

CelcomDigi:

Delivering the merger synergies

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Our Vision & Strategy

Advancing and Inspiring Society

Inclusive and sustainable digital society

Vision

Malaysia's Top Telco-Tech Company in 5 years

1

Accelerate integration, synergies & operational excellence

To unlock scale and efficiencies to deliver shareholder value & invest for growth

2



Win in the Core

Extend Market
Leadership position

3



Build New Core

Build new capabilities for
sustainable, long-term
growth

4



Shape Assets for Future Growth

Invest smartly in
new platforms

5

Succeed with Talents

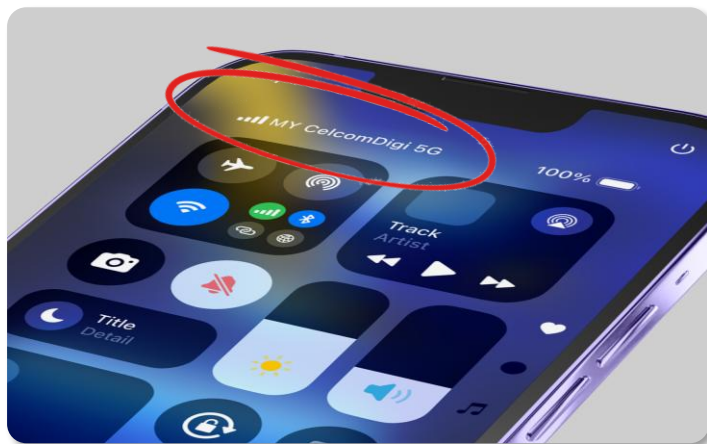
Employer of choice by building talent and high-performance culture

Our Strategic Pillars

Accelerate integration, synergies & operational excellence

2 years into merger, integration slightly ahead, scale and efficiencies unlocked

Tech integration on track



- 75% of network modernisation completed
- 20 IT systems completed, 19 ongoing
- Expected ~RM1.2bn CAPEX avoidance over 5 years

Next-Gen Retail Transformation



- 48 new stores transformed, ahead of target
- Improved sales productivity by 1.2x

Successful People Integration



- ~3,500 inspired talents with Top 400 leaders placement
- Organisation refresh

~RM800mil steady-state OPEX savings post-2027

Synergy on track

~RM800mil OPEX savings expected in steady-state post 2027

RM'm	Capex Savings & Avoidance		P&L	
	2023 + 9M2024	Expected 5-year savings	2023 + 9M2024	Expected savings @ steady-state 2027
Network	902	1,200	59	150
IT	8	60	4	140
People	-	-	31	160
Others	39	30	263	350
Gross Synergy	949	1,290	357	~800
Integration Cost	(80)	(950)	(279)	
Net Synergy	869	340	78	

Value creation providing capacity to invest and foster partnerships

Prioritising Long Term Profitable Growth vs Short Term Gain

Maintain leadership in mobile market

20.2 million subscribers as at Sep'24, SIM consolidation effects overcame

Consumer postpaid revenue grew (+0.7% Q-Q Q3 2024)

Increase in ARPU / ARPA, improved subs retention (+92K & +377K subs Q-Q, Y-Y)

Prepaid revenue stabilizing (-1.4% Q-Q Q3 2024)

Lessened impact from SIM consolidation & reduced reliance on one-time SIM

Brand and portfolio refreshed

>50 products campaigns including unified CelcomDigi 5G offerings

Elevating customer experience

Significant improvement in signal quality & throughput, 5G subs leadership

New retail and digital experience

48 new stores led to improved sales productivity by 1.2x

Build New Core

Encouraging Growth in Home & Fibre and Enterprise solutions



Home & Fibre

Continued double-digit revenue growth (+18.2% Q-Q) – highest since merger, outpaced competitors



ICT solutions

- 5 Core Areas: Cybersecurity, Cloud, Fiber DC connectivity, 5G/AI, IOT
- More than 150 projects in pipeline with existing & new customers



Innovation


Launched state-of-the-art AI Experience Centre (AiX), 15 pilot projects gone live

Build New Core Accelerating AI and Gen AI adoption across the organisation




SOPHIA
Automation Bot & AI Assistant

>200 process automated in Business & IT Operations



TIA
Tech Intelligent Agents

Driving next-gen OE with Intelligent Document (IDA), Test Engineering & Smart Automation (TESA), Test Data Specialist (TDS)




RAE
AI Assistant for EB Sales


Reduce EB sales cycle lengths by **20-30%** and **saves 14 hours** a week on research and non-sales related tasks



Growing Use Case Library:
Marketing & Products, Network Analytics Employee



AIDA for Everyone
Introduction to AI Course
30% of CDzens completed




Shape Assets for Future Growth

Invest smartly in new platforms through partnerships



*List not exhaustive

Succeed with Talents

Employer of choice by building talent and high-performance culture



- Employee engagement index improved 12%
- Leadership forums for Top 400 leaders, provide guidance and alignment of company priorities
- A winning CelcomDigi culture achieved through various activities

Advancing and Inspiring Society Pushing ahead on ESG agenda

1

**INCLUSIVE & SAFE
DIGITAL ACCESS**



>60,000
Students & teachers engaged in future skills learning



>Empowering scam awareness
via Content Creators & Radio DJs

2

**SUSTAINABLE
VALUE CHAIN**



>26,000
Supplier training hours



>First company
in M'sia certified with **ISO 45003:** Psychological Health & Safety

3

**GOVERNANCE & PERFORMANCE
CULTURE**



>100% Completion of Cybersecurity, Health & Safety, and OneCompliance modules

4

**ENVIRONMENTAL
IMPACT & ACTION**



**SCIENCE
BASED
TARGETS**

Committed to company-wide emission reductions in line with the SBTi

**2024
ESG RATINGS**



**FTSE4Good
4-star rating**

Maintained constituency in the FTSE4Good Bursa Malaysia Index

MSCI 



SUSTAINALYTICS
a Morningstar company

Achieved **medium risk rating score of 23.7**

Outperformed industry average scores

5G

FOR ALL

- 1** > **Delivering merger integration thesis** with savings realisation and increased productivity
- 2** > **Continue to win in the core,** prioritising long term growth over short term gain
- 3** > **Building new core and innovate** focusing on 5G, AI and ICT solutions



Thank You

