised the design of more than 200 branded stores as part of our retail transformation roadmap, redefining the retail experience to better meet our customers' evolving digital needs.
- Enabled AI-powered and performance-driven frontline excellence by piloting hyper-personalised in-store engagement and 360° customer insight capabilities.



Driving data-led sales execution

- Created hyperlocal customer engagements nationwide by leveraging geography cluster statistics to implement data-enabled sales routing, resulting in faster, more precise sales growth and stronger state-by-state market-share performance.
- Enhanced in-store journey management through upgraded Queue Management Systems (QMS) for better journey analytics and customer satisfaction tracking (CSAT), ensuring an enhanced customer experience.
- Initiated Regional Go-To-Market Intelligence Dashboards for cross-divisional execution and collaborations, mapping key network parameters against customer demand and sales initiatives.

TRUSTED BRAND LEADERSHIP

Establishing the most trusted brand, built on customer excellence

In 2025, we continued to strengthen CelcomDigi as a unified corporate brand, reinforcing our role as a trusted partner in connectivity and digital innovation for customers and the nation. Through impactful, customer-focused initiatives, we created meaningful connections that drove real value. CelcomDigi continues to earn industry recognition and prestigious awards for our brand efforts, reflecting our unwavering commitment to connect Malaysians through the widest, fastest, and most secure network.



Driving brand excellence

- Ranked 6th Most Trusted Brand in Malaysia by IPSOS Trust Track 2025
- Ranked as Malaysia's Most Valuable Telecoms Brand 2025 by Brand Finance
- +8-point boost in perception of CelcomDigi as the "Best 5G Coverage" (Q4 2025 vs Q4 2024) by Brand Health Tracking
- Our network leadership is validated by industry benchmarks, including:
 - Opensignal Mobile Experience Awards: Best Games, Voice, Video, Download/Upload Speed, Coverage & Consistent Quality
 - Ookla Speedtest Awards: Malaysia's Best Mobile Coverage
 - GLOMO GSMA Foundry Innovation Award
 - World Economic Magazine: Malaysia's Most Innovative Telecoms Company



Strengthened brand leadership

The Appies 2025

- Best in Digital **Gold** - Right Time, Right User, Real Results
- Best in OOH/DOOH **Gold** - CelcomDigi Dreams to the Heart of Sabahans, The Dreamer
- Best in Innovation **Silver** - Winning Malay SMEs Through the Power of AI Pantun
- Best in Influencers & Creator Marketing **Silver** - Turning Disruption into Influence

Smarties APAC

- Innovative Use of AI in Advertising **Bronze** - AI Pantuns for Malay SMEs

2025 MSA Awards

- Best Use of AI **Silver** - CelcomDigi Enterprise: Reimagining News Consumption With AI
- Best Use of AI **Bronze** - Which Speedster Are You?
- Best Use of Performance Media (Media Biddable) **Bronze** - Using Conversations for Conversions

Strengthen Market Leadership

Delivering technologies and safeguards that customers can rely on

We continued strengthening the security, integrity, and resilience of our network and data ecosystem to deliver a safe digital experience for over 20 million Malaysians.



Empowering customers with AI-driven digital safety

We put protection directly into our customers' hands through a suite of AI powered mobile and network-level safeguards, securing every layer of their digital journey. These three value-added services equip Malaysians with greater control over their digital safety while protecting them from scams, threats, and data breaches. Together, they deliver a smarter, safer, and more seamless experience that reinforces CelcomDigi as a brand that customers can trust and rely on in this digital age.



MobileSHIELD

Device-level defence – encrypts Internet connection, detects and blocks scam messages, monitors personal data, and protects against malware and risky apps on the device.



WebSHIELD

Network protection – blocks fake sites, phishing pages and harmful links at the network level before they reach the device.



PrivateSIM

Protects personal numbers by keeping primary numbers private by using PrivateSIM as the dedicated number for safer online transactions and reduced spam and scams.

Anti-scam and fraud efforts

We are guided by a clear principle to A.C.T. – to create Awareness, drive Compliance across the business, support efforts of enforcement agencies, and leverage Technology effectively to combat evolving cyber threats and build security safeguards for Malaysians.

We intensified our anti-scam and fraud prevention efforts in 2025 to protect customers across our network and all touchpoints.

In the year, we focused on:

- Enhancing internal fraud prevention controls through improved screening of suspicious originating calls and scam-linked SMS patterns.
- Strengthening verification and access safeguards to reduce fraudulent misuse of accounts and digital transactions.
- Maintaining clear, centralised reporting channels, enabling customers to escalate scam cases promptly for investigation and action.
- Deepening cross-functional coordination with fraud management, security, regulatory, compliance, and customer teams to ensure timely response and mitigation of emerging scam activity.
- Expanding ecosystem-wide efforts in collaboration with the Ministry of Communications, Malaysian Communications and Multimedia Commission, Royal Malaysia Police (PDRM), Meta, and MalaysiaKini.



Enhancing data protection and strengthening cybersecurity controls

We continued strengthening customers' personal data protection through robust privacy and cybersecurity measures and practices.

Privacy and data protection

We remain committed to ensuring responsible handling of our customers personal data. Our approach is grounded in strict compliance with the Personal Data Protection Act (PDPA) and we focused on strengthening internal governance, prioritising compliance, upskilling employees and partners, and shaping industry-wide dialogue on responsible data practices.

During the year, we strengthened our data protection approach by implementing an enhanced Privacy Management Framework with defined controls and procedures covering the full data life cycle, conducting an independent privacy maturity assessment benchmarked against regional industry peers, and providing structured training to ensure employees and business partners have a baseline understanding of privacy and personal data protection requirements.

The initiatives implemented during the year strengthened internal controls by enhancing consent practices at customer registration and payment points, rolling out privacy e-learning to employees and business partners, and updating Privacy Notices across customer touchpoints using simplified infographics. These actions also supported the organisation's positioning in privacy and data protection discourse at national and regional levels.

Strengthen Market Leadership

Protecting your data, every step of the way.
Privacy and Security built into everything we do.

- Secure Sign-Up**

 - We only collect what's necessary such as your ID & payment info.
 - We clearly explain how your data is used.
 - Your data goes straight into our secure system.
- Strong Security, Always**

 - We combine technology and continuous monitoring to keep your data secure.
 - Our employees are equipped to safeguard your data.
 - Data access is restricted to authorised employees. They only see what's required for your transaction.
- Privacy on Every Call**

 - We verify your identity so we can safely assist you.
 - Our agents follow strict privacy rules when accessing your data.
 - We never disclose data to anyone but the account owner.
- Protected on the App**

 - We have strict authentications to prevent fraud and identity theft.
 - We use data insights to personalise your experience while protecting your privacy.
 - You can manage family accounts securely all in one app.



Read more about our Data Protection Practices and Privacy Statement at <https://corporate.celcomdigi.com/company/governance>.

Cybersecurity

Our cybersecurity approach combines a multi-layered defence mechanism built on internationally recognised standards and best practices. This includes a zero-trust approach, strong operational controls and oversight, and routine testing across network and IT systems to protect service integrity. We adopt evolving technologies to strengthen network defences and work closely with regulators and enforcement agencies to counter cybercrime.

Efforts undertaken in the year include:

- Maintained ISO-certified information security and business continuity frameworks (ISO/IEC 27001 Information Security Management System (ISMS), and ISO 22301 Business Continuity Management System (BCMS).
- Conducted 24/7 monitoring via our Security Operations Centre for continuous AI-driven threat detection and rapid incident response in real-time.
- Conducted regular vulnerability assessments and technical reviews to strengthen threat readiness.
- Ensured our business continuity and disaster recovery tests aligned with recovery time objectives/recovery point objectives for critical telecommunications services.
- Implemented 3rd Generation Partnership Project (3GPP) Security Standards – governing LTE and 5G network security architecture, authentication, and encryption.
- Aligned with GSMA Security Frameworks for mobile network equipment and supply-chain assurance, and National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF) for identifying, protecting, detecting, responding to, and recovering from network threats.

ENHANCE CUSTOMER EXPERIENCE

GUIDING FACTORS

Material Matters

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Capitals Deployed



Stakeholders Affected



UNSDGs




ENHANCING EXPERIENCE ACROSS ALL CUSTOMER TOUCHPOINTS

CelcomDigi is redefining end-to-end journeys by integrating robust governance with holistic support to safeguard our customers’ interests. By focusing on five critical pillars – Network, Retail, Product, Digital, and Support experience – we ensure every interaction is seamless, personalised, and distinctive.

To maintain this edge, we leverage a centralised ticketing system and real-time Customer Satisfaction Score (CSAT) insights to close the feedback loop. Every instance of customer insight is an opportunity to listen and evolve. By proactively addressing service quality and refining our digital engagement, we move beyond solving problems and advance towards building long-term trust.

Serving customers 24x7, 365 days



>80% CSAT

ahead of industry peers

NETWORK EXPERIENCE

The company remains committed to delivering the best quality of experience on the widest, fastest, and most secure network in Malaysia. Superior network quality is critical in providing both consumers and enterprises seamless digital experiences, real-time applications, and next-generation services.

Improved customer experience in post-consolidation areas:

Download speeds: **average >80MBPS**

Customer Network Experience Score: **>75%**

Signal quality: **>80%** experienced improvement with an average signal of three bars and above

CelcomDigi’s network leadership has been recognised by global independent network experience analysis providers, including:



- Opensignal Mobile Network Experience Awards for
- Best Overall Upload Speed Experience
- Best 5G Games Experience
- Best 5G Voice App Experience
- Best 5G Upload Speed Experience
- Best Coverage Experience
- Best 5G Coverage Experience
- Best Consistent Quality

Enhance Customer Experience

RETAIL EXPERIENCE

We now serve more than 20 million customers through the largest-owned retail chain for digital products and services in the country. This network spans over 10,000 touchpoints, consisting of over 50 CelcomDigi branded stores, over 300 partner-operated CelcomDigi Express stores, and thousands of modern and open trade channels and touchpoints.

In the year, we modernised our CelcomDigi Stores which are designed as experiential hubs for connected living, enabling customers to explore devices, digital services, and personalised connectivity solutions in an immersive environment. We also launched two flagship stores, the CelcomDigi Store *Life*, which represents our premium experiential retail concept, showcasing a comprehensive ecosystem of connectivity, devices, and digital lifestyle solutions in a curated environment.

By integrating AI-powered assistance, real-time support, and omnichannel engagement, we are making it easier for customers to connect with us anytime, anywhere, ensuring a more intuitive and convenient experience.

Malaysia's largest retail network:



10,000 +
retail touchpoints



2 CelcomDigi
Store *Life*
introduced



Retail CSAT of
>90%



Over
60 CelcomDigi
Stores
modernised

More than
200
CelcomDigi
Express Stores
modernised



Multiple
24-hour, 365-day touchpoints

Customer Service helpline

WhatsApp messaging

CelcomDigi App

Chatbot

Live Chat

Online stores

CelcomDigi was also recognised for our efforts in transforming and elevating the retail store experience for customers.



Telecommunication Retailer of the Year

Innovation Team of the Year

We introduced Express Support, enabling customers to instantly connect with contact centre specialists via QR codes available in selected stores, bridging the physical and digital service experience.

We further strengthened our premium care proposition through Elite Care, a differentiated service model for high-value customers built on personalised, end-to-end support.

PRODUCT EXPERIENCE

Across our Consumer and Enterprise portfolios, we have enhanced core product journeys to eliminate legacy friction and complexity. By shortening and automating critical processes – including billing, roaming, and fibre connectivity – we have significantly accelerated turnaround times and delivered a smoother end-to-end experience.

The initiatives include:



Billing & Service Recovery

- **Proactive management:** Enhanced SMS alerts for credit limits and line barring, empowering customers to manage usage and avoid service interruptions
- **Instant Recovery:** Automated the 'Device Unblocking' journey, providing immediate, agent-free service restoration



Roaming

- **Bill shock prevention:** Introduced proactive notifications via SMS and the CelcomDigi App to inform customers of potential voicemail charges before they occur
- **Seamless planning:** Launched pre-booking capabilities and intuitive product guides to ensure customers are able to select the optimal roaming pass for their needs

Enhance Customer Experience



Fibre

- **Specialised Support:** Deployed a Fibre Specialised Squad dedicated to simplify the support journey, elevating service quality, and driving higher first call resolution (FCR)

DIGITAL EXPERIENCE

The new unified CelcomDigi App now serves as the primary platform for over five million active users (as at 31 December 2025), providing a harmonised interface for customers to manage billing, usage, rewards, and both mobile and fibre services.

We also launched WhatsApp Support CARE, transforming the platform into a full-service support channel for billing, network, and roaming inquiries. We enabled end-to-end resolution on our customers' preferred messaging app, removing the friction of navigating complex app menus for routine tasks. We enhanced the service with smarter automation and AI integration to deliver a more seamless, intuitive, and differentiated customer experience. This initiative has driven a 30% reduction in call volumes, significantly decreasing reliance on traditional contact centres while simultaneously improving service accessibility and efficiency.

SUPPORT EXPERIENCE

In 2025, we fundamentally transformed our support model, moving beyond reactive troubleshooting to a Swift Quality Resolution framework. This evolution was driven by specialised support teams, cross-functional squads, and deeper digital personalisation.

The initiatives include:

- **Personalised Digital CARE:** Launched tailored support journeys for Fibre, Senior Citizen, and High-Value segments, significantly improving first-contact resolution and service empathy, resulting in higher satisfaction scores for these segments
- **Differentiated Support System:** Strengthened our tiered service model through dedicated VIP lines, Elite Care, WhatsApp Support CARE, and specialised Enterprise teams to ensure expert-level resolution for every segment

- **24/7 Roaming Excellence:** Enhanced international support with a dedicated, round-the-clock operations team
- **Operational Efficiencies:** Increased automation for service deliveries up to 65%, reducing repetitive tasks for both customers and frontline agents
- **Performance benchmarks:**
 - **Service Levels Recovery:** Successfully restored service levels to >85% by year-end
 - **Customer Satisfaction:** Achieved a significant improvement in a CSAT score of >80% across all channels, outperforming industry benchmarks

Industry recognition

Our commitment to customer excellence during the year has earned notable awards:

Asian Experience Awards 2025

- Malaysia Customer Experience of the Year – Telecommunications for Express Support
- Malaysia Digital Experience of the Year – Telecommunications for Seamless Digital CARE

Network and Retail excellence awards

- Delivering reliable connectivity and high-quality in-store experiences.

These awards recognise our focus on humanising technology to create seamless, meaningful connections that prioritise both efficiency and empathy for every customer.

Driving measurable customer impact

These collective efforts have led to a steady improvement in the quality, speed, and personalisation of our customer interactions. By anchoring on customers, leveraging technology to simplify journeys, and focusing on empathetic support at every touchpoint, we have established a solid foundation that is consistently building trust across all our touchpoints. This is reflected in our overall Customer Satisfaction (CSAT) score, which improved from a low of <50% in January 2025 to >80% by December 2025, placing us at the forefront of high-performing organisations.

DRIVE OPERATIONAL EXCELLENCE

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DRIVING EFFICIENCY AND PRODUCTIVITY

Advancing sustainable efficiencies

Over the past three years, we have sharpened operational discipline by optimising workflows, leveraging scale efficiencies across the organisation, and cultivating a sustained culture of operational excellence to safeguard value creation and strengthen returns on investment.

In 2025, we shifted our focus from targeted cumulative synergies and integration efforts to securing long-term structural cost advantages. An important lever for this was disciplined execution of network and platform consolidation initiatives through strategic negotiations across a broad ecosystem of partners – infrastructure providers, technology vendors, managed service partners, and other key suppliers.

More than 50% of the company's realised benefits were a result of CAPEX avoidance, following the completion of major consolidation milestones. Today, we have wider contribution from recurring operating efficiencies, with rental cost optimisation accounting for more than 35% of these efficiencies, IT-related efficiencies more than 5%, and cost of sales improvements in the high single-digit range. These savings were achieved without compromising network quality, capacity, or customer experience.

As network site rationalisation progresses, rental optimisation is expected to deliver compounding benefits. At the same time, IT consolidation, automation, and analytics-driven optimisation continue to deliver structural efficiencies that will produce recurring savings over the next two to three years. Collectively, these initiatives underpin a structurally lower cost base and strengthen our ability to deliver sustainable operational efficiencies beyond the integration phase.

Procurement discipline

We strengthened procurement governance and commercial discipline in the year, reinforcing transparency, compliance, and value capture across major spend categories. Through more rigorous sourcing strategies and structured cross-functional collaboration, we delivered material financial impact that directly supported the company's EBIT performance and cost transformation priorities. This included RM1.25 billion in contracted savings across CAPEX, OPEX, and COGS to be realised from 2025 to 2029, alongside RM223 million in incremental optimisation from negotiations in priority cost areas.

We also strengthened discipline across contract lifecycle management. Renewals were proactively managed to safeguard continuity and strategic alignment, while contract finalisation timelines improved through clearer accountability and streamlined processes. We reinforced catalogue-driven buying to enhance compliance, transparency, and operational control, ensuring institutionalised procurement discipline across the organisation.

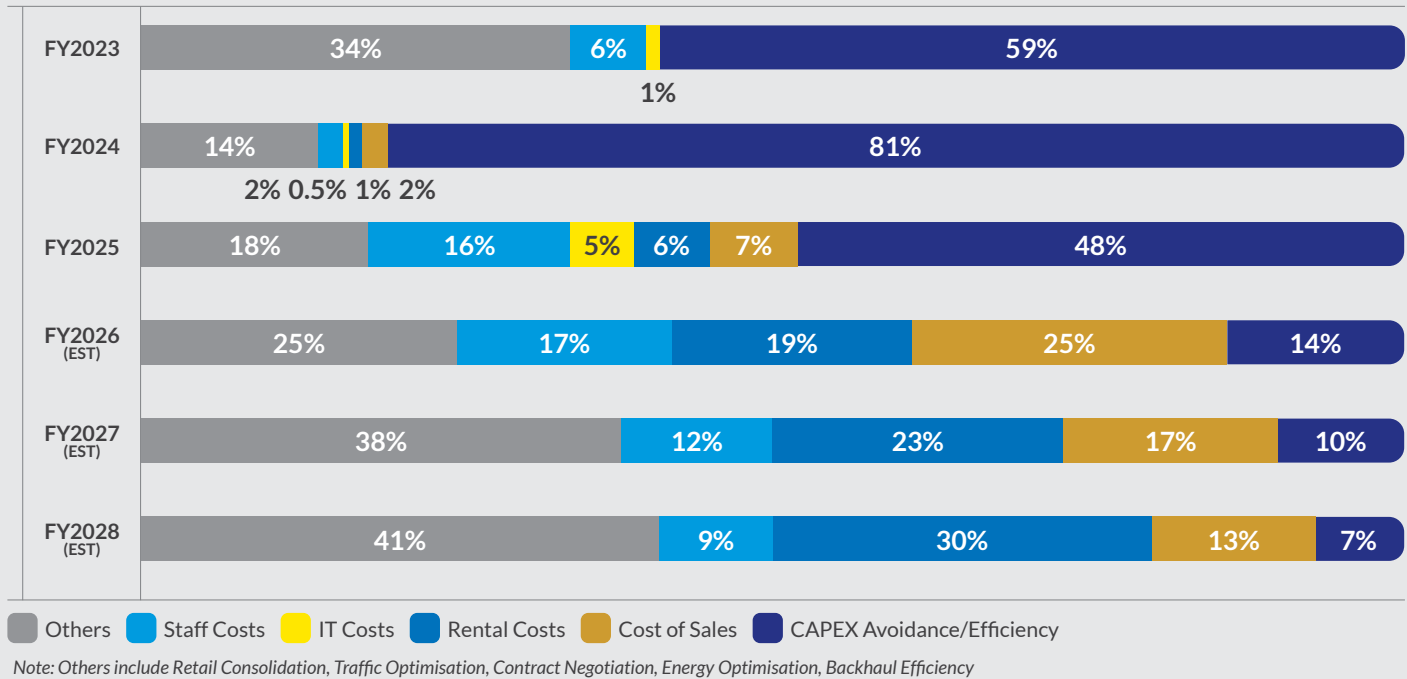
Focus on structural, recurrent benefits

We are now shifting from synergy capture to recurring operational excellence. Across network sites, we will adopt more granular site and cell-level efficiency while safeguarding network quality and capacity. In IT, we will reduce structural OPEX inefficiencies through system rationalisation, platform consolidation, and automation, strengthening scalability and cost transparency.

We are increasing the use of analytics to optimise direct traffic and drive further cost structures. In B2C, retail optimisation initiatives will drive channel strategy and accelerate the shift from gross adds to smart adds, improving acquisition quality, retention, and customer lifetime value. Additional enterprise-wide levers, including contract optimisation, energy efficiency initiatives, and backhaul rationalisation will further reinforce a more resilient operating model.

Drive Operational Excellence

Estimated three-year sustainable cost savings



We continue to shape a more agile, cost-efficient, and productive organisation, reinforcing OE as a sustained competitive advantage. By embedding a proactive, data-driven operating model, we are unlocking best-in-class cost efficiency and greater organisational discipline. This strong foundation keeps us firmly on track to deliver steady-state annualised cost savings of RM800 million post-2027.

LEVERAGING TECHNOLOGY AND INNOVATION FOR BUSINESS EFFICIENCY AND SERVICE EXCELLENCE

Enhancing experience, efficiency, and workforce productivity with AI-driven initiatives

Elevating customer experience with AI

We scaled AI across customer operations to raise service quality, reduce workload, and create more intuitive journeys. Smart automation and AI-driven insights improved case management and agent quality assurance, sustaining strong service levels and lifting the Customer Satisfaction (CSAT) score above 80%. A major improvement was the automation of the IMEI unblocking process, reducing turnaround time from two days to under one hour.

Our Unified Customer Data Platform now operates as the intelligence engine behind personalised, predictive, and seamless interactions. Across channels – including AI Hub engagements, WhatsApp AI support, and a unified agent dashboard – frontliners

gain real-time insights and guided decision support, transforming contact centres and retail outlets into frictionless, insight-driven experience hubs.

Scaling agentic automation for productivity

To drive organisation-wide efficiency, we expanded in-house AI and agentic automation capabilities, expanding the competencies of our virtual employee SOPHIA and deploying more than 350 automations across multiple functions. These tools eliminate repetitive work, enhance workforce capacity, and serve as co-pilots to employees, enabling a sharper focus on strategic activities.

Deployments include Legal AI tools supporting automated scope generation and contract review, a Financial Justification Builder to produce complete business case presentations in minutes, and AI-enabled enhancements in campaign planning, content generation, threat detection, and predictive incident response. These solutions demonstrate disciplined AI execution that lifts productivity and embeds future-ready capabilities across the organisation.

Drive Operational Excellence

Technology-driven OE Milestones



350+ automations

deployed enterprise-wide



SOPHIA virtual employee

expanding across business and support functions

STREAMLINING OPERATING MODEL AND ORGANISATIONAL STRUCTURES TO DRIVE SIMPLICITY AND EFFICIENCY

In the year, we strengthened our operating framework for customer care with support from a new and experienced care partner, enabling us to integrate support processes and harmonise service delivery across touchpoints. This new model drove service consistency, improved response times, and enabled our frontliners to deepen their knowledge, tools, and best practices in next-generation customer experience. Within sales and retail distribution, we introduced a cost-efficient channel model that enhances partner effectiveness, sharpens last-mile execution, and ensures our refreshed network and digital assets are fully leveraged to reach customers more effectively.

We advanced our network operations to an enhanced hybrid operating model designed to build a more autonomous, AI-enabled, and data-driven network to strengthen internal competencies. We partnered with a global leader in managed services to bring advanced capabilities and tools to accelerate our progression towards an intelligent, self-optimising network. These changes reinforce our commitment to delivering best-in-class service experiences and establish the operating foundations required for long-term performance.

At the organisational level, we continued streamlining structures to ensure the company remains agile, future-ready, and equipped with the right capabilities to execute our growth strategy. Our structural enhancements focused on driving high-performing teams, supported by leaner operations, automation, strategic partnerships, and strong governance discipline. We concentrated resources on capabilities that drive future growth, namely network intelligence, digital engineering, data and AI, enterprise solutions, and digital-first customer engagement. In addition, we also simplified layers and accountability to strengthen cross-functional execution. We strengthened governance structures to ensure discipline, transparency, and responsible oversight across contracting, customer operations, technology transformation, and vendor ecosystems. Through these targeted, strategic initiatives, we continue to reshape the company into a modern, efficient telco-tech organisation with enhanced agility, deeper digital capabilities, and a resilient operating model, supporting our long-term ambition of delivering excellent customer experience.

INVEST FOR THE FUTURE

GUIDING FACTORS

Material Matters

EC1

EC2

EC3

G1

S2

S3

Capitals Deployed






Stakeholders Affected







UNSDGs











CelcomDigi is future-proofing the business through targeted investments in autonomous technology, AI and data-driven capabilities, and workforce excellence. These investments strengthen our ability to execute on our strategy, adapt to market changes, and secure long-term value.

FUTURE-PROOFING AN AUTONOMOUS TECHNOLOGY FOUNDATION

Delivering Malaysia's widest, fastest, most secure network

We operate Malaysia's widest, fastest, and most secure network following a nationwide integration and modernisation programme that is over 90% complete, delivering an improved experience for all users.

Our new assignment of 2x5MHz of the 1800MHz and 2x20 MHz of the 2600MHz spectrum frequency bands further enhances our spectrum portfolio and elevates our network capabilities and quality of experience for customers. This enables faster speeds, stronger indoor quality, and more efficient traffic management as data usage continues to accelerate.

Network integration and modernisation programme

- >90% of network integration and modernisation completed
- Integrated more than 14,500 sites
- Boosted 4G speeds by 64%

Population coverage

- 4G LTE: 97.9%
- 4G LTE-Advanced: 95.6%
- Combined fibre footprint: 31,364KM (including Celcom Timur Sabah)

Average monthly data consumption

- 42GB per user

To deliver the fastest next-generation experience, we are advancing 5G service readiness by improving onboarding, ensuring consistent performance monitoring, and accelerating the rollout of new use-case-driven services.

AI and analytics are increasingly used to predict performance issues, reduce downtime, and keep our network running at peak quality. To build on these capabilities, we deploy energy-efficient technologies and AI-driven energy optimisation to ensure sustainable network operations while improving service performance.

CelcomDigi continues to pilot advanced innovations to stay ahead of future demand. These include initiatives such as AI for real-time operations and optimisation, programmable network APIs for developers and enterprises, expanded IoT capabilities, and early quantum-resistant security measures.

AI-Native and Autonomous Operations

Advancing towards AI-native, self-optimising network operations that predict faults, dynamically allocate resources, and minimise service disruptions.

5G Service Readiness & Differentiation

AI-enhanced performance monitoring and service assurance to support differentiated 5G plans, device optimisation, and rapid rollout of new use-case-driven services for consumers and enterprises.

Expanded IoT Capabilities

Intelligent management of large-scale, low-power, and mission-critical IoT deployments across industries, ensuring reliable performance for high density device environments.

Invest for the Future

Strengthened Digital Trust



Security enhanced with AI-driven threat detection, scam prevention, and traffic intelligence to safeguard customer trust and maintain high service reliability. Pilot projects to explore quantum-resistant encryption methods to future-proof customer data and critical infrastructure against emerging cybersecurity threats.

AI-Driven Energy Optimisation



Using AI to reduce energy consumption across network assets while sustaining performance, supporting long-term sustainability and responsible business commitments.

Accelerating IT modernisation and AI automation initiatives towards operational excellence

CelcomDigi made strong progress in modernising its core IT landscape, reinforcing the digital foundation needed to support high-performance networks, rising data demand, and AI-driven business operations.

As one of the most complex IT transformations undertaken in Malaysia, CelcomDigi's IT consolidation efforts have surpassed 80% completion, and continue to progress steadily. Major milestones include the upgrade of the Distribution Management System (DMS). This upgrade integrated 10 legacy systems, streamlined operations for over 150,000 partners and outlets nationwide, migrated more than 100 million inventory records, and validated system stability through over 10,000 test cases.

In parallel, we advanced the final phases of upgrading Enterprise Resource Planning (ERP), billing, and Customer Relationship Management (CRM) systems. These transformations strengthen service reliability, increase operational agility, and support a unified digital operations ecosystem.

We continued to scale AI-powered automation, improving predictive analytics, reducing service restoration times, and enhancing operational responsiveness.

In 2025, we deployed more than 40 RPA and AI-driven use cases including solutions such as IDA, an AI-powered semantic search tool to enable faster and more accurate knowledge retrieval across key repositories in the billing and CRM, DMS, and ERP systems.

AI-assisted guidance was also introduced for test data preparation, helping teams improve form accuracy and reduce preparation time.

AI capabilities are further enhancing troubleshooting and software quality assurance. Our AI Troubleshooter analyses system logs to identify potential root causes and suspicious patterns, improving Mean Time to Restore (MTTR) by 30%-50%. AI agents also support automated test case generation through Testing Satisfaction Agent (TESA), delivering more comprehensive quality assurance coverage, while AI-driven API test generation converts system schemas into runnable Postman collections, significantly accelerating testing cycles and development efficiency.

Improving IT service levels, resilience and recovery

We expanded the use of AI-enabled automation and cloud technologies to improve service efficiency and strengthen business responsiveness. These upgrades allow us to detect issues earlier, automate incident handling, and accelerate recovery, minimising the impact on critical IT services during disruptions.

- Implementing consistent Service Level Agreement (SLA) performance frameworks across all technology partners to uphold the highest level of infrastructure quality.
- Applying robust IT performance indicators to strengthen monitoring, improve service reliability, and ensure timely delivery across all platforms.
- Enhancing governance practices through regular steering committee sessions with partners to review outcomes, resolve operational challenges, and prioritise improvements.

ACCELERATING AI, DATA AND 5G INNOVATION

Deploying 5G-AI enterprise solutions through strategic partnerships

The CelcomDigi AI Experience Centre (AiX) is a state-of-the-art 5G and AI experience centre, created to catalyse industry transformation through immersive showcases, collaborative innovation, and real-world pilot deployments. Collaborating with global technology leaders, local partners, and industry stakeholders, we transform emerging technologies into deployable, industry-ready applications that enable solutions across a range of use cases, and adoption of these at scale. This partnership-driven model turns collaborations into commercial outcomes, positioning CelcomDigi as a catalyst for Malaysia's digital economy and a trusted partner in delivering next generation connected solutions. This is part of CelcomDigi's 5-year commitment to invest up to RM250 million through AiX, keeping Malaysia at the forefront of global digital evolution.

Invest for the Future

CelcomDigi AiX: National platform for 5G-AI solutions innovation



A robust partner ecosystem supporting scalable deployment

- 56 global and local partners powering AiX’s collaborative development model.
- 61 readily deployable solutions across eight key verticals: smart cities, logistics, healthcare, agriculture, education, manufacturing, fleet, and cybersecurity.
- 28 solutions in live enterprise pilots with Malaysian enterprises, proving immediate business impact and commercial readiness.



Delivering enterprise-ready solutions to the market

- **Smart Cities:** AI-powered neural network traffic intelligence deployed with municipal councils for real-time congestion optimisation and predictive traffic control.
- **Digital Financial Security:** Network APIs for secure SIM based authentication in partnership with PayNet, reducing fraud risk for high-volume platforms.

- **Digital Healthcare:** Empowering underserved communities by connecting rural clinics with AI-supported diagnostics through MediRover and MediDoc in collaboration with HPUNIMAS.
- **Green Mobility:** Collaborating with JomCharge and chargeEV to accelerate EV charging infrastructure rollout.
- **Autonomous Logistics and Warehousing:** AI-driven robotics, predictive fleet optimisation, and autonomous warehouse models showcased under the Bengkel Inovasi GLC (BIG) programme.



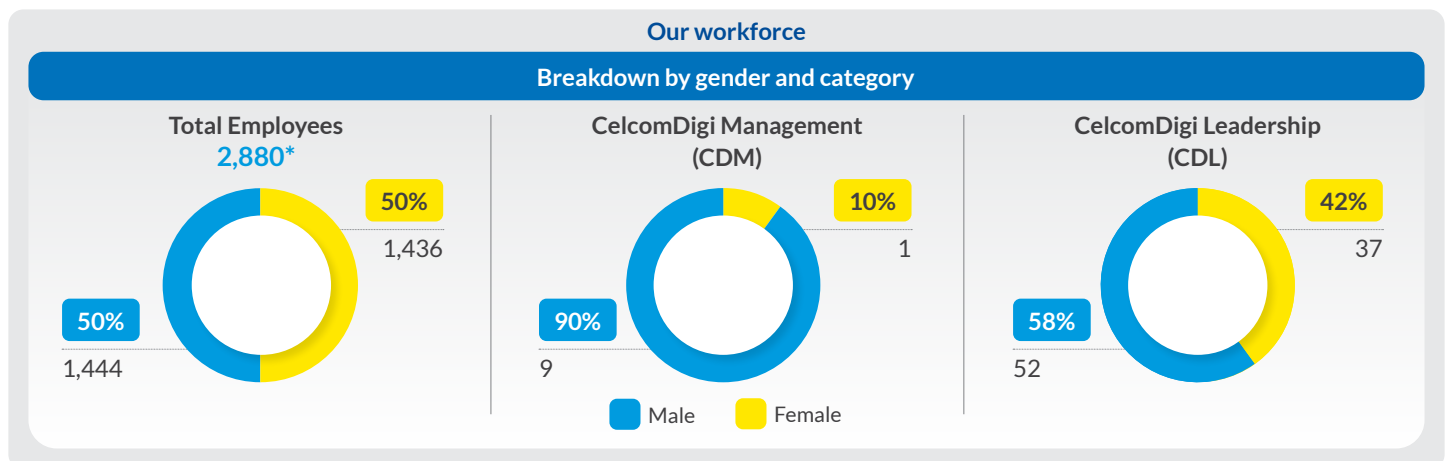
A proven platform recognised by industry leaders

- Conducted 352 curated tours for industry stakeholders, government agencies, investors, and academia.
- 5,200 visitors from 175 companies and 34 universities, including delegations from Indonesia, Singapore, Canada, Germany, Uzbekistan, Bangladesh, Cambodia, and China.
- Awarded Centre of Excellence in AI (Business Today Awards 2025) and GSMA Digital Nation recognition.

BUILDING A HIGH-PERFORMING AND HIGHLY COMPETENT FUTURE-READY WORKFORCE

CelcomDigi continued investing in human capital in 2025, supporting sustainable growth and business performance. We remained focused on strengthening a high-performance culture, building future-ready capabilities, and creating a safe and responsible workplace environment.

Guided by the CelcomDigi Way (CD Way) values and behaviours, we focused on cultivating a progressive, dynamic, and performance-driven organisation anchored on collaboration, accountability, inclusion, and customer obsession. This is underpinned by cultivating a workforce that reflects and serves our diverse customer base across Malaysia.



* Permanent and Full-time Equivalent (FTE) employees



Comprehensive data on workforce composition, employee demographics, new hires, turnover, learning and development, parental leave, and leadership representation can be found in the ESG Performance Data Table on pages 82 to 87.

Invest for the Future

Enabling opportunities for all

- Our People Policy reinforced our commitment as an equal opportunity employer, ensuring diversity and inclusion as well as minimising bias across all people-related processes.
- We have set a target of 40% female representation in Management and senior leadership roles by 2028, from 37% currently.
- We conducted regular 'equal pay for equal work analysis' assessments supported by market benchmarking tools to identify and address any gender pay gaps.
- Developed targeted awareness initiatives, including International Women's Day engagements and Unconscious Bias sessions, to reinforce inclusive behaviours across the organisation.

Driving accountability and execution excellence

We continued to strengthen our culture by reinforcing strategic clarity and execution discipline across all levels. With our HR frameworks fully embedded post-integration, performance management plays a central role in aligning individual contributions with business priorities and delivering consistent outcomes.

We strengthened performance clarity by transitioning to individual performance management frameworks, reinforcing ownership and results-driven outcomes anchored on clear, measurable goals. Continuous performance conversations enabled timely feedback and course correction, while sharper ways of working improved prioritisation, coordination, and execution speed. Leadership accountability is reinforced in both business delivery and modelling the CelcomDigi Way, supported by regular townhalls, CEO updates, leadership forums, and on-ground engagements such as Customer Day and engagement with dealers to drive alignment. In parallel, we strengthened our leadership pipeline through structured talent reviews, active successor identification, and targeted development to build future-ready leaders.

Together, these efforts strengthened our performance systems and reinforced a results-driven mindset, building an environment where high performance is clearly defined, fairly assessed, and consistently rewarded.

Nurturing industry best talents

We continued to invest in the growth and development of our people, recognising human capital as a long-term investment critical to sustaining performance and enabling future transformation. As we strengthened our position as a telco-tech company, we focused on building digital, technical, and leadership capabilities essential for a data-driven, AI-enabled environment.

Employee learning hours

Total learning hours: 102,866 hours*
2024: 55,143 hours

Notes: Based on total employees under active employment as of 31 December 2025. Includes permanent, FTE and outsourced employees



Comprehensive data on average training hours by gender and levels can be found in the ESG Performance Data Table on pages 82 to 87.



Embedding talent development a company-wide priority

- Prioritised development planning as a top people agenda, ensuring all employees have an Individual Development Plan (IDP) and completed at least one development activity during the year.
- This was supported by a two-pronged learning approach combining division-led and employee-driven learning, anchored by the CelcomDigi Academy, with access to diverse opportunities including internal mobility, coaching and mentoring, and cross-functional projects.



Strengthening critical and emerging skills to create a future-ready workplace

- Comprehensive, development-driven training delivered through classroom sessions and online programmes, building critical competencies in 5G, AI for Business Applications, Data Analytics & Communication, and Project Management.
- Rolled out internal expert-led AI programmes and project-based learning.

Invest for the Future



Deepening leadership and talent pipelines

- Developed 300+ leaders through customised programmes like ELEVATE Leadership Development Programme and PRIME Leadership Development Programme, as well as other thematic leadership programmes and coaching interventions across the Next 10 and Next 100 tiers.
- Accelerated high-potential development under the Next 1000 tier through GRIT (Growth, Resilience, Innovation and Transformation), a customised programme preparing talents to leverage their strengths and deepen business and technology insights (4 cohorts, 93 CDzens).

Fostered collaboration, trust, and open conversations

- Company-wide engagement platforms such as CDlympics, Customer Obsessed Day, and divisional team buildings strengthened collaboration and team spirit.
- Leveraged Workvivo as our central digital engagement platform to deliver timely company updates and enable real-time, two-way communication across the organisation.
- Institutionalised structured listening mechanisms to enable safe, open conversations, including the Employee Engagement Survey (97% participation), focus groups, and leadership listening sessions.



Further details on workforce wellbeing, ethical conduct, labour and human rights practices, and occupational health and safety are set out in the Sustainability Statement on page 55.

Building an attractive employer brand to attract talent

CelcomDigi continued to strengthen its position as an employer of choice by offering meaningful careers within a progressive, performance driven, and purpose-led organisation. Anchored on our employer value proposition, “Grow with Purpose, Build with Trust”, we aimed to attract, engage, and retain talents who aspire to grow, innovate responsibly, and contribute to advancing Malaysia’s digital future.

In the talent market, we strengthened our presence through the launch of the CD:NXT Programme, a flagship initiative to develop Malaysia’s next generation of digital leaders by equipping 5,000

youths with future-ready skills for a 5G- and AI-powered economy. Delivered through platforms such as the Young Talent Programme, UniConnects, and the Student Ambassador Programme, it drove strong engagement across students and graduates. This was further reinforced through strategic partnerships with leading public and private universities to co-create industry-relevant learning pathways, enhancing graduate employability and strengthening Malaysia’s digital talent pipeline.

Recognitions and awards received:

SEEK People Purpose Award

- Top Voted Employer in Telecommunication - **Platinum**

Graduan Brand Awards 2025

- Top 15 Malaysia’s Most Preferred Employer

HRD Award

- Large Employer Category (Central Region - Legacy)

TalentBank

- Malaysia’s Top 1% Graduate Employers to Work for in 2026

HR Excellence Awards

- Excellence in Digital Transformation - **Gold**
- Excellence in HR Change Management - **Gold**
- Excellence in Recovery & Rebound Strategy - **Silver**
- Excellence in Business Transformation - **Silver**
- Excellence in AI-Powered HR Solutions - **Silver**
- Excellence in Employee Advocacy and Brand Ambassadors - **Silver**

Life at Work Award by Talentcorp

- Corporate Social Responsibility (International Organisation/ Public Listed Company) - **Gold**
- Best Organisation - 1st Runner Up