



Telecoms: CelcomDigi

Profit & valuation growth

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“RM” shall mean Ringgit Malaysia being the lawful currency of Malaysia. Any discrepancies between individual amounts and totals are due to rounding.

Building towards long-term profitable growth



3 years of integration and driving business to deliver long-term growth



2023-2025 | Year 1-3

Integration nearing completion...

- Well executed integration plan, on-track to deliver expected synergies
- Solid operational gains in productivity, efficiency and customer experience
- Maintained market leadership and profitability



2026 | Year 4 onwards

...moving into steady-state execution

- Growing revenue through market leadership in core and beyond connectivity
- Becoming the most efficient operator
- #1 trusted brand, built on customer excellence
- Building a highly competent and high-performing organisation

Large scale integration efforts nearing completion

Improved business performance

20.5 mil

Total subscribers

+7% Y-Y

ARPA Improvement

2x ARPU Uplift

From Prepaid-to-Postpaid

~40%

Fibre & Convergence acquisitions
from CelcomDigi base

Stronger, more reliable network experience

>98%

Nationwide 4G network
coverage

>90%

Network Integration
completed

**1800MHz &
2600 MHz**

Spectrum awarded

Connected digital ecosystem

>80%

IT consolidation
completed

CD App

Seamless, personalised
digital experiences

Enhanced CelcomDigi experience across all touchpoints

Modernised Retail

60+ CD Stores
300+ CD Express Stores

>80% YTD

CSAT across all channels

1

Strongest Malaysian telco brand

Operational & Organisational excellence

Innovation “Restart”

Refreshed core product portfolio,
Security-led solutions, AI-enabled efficiency

New Operating Models

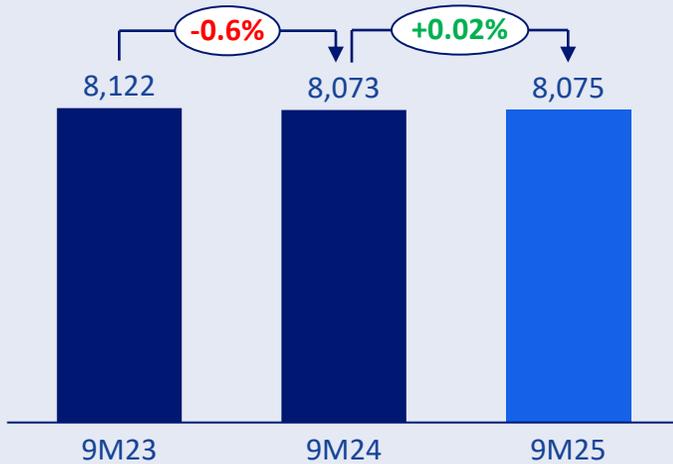
Network, Distribution, Customer Service

**Progressive
Winning Culture**

High-Performance, Highly Competent Org

Effective market execution during integration peak

Service Revenue



- Growth driven by 4 of 5 segments (Postpaid, Prepaid, Home & Fibre and Enterprise Solutions)
- Topline performance within guidance, demonstrating resilience despite intense market competition

EBIT



- Moderated growth due to offset by higher network cost and other OPEX
- EBIT delivered within guidance.
- Disciplined cost management and strategic investments to strengthen future earnings capacity and long-term growth

CAPEX Intensity

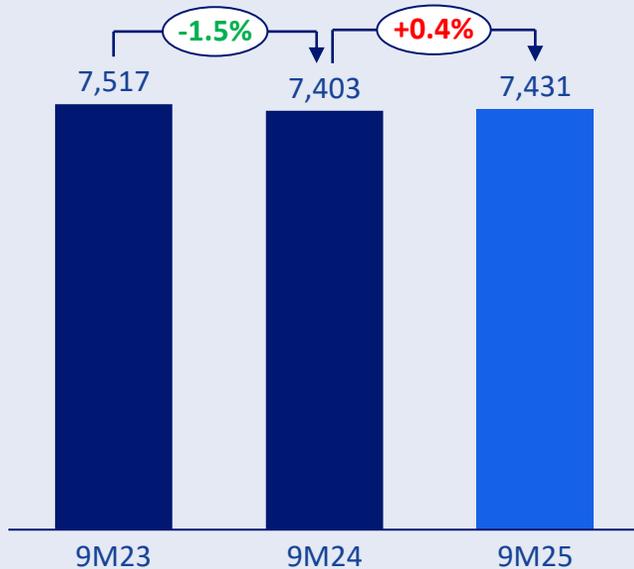


- CAPEX intensity within guidance and aligned with regional benchmarks
- Lower CAPEX utilisation reflects near completion of integration

Driving towards most efficient operator

Sustained cost efficiencies driving sequential reduction in total expenses

Total Expense (RM'mn)



Cost of Goods Sold

Higher network and vendor costs are actively mitigated through renegotiations and ongoing network modernisation

Sales & Marketing and Staff Cost

Lower costs from disciplined spend and integration-driven productivity

Operations & Maintenance and other expenses

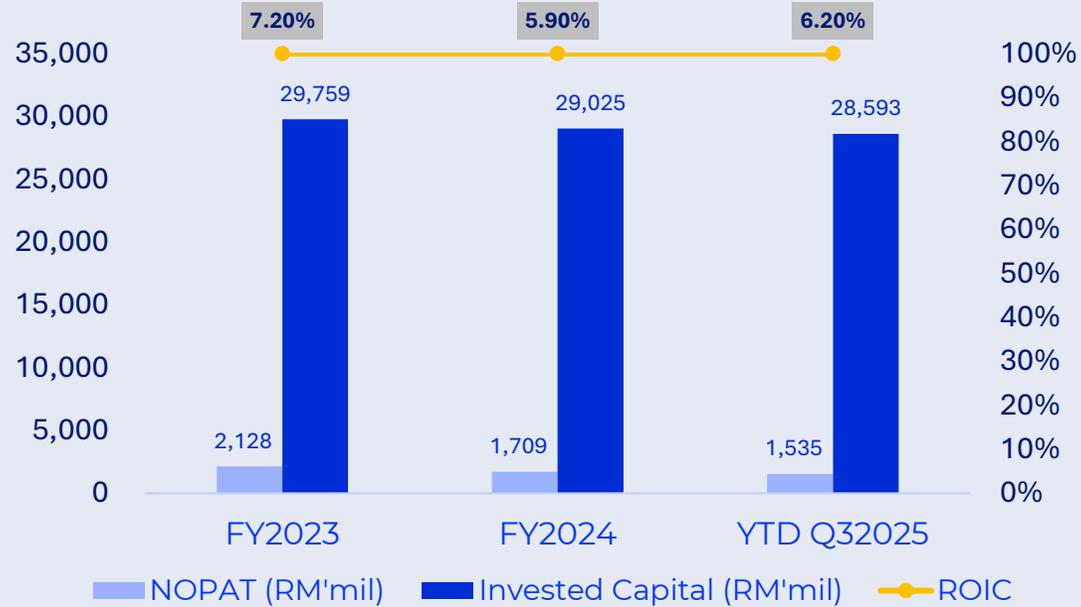
Stable costs due to process simplification, procurement discipline and automation

Depreciation & Amortisation

Lower D&A reflects tapering integration and network investments with disciplined, revenue-anchored CAPEX

Creating sustainable value for our shareholders

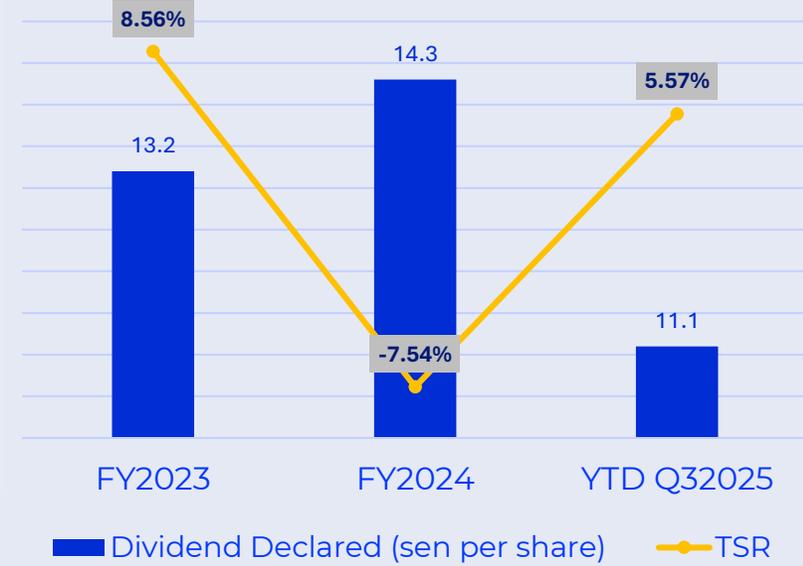
Return on Invested Capital



Notes:

- 1) Return on Invested Capital (ROIC) = Net Profit After Tax (NOPAT) / Invested Capital
- 2) NOPAT = Earnings before interest & tax (EBIT) x (1- Tax rate)
- 3) Invested Capital = Equity + Debt - Cash & cash equivalent

Total Shareholder Return



Notes:

- 1) Total Shareholder Return (TSR) = (Ending Share price - Opening Share price + Dividend Declared for the Year / Opening Share price)
- 2) Opening Share price = First working day of the year
- 3) Ending Share price = Last working day of the year

Disciplined cost and capital allocation underpin stable ROIC and sustainable shareholders returns

Building towards long-term profitable growth



Strengthening Market Leadership

- Lead in serving diverse business segments
- Achieve best network performance with unmatched reliability
- Establish 5G leadership and new revenue streams



Enhancing Customer Experience

- Expand services portfolio
- Enhance customer experience across all touchpoints
- Foster customer loyalty and retention



Driving Operational Excellence

- Achieve cost efficiency and boost productivity
- Implement robust structural and operating models
- Leverage technology to drive performance and reduce costs



Investing for the Future

- Accelerate digital, data-driven and AI transformation
- Build and enhance strategic partnerships
- Build robust ICT capabilities
- Best place to work with industry-best talents

More during CelcomDigi's Q4-FY 2025 Analyst Call on 11 February

Delivering on Strategy

Focusing on cost efficiencies as part of strategy for growth

Network sites

Optimise network footprint at a granular site and cell level to further unlock value from consolidation

IT

Eliminate structural IT OPEX inefficiencies

Direct traffic

Analytics-led traffic management to optimize direct costs while maintaining superior customer experience

B2C

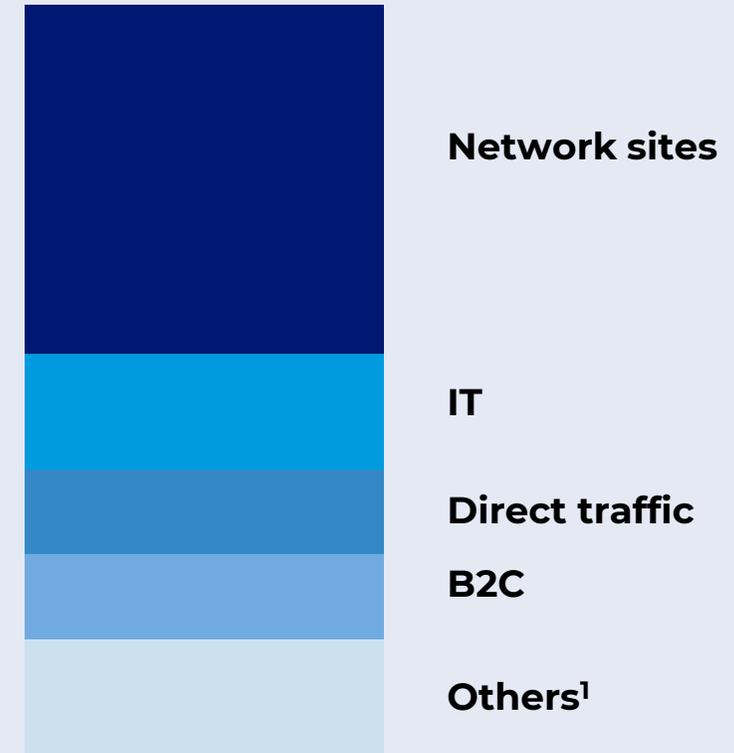
Optimisation of retail structure to shift from gross adds to smart adds

Others

Optimise other levers across entire organisation to unlock exhaustive value



2026 OE Concentration



Note:

¹Others include initiatives across B2B, workspace optimisation, finance, procurement, etc.

No.1
IN MALAYSIA

5G

WIDEST FASTEST SECURE



CelcomDigi Berhad

Registration No: 199701009694 (425190-X)

Thank You

Monday, 9 February 2026

