

Key Relationships

CelcomDigi recognises the importance of having constant engagement with all our stakeholders. By establishing good lines of communication and maintaining positive relationships with them, we are able to understand their expectations and align them closer to our business strategies. This enhances our ability to create value and deliver on our purpose of Advancing and Inspiring Society.

Frequency

- D** Daily
- W** Weekly
- M** Monthly
- Q** Quarterly
- Y** Yearly

Board of Directors

Descriptor

Responsible for setting strategic priorities and providing guidance to the management to act in the interest of the company and its stakeholders

Engagement Channels

- Annual General Meeting
- Quarterly/monthly Board meetings
- Board and leadership effectiveness evaluation
- Corporate events

Stakeholders' Expectations

- Financial and non-financial performance
- Oversight on ESG-related matters and performances
- Meeting shareholder interests and stakeholders' expectations

Our Response

- Updates on CelcomDigi's purpose, strategy, company scorecard, risks, and emerging opportunities
- Updates on CelcomDigi's refreshed ESG strategy, including climate ambition
- Maintaining accuracy, completeness and consistency of CelcomDigi's disclosures

Frequency

- M**
- Q**
- Y**

Government and Regulators

Descriptor

Ministries, national agencies, and regulatory institutions responsible for establishing laws and regulations applicable to our operations

Engagement Channels

- Regular reports and periodic engagements
- Information-sharing with relevant ministries and regulators
- Participation in regulatory and industry meetings
- Company website
- Integrated Annual Report and Financial Reports
- Yearly site audits and visits

Stakeholders' Expectations

- National digitalisation ambitions
- Digital inclusion (Equitable and affordable access, improved coverage)
- Digital integrity and digital resilience (privacy and data protection, cybersecurity)
- Compliance to regulatory standards and requirements

Our Response

- Affordable, inclusive, and innovative products and services to drive digital adoption and uptake
- Network integration and modernisation to enhance service reliability and quality
- Building a future-ready 5G network

Frequency

- W**
- Q**
- Y**

Key Relationships



Customers

Descriptor

Our retail and non-retail customers who have subscribed to CelcomDigi's products and services

Engagement Channels

- In-person services via retail touchpoints
- Self-serve options via our kiosks and mobile applications
- Social platforms and applications
- Customer service channels
- Enterprise sales and support, account servicing managers

Stakeholders' Expectations

- Consistent network experience
- Affordability
- Flexible plans
- Transparent billing
- Data security and privacy
- Responsive and efficient customer service

Our Response

- Widespread retail touchpoints - operating 365 days, digital platforms, and self-serve kiosks
- Becoming a trusted brand by employing fair and transparent business practices
- Establishment of Trust Circle to advocate responsible business practices
- Nationwide anti-scam awareness and online safety programmes

Frequency



Employees

Descriptor

Individuals directly and indirectly (through contracted parties) employed by CelcomDigi

Engagement Channels

- Internal engagement channels
- Leadership forums, training, and development
- Company events/activities
- Forums and seminars
- Training and development platforms and initiatives

Stakeholders' Expectations

- Career development opportunities
- Work-life balance
- Competitive compensation
- Recognition and appreciation
- Inclusive and diverse culture
- Healthy and safe work environment

Our Response

- Established team structures (CD-Management, CD-Leadership, CD-Experts)
- Clear succession and talent pipeline
- Company-wide events to foster collaboration (Customer Engagement Day, Teambuilding, CDlympics)
- First-aider training to develop health ambassadors among employees
- Mental health and well-being programmes
- Benchmarking pay, compensation, and benefits competitiveness

Frequency



Shareholder, Analysts, and Investors

Descriptor

Our owners, financial analysts, the investor community, and providers of capital

Engagement Channels

- Integrated Annual Report
- Annual General Meeting
- Quarterly earnings calls
- Non-deal roadshows and investor conferences
- Investor Relations website
- Sustainability Performance website
- Analyst briefings

Stakeholders' Expectations

- Financial and non-financial performance
- Effective leadership, transparent decision-making processes, and accountability
- Regular updates and communication
- Environmental responsibility


Our Response

- Gaining market share and earnings consistency in a highly competitive industry
- Maintained strong stock market performance and investment portfolio
- Effective cost-management strategies
- Clear communication on company's strategy, risks, and performance
- Commitment to Net Zero target

Frequency



Key Relationships

 Community, Sustainability Partners, and Non-Governmental Organisations (NGOs)	 Media	 Suppliers and Business Partners
Descriptor	Descriptor	Descriptor
<p>Collaborative partners we engage with, united by common aspirations to advance our sustainability agenda, which is anchored on achieving the Sustainable Development Goals (SDGs)</p>	<p>Public and private agencies that cover print, broadcast, and online media</p>	<p>Businesses that have direct and indirect contractual relationships with CelcomDigi and deliver business value to us by co-developing/deploying products and services for our customers</p>
Engagement Channels	Engagement Channels	Engagement Channels
<ul style="list-style-type: none"> • Programme collaborations • Advocacy, public engagements, and forums • Collaborative research, surveys, academic studies, and consultation papers 	<ul style="list-style-type: none"> • Strategic and operational media interviews and events • Formal and informal briefings • On-demand requests • Press releases • Monitoring and sentiment analysis 	<ul style="list-style-type: none"> • Exploratory meetings • Tenders and commercial agreements or partnerships • Regular check-in discussions • Site inspections and audits • Supplier training • Product presentations
Stakeholders' Expectations	Stakeholders' Expectations	Stakeholders' Expectations
<ul style="list-style-type: none"> • Partnerships for Impactful Projects • Efforts aligned towards UN SDGs • Education and Digital Literacy Programmes • Emergency Response and Public Safety 	<ul style="list-style-type: none"> • Customer satisfaction • Adherence to industry regulations • Innovation and technology updates • Industry thought leadership • Crisis communication preparedness 	<ul style="list-style-type: none"> • Fair and timely payment • Mutually beneficial partnerships • Training and enablement • Market development support • Ethical business practices • Access to resources (e.g. seamless technological integration)
Our Response	Our Response	Our Response
<ul style="list-style-type: none"> • Capacity-building programmes (CelcomDigi Young Digital Innovators Programme, Future Skills For All) to empower societies • Nurturing strong collaborations with like-minded partners • Internet access (Fixed Wireless Access) for flood evacuation centres and relief aids • Refurbished laptops distribution to schools and community centres 	<ul style="list-style-type: none"> • Positive stories about customer satisfaction, successful service implementations, and innovative customer-centric approaches • Providing media access to company events, product launches, and major announcements • Expert opinions, and contributing to industry discussions 	<ul style="list-style-type: none"> • Training for vendors • Perform Integrity Due Diligence prior to the appointment of vendors • Requirements for all business partners to adhere to CelcomDigi's Business Partner Conduct Principles • Integrity hotline to report on alleged misconducts, bribery, and corruption within CelcomDigi • My5G SME Digital workshop • Partnerships to enable next-gen connectivity solutions
Frequency	Frequency	Frequency
