

Post stabilization, cost focused

Idham Nawawi, Chief Executive Officer, Celcom Axiata
Jennifer Wong, Chief Financial Officer, Celcom Axiata

26th November 2018



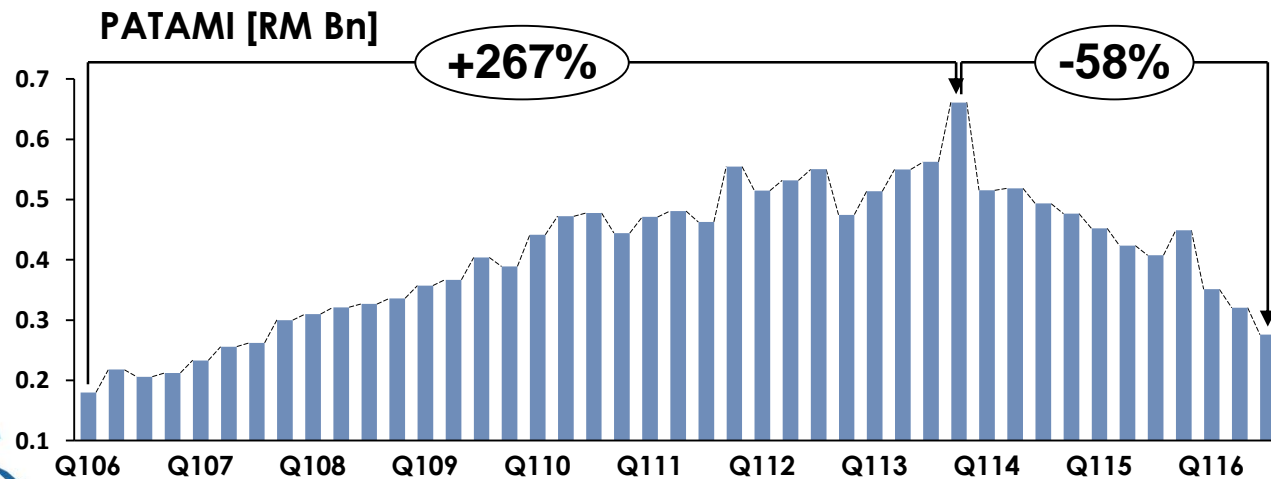
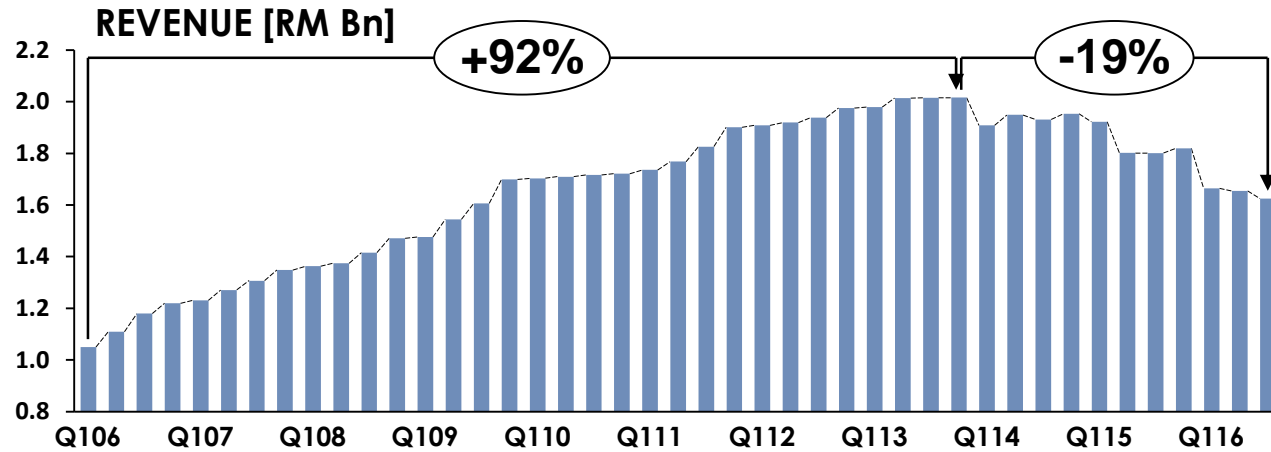
THE NEW @CELCOM!

- 1 Current Strategy Performance
- 2 New Operational Priorities
- 3 Cost Management and Network Monetization
- 4 New Organization

WE HAVE STABILIZED THE COMPANY IN THE LAST 2 YEARS DESPITE VERY CHALLENGING MARKET CONDITIONS – REVENUE ENGINE WORKING

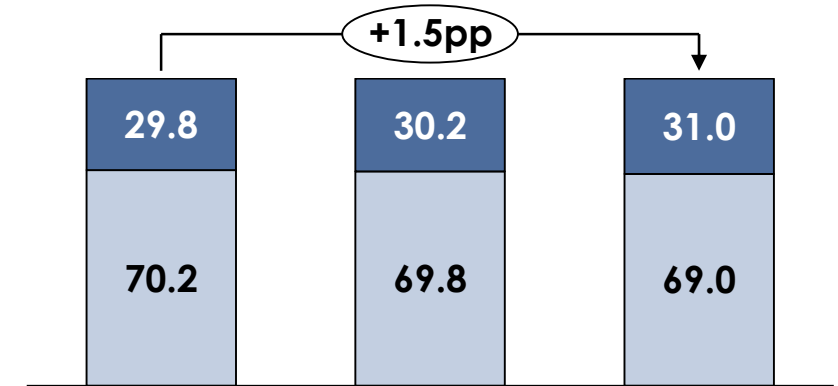


CELCOM PERFORMANCE Q106 – Q316

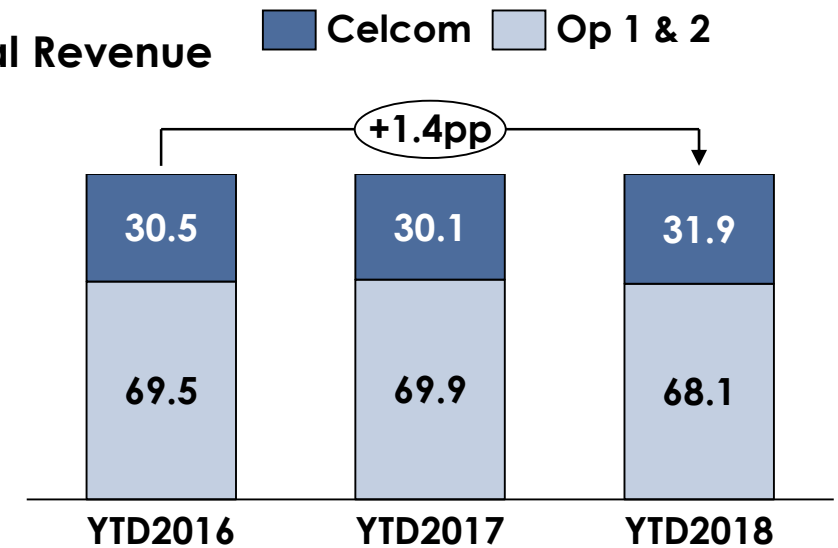


YTD Q3 MARKET SHARE* % (TOP 3)

Mobile Service Revenue

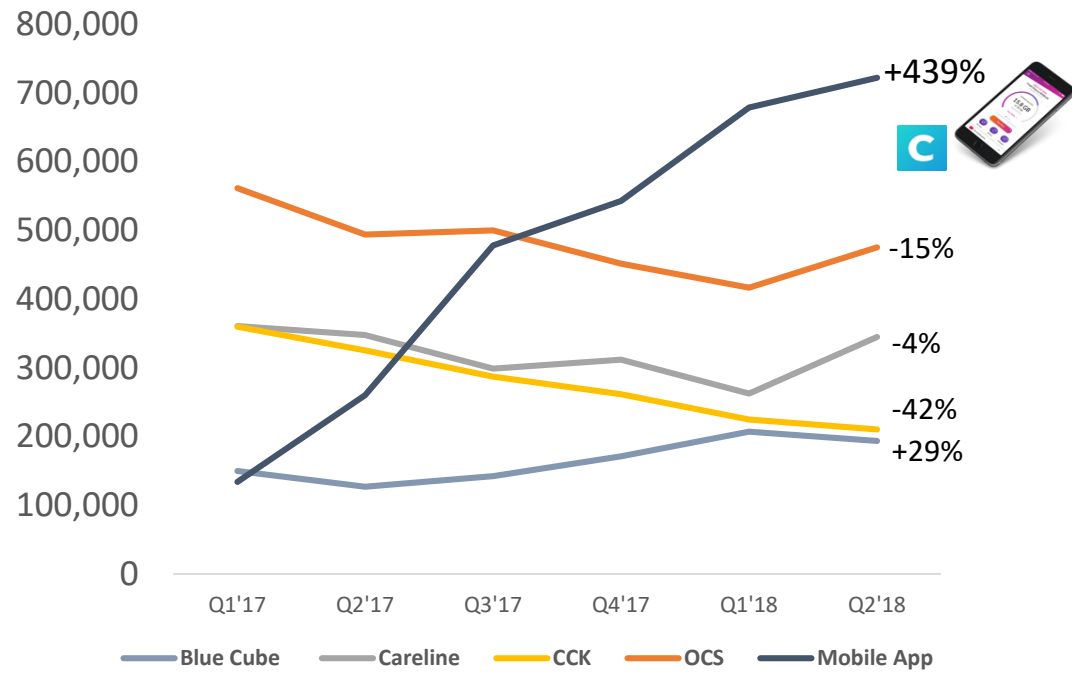


Total Revenue

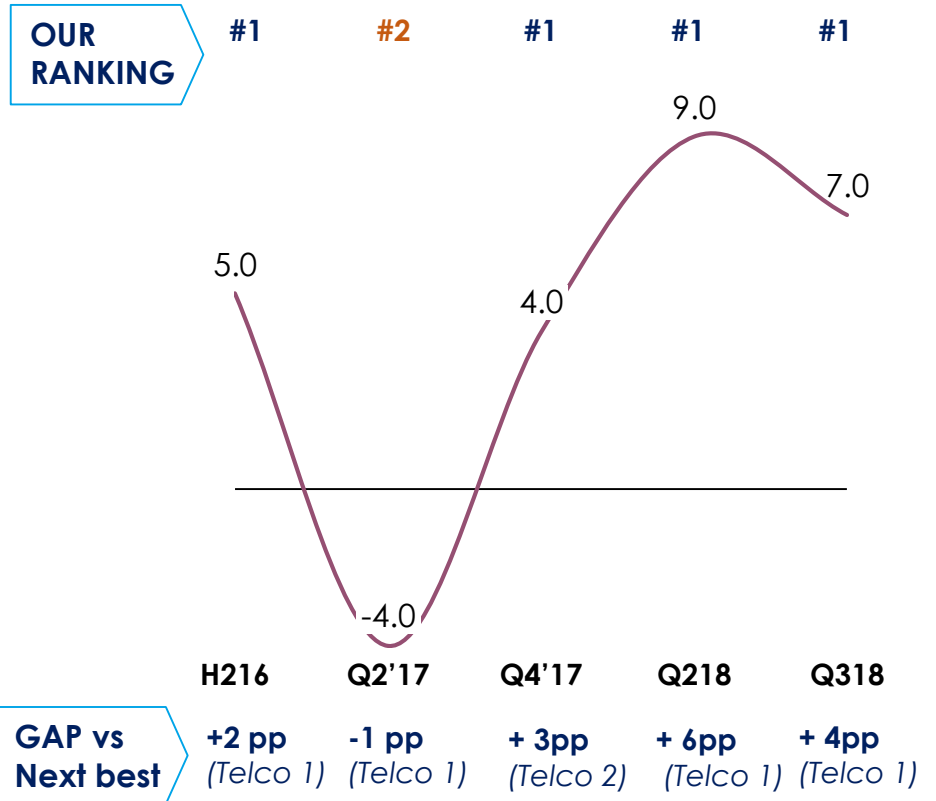


DIGITIZATION IMPACT:

Transactions Across Channels



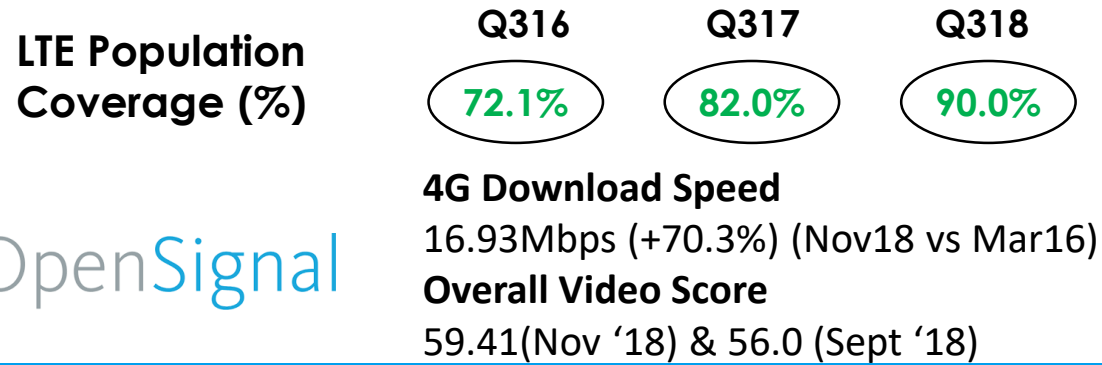
NPS IMPACT:



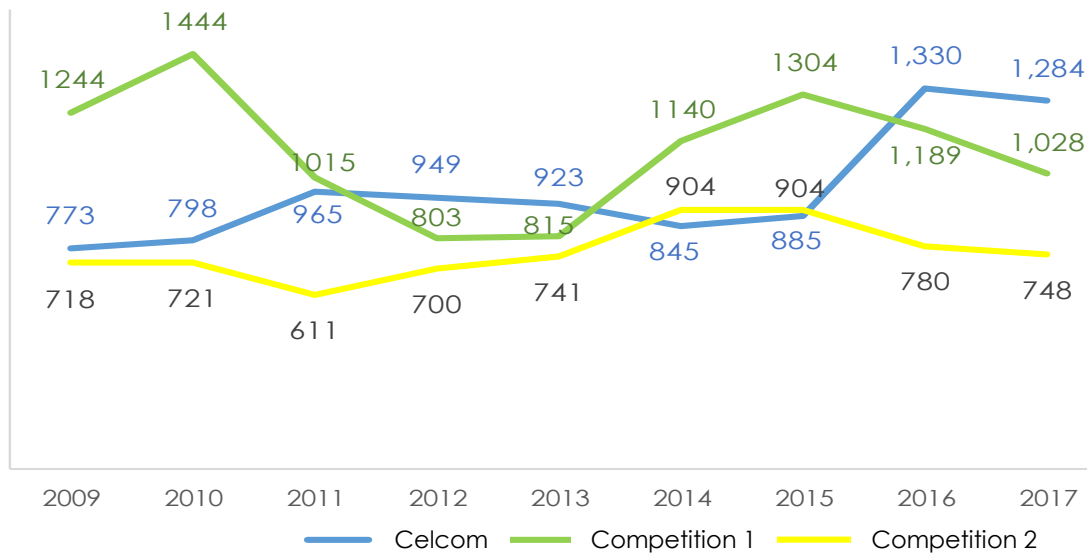
WE HAVE SPENT MORE THAN COMPETITION LAST 3 YEARS TO CATCH UP IN NETWORK QUALITY AND EXPERIENCE; NETWORK COST/REVENUE WILL GO DOWN BY 3-4% PTS



NETWORK EXPERIENCE



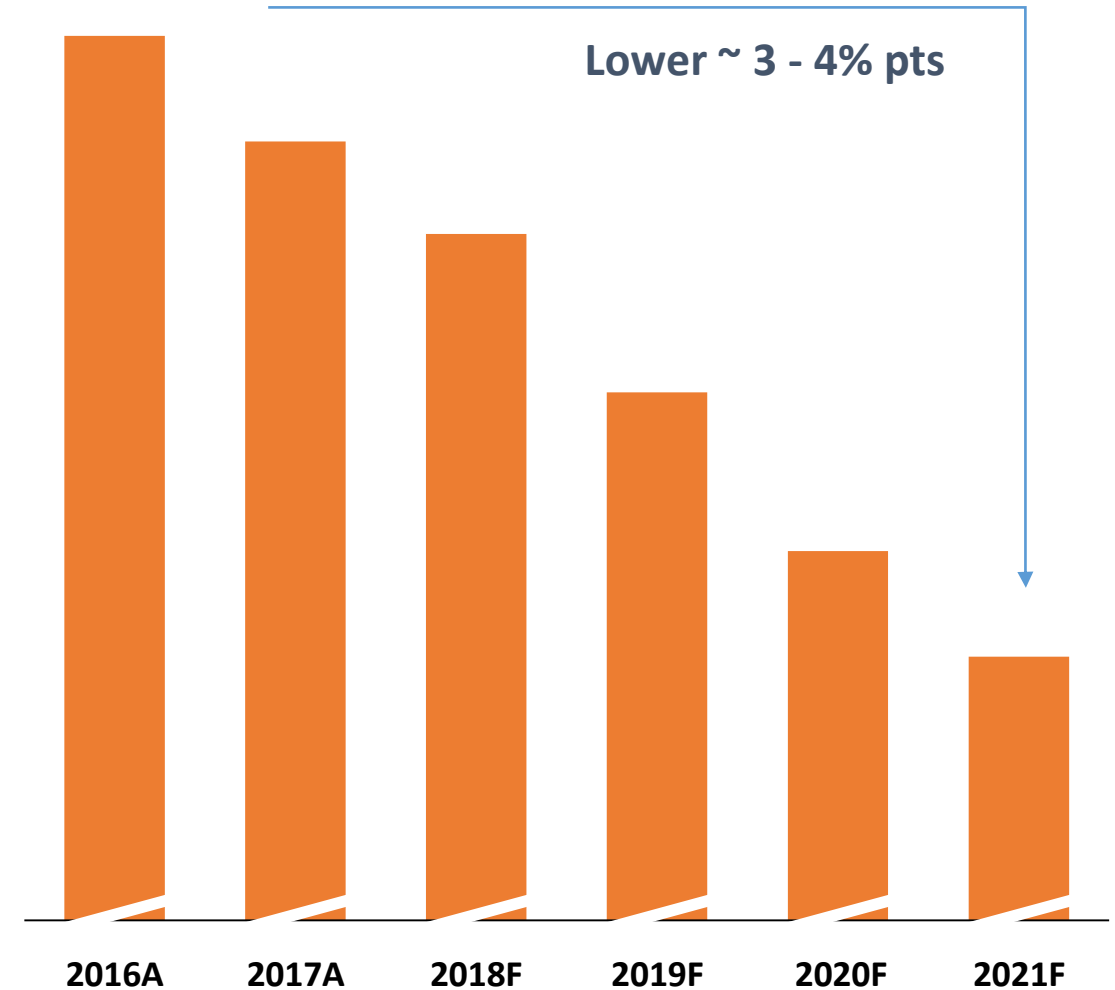
CAPEX YoY



NETWORK OPEX

Cost / Revenue

Lower ~ 3 - 4% pts

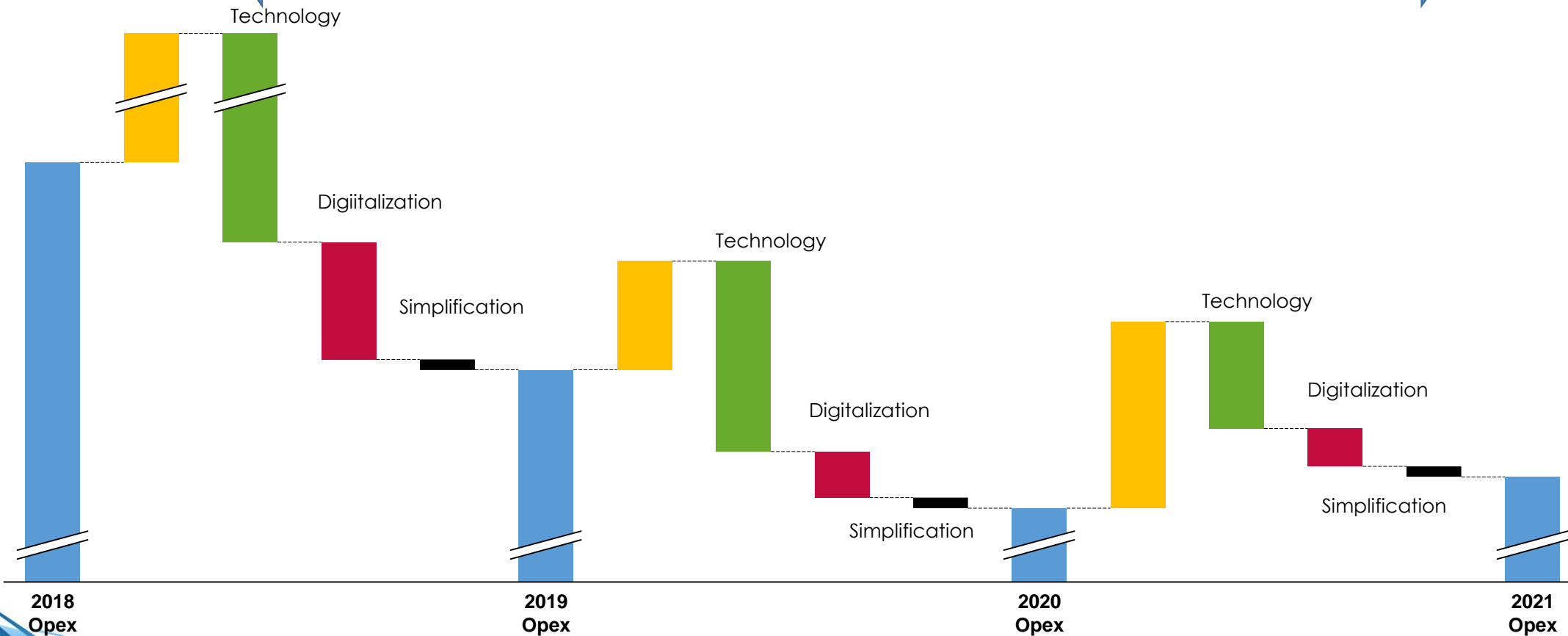


COST OPTIMISATION – IMPROVING MARGIN AND INVESTING SOME COST SAVINGS IN TECHNOLOGY, SIMPLIFICATION & DIGITALISATION INITIATIVES

3 years to improve 3 - 5pp

EBITDA

3 years total savings ~ RM900m



2018
Opex
run rate

2019
Opex

2020
Opex

2021
Opex

We Have Stabilized The Company

- The revenue engine is working
- We have gained market share despite challenging market conditions
- However cost/profitability is still challenging

Our Strategy is Working

- Growing High Value Customers (HVC)
- Digitization – we are now in the game
- Customer Experience – industry leader in rNPS

Organization's & Execution Plan in Place

- Focus on 4 key themes
- Cost transformation to improve the cost structure
- New Team with flatter management structure

THANK YOU

This material is proprietary to Celcom AXIATA Berhad and is released for the sole use of the intended recipient(s) ("**EXTERNAL USE**"); and shall not be used, stored in any retrieval system of any nature, reproduced, copied, disclosed, transmitted – in whole or in part, without the written consent of Celcom AXIATA Berhad.

The information may not be comprehensive and any material contained in this presentation is provided "As-is" and without warranties of any kind; either expressed or implied for the fullest extent permissible pursuant to the applicable Malaysian Law(s).