

VALUE CREATION MODEL

Approach To Value Creation

Our strategy in delivering on our purpose of 'Advancing and Inspiring Society' is integral to enable an inclusive and sustainable digital society. We create value by maximising the positive impact of our operations on all stakeholders. Strengthened by innovation, technology, connectivity, platforms, products, and services, we continue to transform the way our customers live and work.

OUR KEY INPUT



FINANCIAL CAPITAL

- RM37.4 billion market capitalisation as at 31 December 2025
- RM36.9 billion total asset value as at 31 December 2025



MANUFACTURED CAPITAL

- More than 14,500 network sites integrated
- 31,364km fibre network (incl. Celcom Timur Sabah)
- More than 10,000 retailing touchpoints including 61 new CelcomDigi retail stores, 206 CelcomDigi Express Stores and 2 CelcomDigi Store *Life* introduced



INTELLECTUAL CAPITAL

- Delivered campaigns to amplify CelcomDigi's brand visibility
- RM1.57 billion invested in CAPEX
- Up to RM250 million investment in Innovation Company over five years, from 2023
- Implemented an enhanced Privacy Management Framework



HUMAN CAPITAL

- 2,880 permanent and FTE employees
- Male (50%) and female (50%) employees
- Established CelcomDigi Academy, rolled out internal expert-led AI programmes and project-based learning
- Launched CD:NXT Programme: YTP, UniConnects, Student Ambassador Programme



NATURAL CAPITAL

- Committed to Net Zero 2050, pending validation from Science Based Target Initiatives (SBTi)
- Robust climate data monitoring on AI-powered carbon platform
- Alignment with ISSB-informed climate risk considerations
- Expansion and refinement of Scope 3 emissions mapping



SOCIAL AND RELATIONSHIP CAPITAL

- Implemented social impact programmes (digital safety, digital inclusion, and digital skills) and humanitarian efforts
- 325 National Information Dissemination Centres (NaDi) nationwide
- Expanded partner training via CelcomDigi Knowledge Assessment Tool

OUR BUSINESS MODEL

STRATEGIC PILLARS

Invest for the Future

Sustainability Management

Key Relationships

Drive Operational Excellence

Risks

ADVANCING &
INSPIRING
SOCIETY

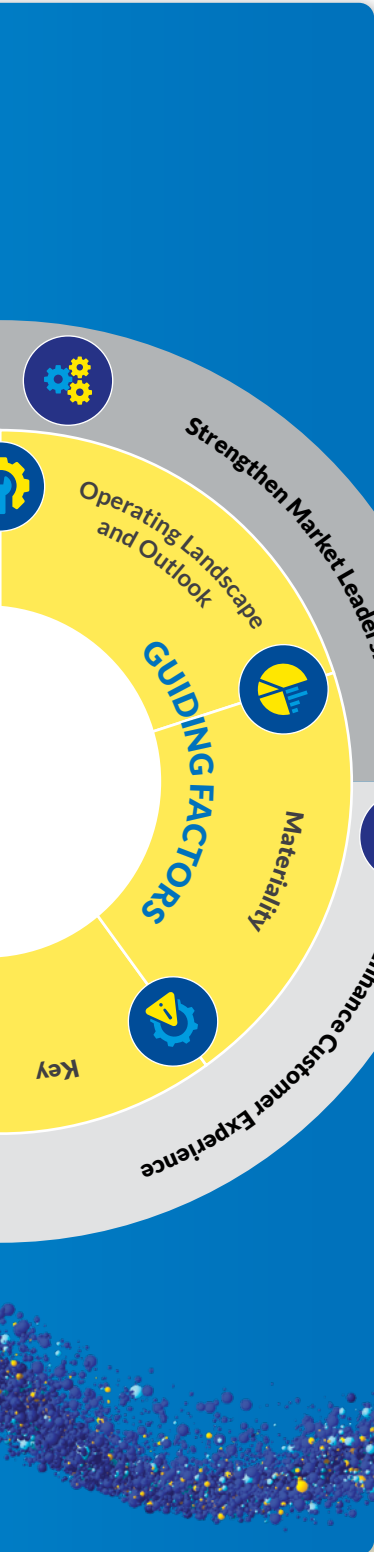
Value Creation Model

Our Inputs

Our business model strategically leverages our financial and non-financial capitals to drive sustainable and innovative solutions, providing growth and total returns with added value for all stakeholders.

Output and Outcomes

Our business model converts financial, manufactured, intellectual, human, natural, and social and relationship capitals into valuable outputs for customers, employees, shareholders and the environment. The output and outcomes from the execution of our business strategies are also aligned to our material matters.



OUR KEY OUTPUT

Performance | Material Matters | UN SDGs

- RM12.96 billion in revenue
- 14.7 sen dividend to shareholders

G1 EC2 S1

- Maintained more than 99% network uptime
- Achieved more than 90% of overall network integration target
- Increased data traffic more than 20%
- 97.9% 4G LTE and 95.6% 4G LTE-A population coverage
- Achieved customer satisfaction score (CSAT) of more than 80% across all channels and >90% for retail
- Network leadership validated by Ookla's Speedtest Awards: Malaysia's Best Mobile Coverage, Most Reliable Network award, Best Call Performance award alongside Opensignal Mobile Experience Awards: Best Games, Voice, Video, Download/Upload Speed, Coverage & Consistent Quality
- More than 5 million new CelcomDigi App users

EC1 EC2 EC3 S1 S4 S5

- 20.6 million subscriber base
- Grew home & fibre subscriber base to 316,000
- More than 20 Brand-related awards, strengthening brand leadership and perception
- +8 point uplift in customer perception as a "Trustworthy Brand" (Q4 2025 vs Q4 2024) – Brand Health Tracking
- Converged 5G mobile and fibre offerings drove digital adoption among Malaysian SMEs
- Zero cyber security breaches
- MY5G SME Digital Workshops empowered more than 1,500 SMEs to digitalise faster and smarter
- 61 readily deployable 5G-AI solutions across eight key verticals

G1 G2 EC1 EC2 EC3 S1 S5

- More than 102,000 hours of total employee learning
- 100% employee established development plans & completed at least one development goal
- Zero Lost Time Injury Frequency (LTIF) rate
- Zero fatalities across operations
- 97% participation rate, 86% in engagement scores and 90% in employee pride for Employee Engagement Survey (EES)
- Achieved proactive level under NIOSH Safety Culture Evaluation (Hudson Model)

G1 S2 S3

- 3,319,042 GJ energy consumed
- 539,598 tCO₂e Scope 1 & 2 emissions
- 15,262 GJ renewable energy generated
- 4% reduction in Scope 1 & 2 carbon emissions
- 22% reduction in carbon intensity per data usage

G1 EC2 EN1

- Zero material corruption cases
- More than 10 million reaches (online & physical) for digital safety through mass media and empowerment programmes
- More than 105,000 active users on the Future Skills platform
- More than 31,000 hours of supplier training
- 2,956 suppliers signed Agreement of Responsible Business Conduct (ABC)

G1 EC2 S4 S5 S6 S7