

A close-up, high-angle photograph of a person's face, focusing on the eyes and a wide, toothy smile. The lighting is warm and golden, creating a soft, intimate atmosphere. The person's eyes are looking slightly upwards and to the right, and their teeth are bright and visible.

“it’s about you...”

Annual Report 31. 12. 2001 Laporan Tahunan

The logo for Digi, featuring a stylized 'D' above the word 'Digi' in a bold, sans-serif font. Below the word 'Digi' is the tagline 'it's about you' in a smaller, lowercase font.

Digi
it's about you

“*face* the fact...”

DiGi's *value-driven* approach, which translates into product

innovation to delight our customers,

as well as continued financial growth and long-term profitability

for our shareholders, will no doubt enhance our inherent growth potential...”

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2020

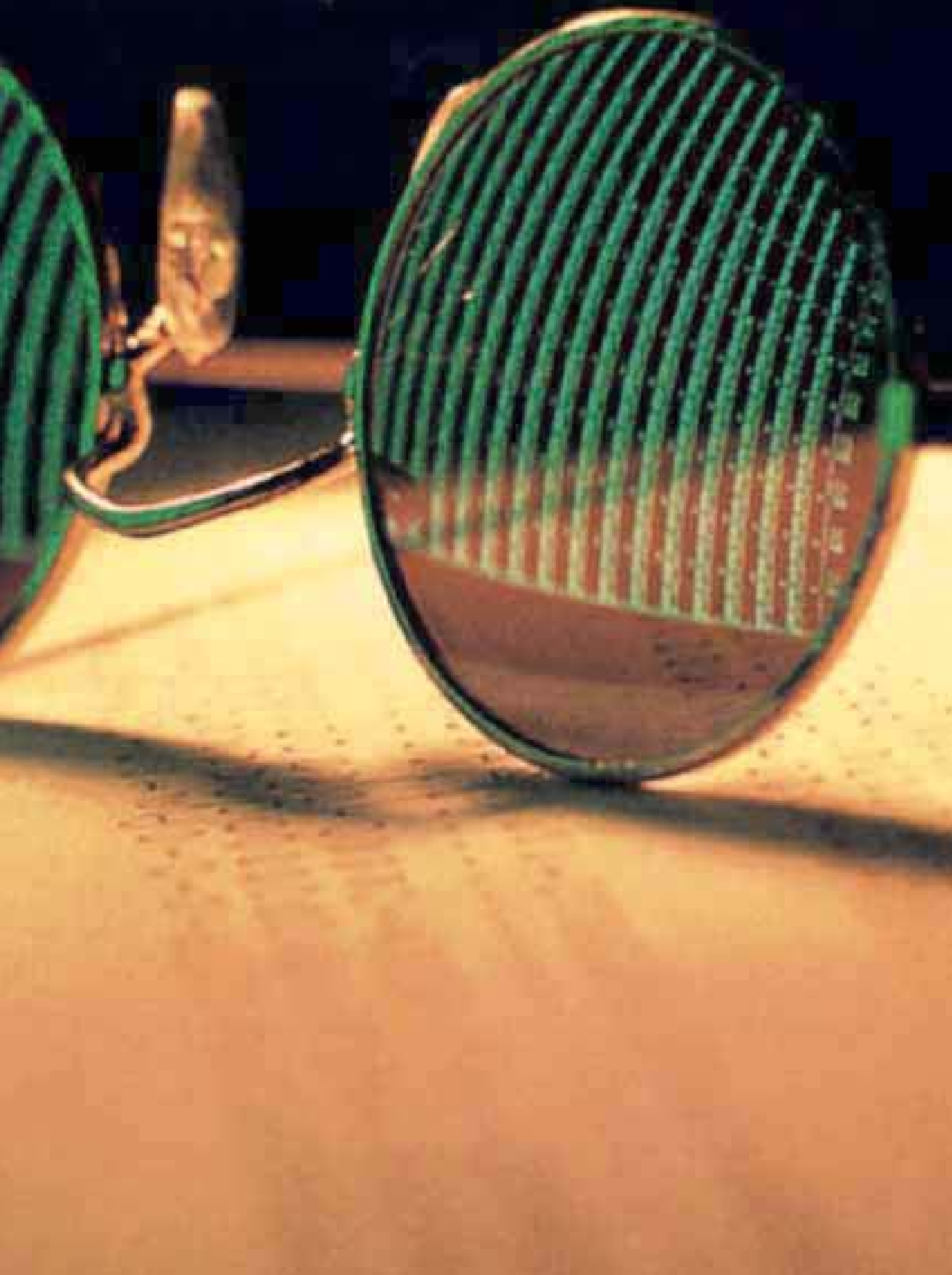
our vision

enhancing communications
to improve customers' quality
of life... at home, work and play.

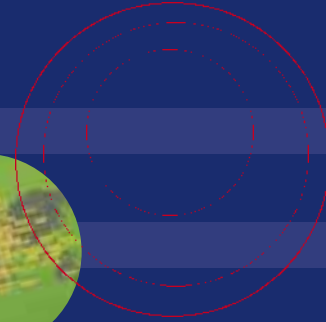
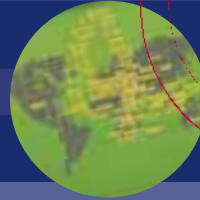
our mission

Provide customers with specific solutions to meet individual needs
for communications, connectivity, access to information and security
Provide an environment where our employees can grow and be fulfilled
Provide superior returns to shareholders

contribute to improving life in Malaysia



Corporate milestones



1995

24 May

First telco in Malaysia to launch and operate a fully digital cellular network

1996

28 March

First GSM 1800 operator to offer International Roaming facilities

09 April

First digital cellular network to be operational in Sabah and Sarawak

03 June

First operator to offer enhanced information services, in the form of interactive DiGi Stock Services with DiGi Stock Alert

1997

28 May

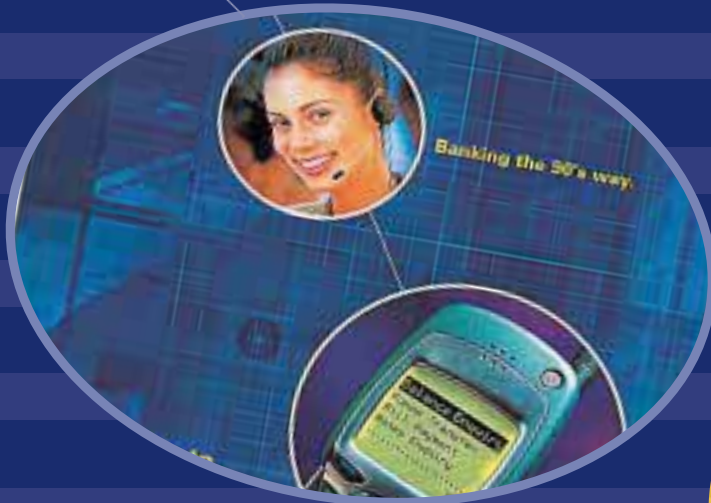
First operator to offer DiGi Guarantees, an exclusive customer benefits programme

06 October

First operator in Asia to be part of the International Roaming Platform (IRP) and to commercially launch the use of the dual-band mobile phones for use in GSM 900, 1800 and 1900 networks by offering the first Global Cellular Service (GCS) in Malaysia

18 December

First telco (then known as Mutiara Swisscom Bhd) to be listed on the Kuala Lumpur Stock Exchange Main Board under the Infrastructure Project Companies category





1998

01 January

First operator in Malaysia to launch the highly popular prepaid mobile phone service, DiGi Prepaid

18 May

First operator to offer innovative call programmes that are designed for customer usage of mobile phones

1999

01 February

First GSM operator in Malaysia to offer Automatic International Roaming service to the United States of America

9 September

First prepaid service provider to introduce the new generation prepaid services which include Quickmail services, Voicemail and International Roaming

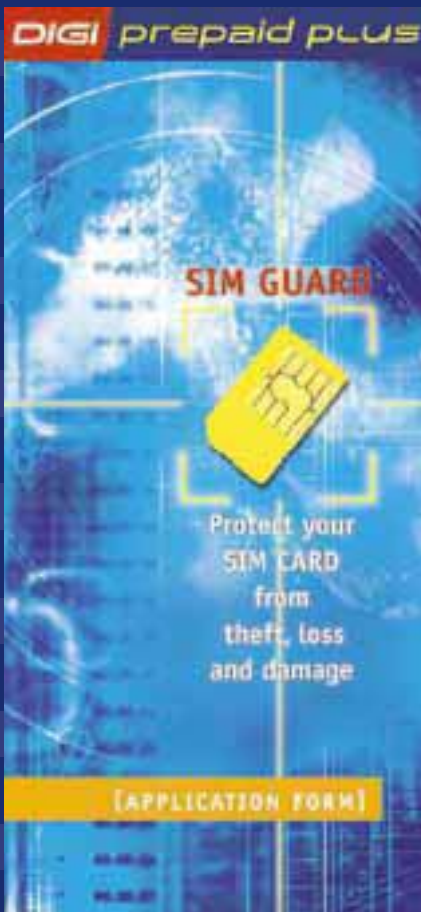


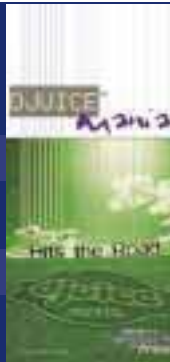
18 November

First telco to launch an innovative and interactive website in Malaysia as well as Asia. Known as @DiGi, it is slated to be one of the most interactive websites in the telecommunications market.

07 December

First telco to introduce the e-pay system for convenient airtime reloads for customers as e-pay terminals are made available at venues with easy accessibility





2000

20 January

The strategic alliance with Telenor International AS was formed.

18 April

The name of DiGi Swisscom Bhd., the holding company of DiGi Telecommunications Sdn. Bhd., was changed to DiGi.Com Berhad.

08 May

First telco to launch the Mobile Phone Banking Service in Malaysia using the STK platform, in collaboration with United Overseas Bank (Malaysia) Berhad

23 May

First telco in Malaysia to align itself with MTV Asia, the top music channel in Asia, to bring to consumers an interactive and exciting music programme that marries technology and entertainment

4 September

DiGi Telecommunications Sdn. Bhd. (DiGi) entered into an agreement with Yahoo! Asia (Yahoo) to jointly create WAP-enabled online services.

18 October

First telco in Malaysia to launch a revolutionary mobile service in line with full deregulation. Known as DiGi Mobile One, this latest roll-out promises substantial savings for all mobile customers.

30 October

An RM800 million contract was signed with Ericsson (M) Sdn Bhd (Ericsson) for the expansion of DiGi's existing GSM 1800 network, to boost both coverage and quality of service. The contract also includes the supply and implementation of GPRS technology.

15 December

The launch of iDiGi, DiGi's new Internet Dial-up Access Service in the Klang Valley, which ensures faster access speeds and reliability

18 December

The unveiling of djuice, DiGi's unique mobile Internet portal, with its highly entertaining, informative and useful services for customers who need and want greater mobility





2001

Early March

DiGi reaches its one million mobile subscriber mark due to the combined success of its innovative prepaid and postpaid mobile services.

16 March

DiGi's first-ever MTV-licensed SIM Card Package and Reload Coupons was launched nationwide today. The DiGi-MTV SIM Pack and DiGi-MTV Reload Coupons are the first of their kind to be released anywhere in the world.

19 March

Introduction of the innovative DiGi Mobile Movie Booking Service, available on DiGi's djuice WAP, STK and SMS platforms, which enables DiGi subscribers to make bookings of movie tickets at selected Golden Screen Cinemas, anytime and anywhere, using their mobile devices



24 July

DiGi & GHL Systems launch Whoops!, a prepaid reload service that allows prepaid customers to reload their mobile airtime without any physical prepaid reload coupons or PIN numbers at terminals located nationwide.

23 August

DiGi signs agreement with Convenience Shopping Sdn Bhd, allowing customers to obtain DiGi Prepaid Plus reloads and purchase chatz 24 hours a day, at all 7-Eleven stores located nationwide.

10 September

An alternative reload method using a new interactive medium, "Star Codes" is launched by DiGi to enable prepaid credit reload for its DiGi Prepaid Plus customers.

14 September

DiGi becomes first majority foreign-owned service provider in Malaysia with Telenor's increased shareholdings in DiGi.Com Berhad to 61%.

1 October

DiGi opens up inter-operator Short Messaging Service (SMS) with all telcos in Malaysia.

Corporate information

Board of directors

Tan Sri Dato' Seri Vincent Tan Chee Yioun

Chairman

Arve Johansen

Deputy Chairman

Tun Dato' Seri Dr Lim Chong Eu**Bjorn Magnus Kopperud****Sigve Brekke****Ole Bjorn Sjulstad****Dato' Ab. Halim Bin Mohyiddin**

Chan Kien Sing (Alternate Director to Tan Sri Dato' Seri Vincent Tan Chee Yioun)

Morten Karlsen Sorby (Alternate Director to Arve Johansen and Bjorn Magnus Kopperud)

Gunnar Johan Bertelsen (Alternate Director to Sigve Brekke and Ole Bjorn Sjulstad)

Audit committee

Dato' Ab. Halim Bin Mohyiddin (Chairman/Independent Director)

Tun Dato' Seri Dr Lim Chong Eu (Independent Director)

Ole Bjorn Sjulstad (Non-Independent/Non-Executive Director)

Secretaries

Su Swee Hong (MAICSA No.0776729)

Gan Swee Peng (MAICSA No.7001222)

Domicile and country of incorporation

Malaysia

Registered office

**11th Floor Menara Berjaya
KL Plaza, 179 Jalan Bukit Bintang
55100 Kuala Lumpur
Tel: 03-2935 8888
Fax: 03-2935 8043**

Share registrars

**Berjaya Registration Services Sdn Bhd
Lot C1-C3, Block C
2nd Floor, KL Plaza
179 Jalan Bukit Bintang
55100 Kuala Lumpur**

**Tel: 03-2145 0533
Fax: 03-2145 9702**

Principal bankers

**Affin Bank Berhad
Bank of America
Bumiputra-Commerce Bank Berhad
Malayan Banking Berhad
OCBC Bank (Malaysia) Berhad
RHB Bank Berhad**

Auditors

**KPMG
Chartered Accountants
Wisma KPMG
Jalan Dungun
Damansara Heights
50490 Kuala Lumpur**

Stock exchange listing

**Main Board of
Kuala Lumpur Stock Exchange**

Stock Short Name

DIGI (6947)

Profiles of directors

Tan Sri Dato' Seri Vincent Tan Chee Yioun

Chairman

(Non-Independent/Non-Executive)

50 years of age, Malaysian

*h*e was appointed to the Board on 18 October 1997 and was subsequently appointed as the Chairman on 12 May 1999.

He is a businessman and entrepreneur with varied interests in property development, telecommunications, gaming, stockbroking, manufacturing, trading, hospitality and Internet-related businesses and utilities through various public and private companies including Intan Utilities Berhad, Berjaya Times Square Sdn Bhd and Golden Arches Restaurant Sdn Bhd, the local franchisee of the McDonald's fast-food chain of restaurants.

Currently, he is the Chairman and Chief Executive Officer of Berjaya Group Berhad, Chief Executive Officer of Berjaya Land Berhad and Berjaya Sports Toto Berhad, Chairman of MOL.com Berhad and Nexnews Berhad. He also holds directorships in Berjaya Vacation Club Berhad and Bukit Tinggi Resort Berhad as well as several other private limited companies including DiGi Telecommunications Sdn Bhd, a 100% owned subsidiary of the Company.



Arve Johansen

Deputy Chairman
(Non-Independent/Non-Executive)
53 years of age, Norwegian

*h*e was appointed to the Board on 20 January 2000 as the Deputy Chairman of the Company. He holds a Master of Science in Electrical Engineering (Telecommunications) from the Norwegian Institute of Technology in Trondheim, Norway and read a programme for Management Development at the Harvard Business School in Boston, USA.

He has served as Senior Executive Vice President of Telenor since 1999 and as Chief Executive Officer of Telenor Mobile Communications AS since January 2000. He joined Telenor in 1989 and has held a number of positions, including President and Chief Executive Officer of Telenor International AS. Prior to this, he was employed by Elektrisk Bureau Telecom as a manager, by the Norwegian Institute of Technology as a research engineer and by ELAB.

Currently, he is the Chairman and Director of several companies in USA, Thailand, Greece and Norway. He also sits on the Boards of Telenor Asia Pte Ltd and DiGi Telecommunications Sdn Bhd.



Tun Dato' Seri Dr Lim Chong Eu

(Independent Non-Executive)

83 years of age, Malaysian



He was appointed to the Board on 1 October 1997. He graduated with a Bachelor of Medicine and a Bachelor of Surgery (M.B.Ch.B) from the Edinburgh University, Scotland in 1944. He was the Chief Minister of Penang from 1969 to 1990 and the Chairman of Penang Development Corporation.

He was conferred the Darjah Utama Pangkuan Negeri (D.U.P.N.) by the Tuan Yang Terutama (TYT) Governor of Penang; the Seri Setia Mahkota Malaysia (S.S.M.) by the Yang Di-Pertuan Agong; the Datuk Amar Bintang Kenyalang (DA) by the Tuan Yang Terutama (TYT) Governor of Sarawak; the Grand Cross 2nd Class Award by His Excellency the President of Germany; and the Order of the Rising Sun, Gold and Silver Star by His Majesty, the Emperor Akihito of Japan.

He is currently the Chairman of Chin Well Holdings Berhad, Suiwah Corporation Berhad and Berjaya Vacation Club Berhad. He also sits on the Boards of Southern Steel Berhad and United Overseas Bank (Malaysia) Berhad.

Bjorn Magnus Kopperud

(Non-Independent/Non-Executive)

47 years of age, Norwegian



He was appointed to the Board on 27 February 2002. He graduated in Computer Science from the Norwegian Technical University in 1979.

His former professional career was within the IT industry, mainly the French computer manufacturer, Bull (now known as Integris), where he held several senior management positions, ultimately as Executive Vice President Systems Integration, Bull Northern Europe.

He joined Telenor International AS in 1994 where he held several senior management positions, including Head of MNC Sales, International Products and ultimately, as Head of Telenor Region Western Europe.

Currently, he is the Executive Vice President of Telenor Mobile Communications AS and serves as Director in several companies, amongst others, Total Access Communication PLC (Thailand), Vimpelcom, Telenor Media AS, Telenor Global Services AS, Telenor Bruxelles SA and DiGi Telecommunications Sdn Bhd.

Sigve Brekke

(Non-Independent/Non-Executive)

43 years of age, Norwegian



He was appointed to the Board on 2 October 2000. He holds a Masters Degree in Public Administration from Harvard University, John F Kennedy School of Government.

Prior to joining Telenor Asia Pte Ltd in 1999, he served as an Associate Research Fellow at the Center for Science and International Affairs, Harvard University, John F Kennedy School of Government, USA. From 1993 to 1996, he served as the Deputy Minister of Defence in the Norwegian Ministry of Defence. He has also held several positions in the Norwegian Labor Party and Norwegian Confederation of Trade Unions.

Currently, he is the Managing Director of Telenor Asia Pte Ltd and a Board member of Total Access Communication PLC (Thailand), United Communications (Thailand) and DiGi Telecommunications Sdn Bhd.

Ole Bjorn Sjulstad

(Non-Independent/Non-Executive)

41 years of age, Norwegian



He was appointed to the Board on 4 October 2001. He graduated in Mechanical Engineering and Business Administration from Kongsberg Ingeniørhøgskole, Norway in 1983.

Over the past 15 years he has gained extensive management and international experience in administrative, technical (IT/Oil) and commercial areas, the past 9 years in an increasingly international community. He has held several management positions in FMC Kongsberg Subsea, Norway during the period from 1991 to 2000.

Currently, he is the Vice President of Telenor Asia Pte Ltd, and serves as a Board member in DiGi Telecommunications Sdn Bhd.

Dato' Ab. Halim bin Mohyiddin

(Independent Non-Executive)

56 years of age, Malaysian



*h*e was appointed to the Board on 23 November 2001. He holds a Bachelor of Economics in Accounting from University of Malaya and a Masters in Business Administration from University of Alberta, Canada.

He was a lecturer at Universiti Kebangsaan Malaysia from 1973 to 1978. He joined Messrs Peat Marwick Mitchell (now known as KPMG) in 1977 and was admitted as a Partner in 1985. Prior to his retirement on 1 October 2001, he was the Partner in charge of the Assurance and Financial Advisory Services Divisions.

He is currently a council member of the Malaysian Institute of Certified Public Accountants ("MICPA") and the Malaysian Institute of Accountants ("MIA"). He is also a Chairman of the Education and Training Committee of MICPA, Chairman of the Education Committee of MIA and a member of the Education Committee of the International Federation of Accountants, (IFAC).

He also sits on the Boards of HeiTech Padu Berhad, Arab-Malaysian Corporation Bhd, Utusan Melayu Malaysia Berhad and several private limited companies.

Chan Kien Sing

(Alternate Director)

46 years of age, Malaysian



*h*e was appointed as an Alternate Director on 18 October 1997.

He is a member of the Malaysian Institute of Certified Public Accountants and Malaysian Institute of Accountants.

Having articulated with Messrs Peat Marwick Mitchell (now known as KPMG) from 1975 to 1981, he subsequently joined Arab-Malaysian Merchant Bank Berhad specialising in the area of corporate finance until 1989 when he joined Berjaya Group Berhad as General Manager, Investments.

Currently, he is the Chief Executive Officer of Berjaya Capital Berhad, an Executive Director of Berjaya Group Berhad and Berjaya Sports Toto Berhad. He is also a Director of Matrix International Berhad, Berjaya Vacation Club Berhad, Berjaya Holdings (HK) Limited and International Lottery & Totalizator Systems Inc. (United States of America). He also holds directorships in several private limited companies in the Berjaya Group of Companies and DiGi Telecommunications Sdn Bhd.

Morten Karlsen Sorby

(Alternate Director)

43 years of age, Norwegian



He was appointed as an Alternate Director on 19 March 2002. He was a Director of the Company and DiGi Telecommunications Sdn Bhd from January 2000 to February 2002. He holds a Master of Science in Business Administration from the University of Karlstad, Sweden.

Prior to joining Telenor AS in 1993, he worked for Arthur Andersen & Co in Oslo. Amongst others, he has held positions within Telenor such as Group Controller and Chief Executive Officer of Telenor International AS. Currently, he holds the position of Chief Operating Officer in Telenor Mobile Communications AS.

He is also an Alternate Director in DiGi Telecommunications Sdn Bhd.

Gunnar Johan Bertelsen

(Alternate Director)

46 years of age, Norwegian



He was appointed as an Alternate Director on 7 November 2000. He graduated with a Diploma in Advance Management of UCD, Ireland. He also holds a Masters Degree in Business Administration of UCD, Ireland.

Currently, he is the Project Director of Telenor Asia Pte Ltd. He also sits on the Board of DiGi Telecommunications Sdn Bhd as an Alternate Director.

Save as disclosed, none of the Directors have:

- 1 any family relationship with any Director and/or major shareholders of the Company;**
- 2 any conflict of interest with the Company; and**
- 3 any conviction for offences within the past 10 years other than traffic offences.**

Statement of corporate governance

The Board of Directors ("Board") fully appreciates the importance of adopting high standards of corporate governance within the Group. The Board views corporate governance as synonymous with three key concepts, namely transparency, accountability as well as corporate performance. It guides and monitors the affairs of the Group on behalf of the shareholders.

As such, the Board strives to adopt the substance behind corporate governance prescriptions and not merely the form. The Board is thus fully committed to the maintenance of high standards of corporate governance by supporting and implementing the prescriptions of the principles and best practices set out in Parts 1 and 2 of the Malaysian Code of Corporate Governance ("Code") respectively.

Compliance statement

Due mainly to a shortened financial year on account of the change in year end from April 30 to December 31, a number of corporate governance initiatives were undertaken subsequent to the revised year end. DiGi has complied throughout the financial period ended 31 December 2001 with the Best Practices set out in Part 2 of the Code save for the following best practices which are complied with subsequent to the revised year end and those pending compliance as tabulated below:

Best practice provision	Details	Particulars
AAVII	Nomination of a Senior Independent Non-Executive Director	Tun Dato' Seri Dr Lim Chong Eu was appointed as the Senior Independent Non-Executive Director in February 2002.
AAVIII, IX & AAX	The Board should establish a Nominations Committee which performs the functions of overseeing the appointment of new Directors, assessment of the effectiveness of the Board, individual Directors and its committees as well as review the required mix of skills and experience which Non-Executive Directors bring to the Board.	The Nominations Committee was established in February 2002 together with the formalisation of its terms of reference of the committee. The functions of the Nominations Committee are in tandem with that prescribed by the Code.

Best practice provision	Details	Particulars
AAXIII	Each new recruit to the Board should be provided with an orientation and education programme.	The Nominations Committee was established in February 2002 to oversee the provision of adequate training and orientation for new Directors.
AAXV	The Board should have a formal schedule of matters specifically reserved to it for a decision to ensure that the direction and control of the Company is firmly in its hands.	There is an informal appreciation of the matters which require the Board's deliberation. The Board is mindful of the Code and will make arrangements to adopt a formal schedule of matters.
AAXVI	The Board together with the Chief Executive Officer, should develop position descriptions for the Board and CEO.	A Board Charter is being developed which will incorporate position descriptions for the Board and the Chief Executive Officer/ Chief Operating Officer (CEO/COO), involving definition of limits to management's responsibilities and also the corporate objectives which the CEO/COO is responsible for meeting.
AAXX	There should be an agreed procedure for Directors, whether as a full Board or in their individual capacity to take independent professional advice at the company's expense, if necessary.	The Board is looking into formalising an agreed procedure for the Directors, whether as a full Board or in their individual capacity, to take independent professional advice at the Company's expense, if necessary. This will be incorporated as part of the proposed Board Charter.
AAXXIV	The Board should appoint a committee of Directors composed wholly or mainly of Non-Executive Directors with the responsibility of recommending the remuneration of Executive Directors, while the remuneration packages for the Non-Executive Directors are determined by the Board as a whole.	The Remunerations Committee was established in February 2002 together with the formalisation of its terms of reference of the committee. The functions of the Remunerations Committee are in tandem with that prescribed by the Code.

Best practice provision**Details****Particulars**

AAI The Board should ensure implementation of appropriate systems to manage the risks identified and a structured control framework to evaluate the adequacy and integrity of the Group's system of internal control is undertaken.

Succession planning for senior management should be undertaken.

The Board is of the view that a more structured approach to formalise the existing process by which risks are identified, assessed, controlled and reviewed, and the Board's involvement in the process should be undertaken. In formulating this process, the Board will be guided by the "Statement on Internal Control: Guidance for Directors of Public Listed Companies" issued by the Task Force on Internal Control. To this end, an external consultant will be engaged to conduct a comprehensive business risk assessment for the Group if necessary.

With respect to succession planning, although informally undertaken, the Board will adopt a more structured approach towards this responsibility.

Principles statement

The following statement sets out how the Company has applied the principles in Part 1 of the Code. The principles are dealt with under the following headings: Board of Directors, Directors' remuneration, Shareholders and Accountability and audit.

A. Board of Directors

Board responsibilities

The Board of Directors plays a primary role in corporate governance by setting out the strategic direction of the Group, establishing goals, monitoring the achievement of the goals and ensuring a high degree of transparency and accountability towards all stakeholders. The key responsibilities of the Board are in tandem with the 6 principal responsibilities specified under Best Practice AAI of the Code.

Meetings

The Board meets at least four (4) times a year, with additional meetings convened as necessary. For the current financial period however, only 3 meetings were held due to the change in the financial year end.

Details of each existing Director's meeting attendances are as follows:

Name	Attendance
Tan Sri Dato' Seri Vincent Tan Chee Yioun Non-Independent/Non-Executive	3/3
Arve Johansen Non-Independent/Non-Executive	2/3
Tun Dato' Seri Dr Lim Chong Eu Independent/Non-Executive	2/3
Sigve Brekke Non-Independent/Non-Executive	3/3
Ole Bjorn Sjulstad (appointed on 4.10.2001) Non-Independent/Non-Executive	2/2
Dato' Ab. Halim Bin Mohyiddin (appointed on 23.11.2001) Independent/Non-Executive	1/1
Morten Karlsen Sorby (resigned on 27.2.2002) Non-Independent/Non-Executive	2/3

2 out of 7 members of the Board are considered independent in accordance with the definition provided under paragraph 1.01 (Definition and Interpretations) of the Kuala Lumpur Stock Exchange Listing Requirements. As such, the Company fulfils the requirement to have at least one third of the Board composed of Independent Non-Executive Directors.

Board balance

The Board currently has seven (7) members, comprising two (2) Independent Non-Executive Directors, and five (5) Non-Independent Non-Executive Directors. Together, the Directors bring a wide experience relevant to the direction of the Group. The Directors combine in them expertise and experience in various fields such as telecommunications, economics and investment, public services and accounting. Their expertise, experience and background result in thorough examination and deliberations of the various issues and matters affecting the Group. A brief description of the background of each Director is presented on pages 10 to 15.

There is a clear division of responsibility between the Chairman and the Chief Executive Officer/Chief Operating Officer (CEO/COO) to ensure that there is a balance of power and authority. A formal position description for the Chairman and CEO/COO outlining their respective roles and responsibilities is in the process of being developed. There is also balance in the Board because of the presence of Independent Non-Executive Directors of the calibre necessary to carry sufficient weight in Board decisions. Although all the Directors have an equal responsibility for the Group's operations, the role of these Independent Directors is particularly important in ensuring that the strategies proposed by the executive management are fully discussed and examined and take into account the long term interest, not only of the shareholders, but also of employees, customers, suppliers, community and other stakeholders.

The Board is satisfied that the current Board composition fairly reflects the investment of minority shareholders in the Company.

Supply of information

The Chairman ensures that all Directors have full and timely access to information with Board papers distributed in advance of meetings. Every Director has also unhindered access to the advice and services of the Company Secretary. Prior to the meetings of the Board, Board papers which include reports on group performance and major operational, financial, strategic and regulatory matters are circulated to all the Directors. These Board papers are issued at least seven (7) days in advance to enable the Directors to obtain further explanation, where necessary, in order to be properly briefed before the meeting.

Directors may obtain independent professional advice in accordance with an established procedure that is currently in the process of being formalised.

Appointments to the Board

The Nominations Committee was formed subsequent to the financial year end and comprises the following members:

Ole Bjorn Sjulstad (Chairman)	Non-Independent/Non-Executive
Tun Dato' Seri Dr Lim Chong Eu	Independent/Non-Executive
Dato' Ab. Halim Bin Mohyiddin	Independent/Non-Executive

The Committee is empowered by its terms of reference to perform the following primary functions:

- a. Recommend to the Board, candidates for all directorships to be filled by the shareholders or the Board;
- b. Consider, in making its recommendations, candidates for directorships proposed by the Chief Executive Officer and within bounds of practicability, by any other senior executive or any Director or shareholder;
- c. Recommend to the Board the succession of Directors;
- d. Recommend to the Board, Directors to fill the seats on Board Committees;
- e. Review annually the required mix of skills and experience and other qualities including core competencies which the Non-Executive Directors should bring to the Board;
- f. Implement a process to assess the effectiveness of the Board as a whole and the contribution of each individual Director.

Directors' training

Following the appointment of new Directors to the Board an induction programme shall be arranged, including visits to the Group businesses and meetings with senior management as appropriate, to expedite their understanding of the Company. External training courses are also arranged for Directors in areas that are relevant to their effective functioning. The function of overseeing Directors' training is placed with the Nominations Committee.

All Directors have attended and successfully completed the Mandatory Accreditation Programme (MAP) conducted by the Research Institute of Investment Analysis Malaysia (RIIAM); an affiliate company of the Kuala Lumpur Stock Exchange. The Directors will continue to undergo other relevant training programmes to further enhance their skills and knowledge on a continuous basis.

Re-election

Any Director appointed during the year is required, under the Company's articles of association, to retire and seek election by shareholders at the following annual general meeting. The articles also require that one-third of the Directors retire by rotation each year and seek re-election at the annual general meeting. The Board has also agreed that every Director will submit himself for re-election at least every three years irrespective of whether he would be required to retire by rotation under the Company's articles.

B. Directors' remuneration

Remunerations Committee

The Remunerations Committee was formed subsequent to the financial year end and comprises the following members:

Sigve Brekke (Chairman)	Non-Independent/Non-Executive
Tan Sri Dato' Seri Vincent Tan Chee Yioun	Non-Independent/Non-Executive
Ole Bjorn Sjulstad	Non-Independent/Non-Executive

The primary functions of the Remunerations Committee are as follows:

- a. To establish and recommend to the Board the remuneration structure and policy for Executive Directors including the terms of employment or contract of employment/service, benefits, pension or incentive scheme entitlement, bonuses, fees and expenses and any compensation payable on the termination of the service contract by the Company and/or the Group and to review for changes to the policy, as necessary.
- b. To review the Executive Directors' goals and objectives and to assess his/her performance against these objectives as well as contribution to the corporate strategy.
- c. To ensure that a strong link is maintained between the level of remuneration and individual performance against agreed targets, the performance-related elements of remuneration setting forming a significant proportion of the total remuneration package of Executive Directors.

Details of the Directors' remuneration

The aggregate remuneration of the Directors of the Company categorised into appropriate components for the financial period are as follows:

	Fees RM'000	Salaries and allowances RM'000	Total RM'000
Executive	-	45	45
Non-Executive	9	107	116
	<u>9</u>	<u>152</u>	<u>161</u>

The number of Directors of the Company whose total remuneration fall within the respective band are as follows:

	Number of Directors	
	Executive	Non-Executive
RM50,000 and below	1	4
RM50,001 to RM100,000	-	1
	<u>1</u>	<u>5</u>

Non-Executive Directors do not receive any performance-related remuneration.

C. Shareholders**Dialogue between companies and investors**

The Company recognises the importance of regular communication with investors in the Company, with the annual report and financial statements, regular interim statements being the key media used. Enquiries by shareholders are dealt with as promptly as practicably possible. Shareholders, investors and members of the public may also access the Company's website to obtain information on the Company.

The AGM

The key element of the Company's dialogue with its shareholders is the opportunity to gather views of and answer questions from, both private and institutional shareholders on all issues relevant to the Company at the AGM. At the AGM, the shareholders are encouraged to ask questions both about the resolutions being proposed or about the Group's operations in general. Where it is not possible to provide immediate answers, the Chairman will undertake to furnish the shareholder with a written answer after the AGM. The Chairman of the Board also addresses the shareholders on the review of the Group's operations for the financial year and outlines the prospects of the Group for the subsequent financial year. The CEO/COO and members of management are also present at the AGM to clarify and explain any issue.

D. Accountability and audit

Financial reporting

DiGi aims to provide a balanced and meaningful assessment of the Group's financial performance and prospects primarily through the annual report, quarterly financial statements and analyst presentations. The Board is assisted by the Audit Committee in overseeing the Group's financial reporting process and the quality of its financial reporting.

Statement of Directors' responsibility in respect of the financial statements

The Directors are required by the Companies Act, 1965 to prepare financial statements for each financial period/year which give a true and fair view of the state of affairs of the Group and of the Company and of the results and cash flows of the Group and of the Company for that period. In preparing those financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy the financial position of the Group and of the Company and to enable them to ensure that the financial statements comply with the Companies Act, 1965. The Directors are also responsible for safeguarding the assets of the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Internal control

The Board is responsible for the Group's system of internal control and for reviewing its effectiveness, whilst the role of management is to implement Board Policies on risk and control. Because of the limitations that are inherent in any system of internal control, this system is designed to manage, rather than eliminate, the risk of failure to achieve corporate objectives. In pursuing these objectives, internal controls can only provide reasonable assurance against material misstatement or loss. The system of internal control covers strategic, financial, operational and compliance controls.

Following the publication of the *Statement on Internal Control: Guidance for Directors of Public Listed Companies* ("the Internal Control Guidance"), the Board recognizes the importance of embedding an ongoing process for identifying, evaluating and managing significant risks faced by the Group. If necessary, the Board may engage external consultants in order to implement a process in accordance to the Internal Control Guidance.

Key elements in the current control environment are:

- The conduct of weekly Management Group meetings which are attended by the department heads
- Clearly defined delegation of responsibilities to Board committees
- An Audit Committee which is independent, objective and sufficiently resourced
- Establishment of an internal audit function. Particulars of the internal audit function are provided on pages 27 to 30 of the Audit Committee report.
- The generation of monthly management reports which capture salient operational issues. Pertinent issues are consolidated on a quarterly basis for tabling to the Board.
- Clearly documented Operating Procedures Manuals which establish the policies and procedures for day to day operations
- A comprehensive budgeting process which is generated by management and endorsed by the Board
- Monitoring of results against the annual budget, a comprehensive investigation of variances where necessary
- The production of monthly management accounts which enables management to concentrate on pertinent areas

Relationship with the auditors

Key features underlying the relationship of the Audit Committee with the external auditors are included in the Audit Committee's terms of reference as detailed on pages 27 to 29 of the annual report.

A summary of the activities of the Audit Committee during the period, including the evaluation of the independent audit process, are set out on page 30 of the annual report.

Other compliance information

Non-audit fees

The amount of non-audit fees paid to external auditors for the financial period ended 31 December 2001 is RM9,000.

Material contracts

There were no material contracts entered into by the Company and its subsidiaries which involves directors' and major shareholders' interests either still subsisting at the end of the financial period ended 31 December 2001 or entered into since the end of the previous financial year other than disclosed below:

- * DiGi Telecommunications Sdn Bhd, a wholly owned subsidiary of the Company acquired a piece of freehold land on 19 July 2001 for a cash consideration of RM13.37 million from Berjaya Land Development Sdn Bhd, a corporation in which a Director has an interest.

Audit committee

Audit committee composition

Dato' Ab. Halim Bin Mohyiddin

(appointed on 23.11.2001)

Chairman/Independent Non-Executive Director

Tun Dato' Seri Dr Lim Chong Eu

(relinquished chairmanship on 23.11.2001)

Member/Independent Non-Executive Director

Ole Bjorn Sjulstad

(appointed on 4.10.2001)

Member/Non-Independent Executive Director

Datuk Paduka Dr Saleha binti Mohamed Ali

(resigned on 4.10.2001)

Member/Independent Non-Executive Director

Tan Sri Datuk Abdul Rahim bin Haji Din

(resigned on 4.10.2001)

Member/Non-Independent Executive Director

Audit committee terms of reference

1 Membership

The Committee shall be appointed by the Board from amongst the Directors and shall consist of not less than three members, a majority of whom shall be Independent Directors and at least one member of the Committee must be a member of the Malaysian Institute of Accountants or such other qualifications and experience as approved by the Kuala Lumpur Stock Exchange.

A quorum shall consist of two members and a majority of the members present must be Independent Directors.

If a member of the Audit Committee resigns, dies or for any other reason ceases to be a member with the result that the number of members is reduced to below three, the Board of Directors shall, within three months of that event, appoint such number of new members as may be required to make up the minimum number of three members.

2 Chairman

The Chairman of the Committee shall be an Independent Director appointed by the Board. He shall report on each meeting of the Committee to the Board.

3 Secretary

The Company Secretary shall be the Secretary of the Committee and shall be responsible, in conjunction with the Chairman, for drawing up the agenda and circulating it, supported by explanatory documentation to the Committee members prior to each meeting.

The Secretary shall also be responsible for keeping the minutes of meetings of the Audit Committee and circulating them to the Committee members and to the other members of the Board of Directors.

4 Frequency of meetings

Meetings shall be held not less than four times a year and will normally be attended by the Officer charged with the responsibilities of the Group's finance and Head of Internal Audit. The presence of external auditors will be requested if required and the external auditors may also request a meeting if they consider it necessary.

5 Authority

The Committee is authorised by the Board to investigate any activity within its terms of reference and shall have unrestricted access to both the internal and external auditors and to all employees of the Group. The Committee is also authorised by the Board to obtain external legal or other independent professional advice as necessary.

The Committee is also authorised to convene meetings with the external auditors excluding the attendance of the executive members of the Committee, wherever deemed necessary.

6 Duties

The duties of the Committee shall be:

- a. To consider the appointment of external auditors, the audit fee and any questions of resignation or dismissal including recommending the nomination of person or persons as external auditors;
- b. To discuss with the external auditors where necessary, on the nature and scope of audit and to ensure coordination of audit where more than one audit firm is involved;
- c. To review the quarterly results and year-end financial statement prior to the approval by the Board, focusing on:
 - going concern assumption
 - compliance with accounting standards and regulatory requirements
 - any changes in accounting policies and practices
 - significant issues arising from the audit
 - major judgemental areas
- d. To prepare Audit Committee Report at the end of each financial year;
- e. To discuss problems and reservations arising from the interim and final external audits, and any matters the external auditors may wish to discuss (in the absence of management, where necessary);

- f. To review the external auditors' management letter and management's response;
- g. To review any related party transaction and conflict of interest situation that may arise within the Company or Group including any transaction, procedure or course of conduct that raises question of management integrity;
- h. To do the following in respect of the internal audit function :
- review the adequacy of scope, functions and resources of the internal audit function and that it has the necessary authority to carry out its work;
 - review internal audit programme;
 - ensure coordination of external audit with internal audit;
 - consider the major findings of internal audit investigations and management's response, and ensure that appropriate actions are taken on the recommendations of the internal audit function;
 - review any appraisal or assessment of the performance of the staff of the internal audit function;
 - approve any appointment or termination of senior staff member of the internal audit function;
 - inform itself of resignations of internal audit staff members and provide the resigning staff member an opportunity to submit his/her reason for resignation;
 - to monitor related party transactions entered into by the Company and its subsidiaries, and to ensure that the Directors report such transactions annually to shareholders via the annual report;
 - to review and monitor the effectiveness of internal control systems and to evaluate the systems with the external auditors.
- i. To carry out such other responsibilities as may be defined jointly by the Audit Committee and the Board of Directors;
- j. In compliance with Paragraph 15.17 of the Kuala Lumpur Stock Exchange ("the Exchange") Listing Requirements, where the Committee is of the view that a matter reported by it to the Board has not been satisfactorily resolved resulting in a breach of the Listing Requirements, the Committee must promptly report such matter to the Exchange.

Audit committee report

This Audit Committee Report covers the functions of the Audit Committee in accordance with its Terms of Reference.

The Audit Committee held four meetings during the financial period from May 2001 to December 2001. Representatives of the external auditors and other officers of the Group were also invited to present their opinions and advice on specific issues during deliberations by the Audit Committee. The details of attendance of the Audit Committee members are as follows :

Name of Audit Committee member	Number of Audit Committee meetings attended/held
Dato' Ab. Halim Bin Mohyiddin (appointed as Chairman on 23.11.2001)	1/1
Tun Dato' Seri Dr Lim Chong Eu (relinquished Chairmanship on 23.11.2001)	4/4
Mr Ole Bjorn Sjulstad (appointed on 4.10.2001)	1/1
Datuk Paduka Dr Saleha binti Mohamed Ali (resigned on 4.10.2001)	2/3
Tan Sri Datuk Abdul Rahim bin Haji Din (resigned on 4.10.2001)	2/3

The Audit Committee functions in accordance with its Terms of Reference. Its activities include the review of financial statements focusing on compliance with accounting standards, significant audit and internal control issues. The annual internal audit plan for the Group was appraised and confirmed by the Audit Committee. The Audit Committee further reviewed the internal audit reports, which highlighted internal audit observations and recommendations relating to the operations of the Group. Effective implementation by management of internal audit recommendations is monitored through internal audit follow-up reports.

The Group has an established Internal Audit Division which assists the Audit Committee in the discharge of its duties and responsibilities. The Group's Internal Audit Division conducted programmed independent reviews and evaluated risk exposures relating to the Group's governance, operations and information systems. The audit reviews also included assessing the means of safeguarding assets; and the economy and efficiency with which resources are employed.

Profile of chief operating officer



Tore Johnsen

Chief Operating Officer

*T*ore Johnsen is the Chief Operating Officer of DiGi Telecommunications Sdn Bhd. He obtained a Masters degree in Electrical Engineering from the University of Trondheim, Norway in 1972, before embarking on a long and distinguished career at Telenor. He began as an engineer at Telenor Radio Transmission Office in 1974, and advancing through the ranks, soon increased his involvement in Telenor's mobile activities. As GSM Project Manager in 1988, he supervised the planning and implementation of GSM 900 in Telenor Norway before taking charge completely of Telenor's cellular planning activities, including both the fixed and mobile parts of the network, as Cellular Planning Manager in 1991. Shortly after, he was appointed Senior Advisor and Deputy CTO of Telenor Mobil AS, in the course of which he gained extensive international experience in various cellular business areas. This naturally led to his next portfolio as Head of Product Management responsible for the cellular business of NMT 450/900 and GSM 900 networks. With his subsequent appointment as Project Director at Mobility, Telenor International, he was tasked with providing support for Telenor's greenfield and mobile acquisition activities, as well as their international mobile ventures. Just prior to joining DiGi as Head of Corporate Strategy in January 2000, he was the Mobile Product Director at Telenor Asia in Singapore. He was appointed to his current position as Chief Operating Officer on 15 February 2001.

Management group

Tan Lay Swee

GM, Internal Audit

Jennifer Nelson

Sr Manager, Corporate Communications

Roslan bin Rosli

Head, Regulatory, Legal & Domestic Carrier Services

Jon Eddy

Chief Technical Officer



Chua Seok Theng

Chief Information Officer

Ho Meng

Chief Financial Officer

Tore Johnsen

Chief Operating Officer

Chan Nam Kiong
GM, Sales & Distribution

Khor Choo Lin
GM, Human Resource & Administration

Christina Ng Wai Meng
GM, Customer Service

Knut Oppegaard
Head, Marketing & Strategy

Tan Kim Shah
GM, International



31.12.2001

“In the eight-month financial period under review, DiGi’s business focus was further strengthened through Telenor’s increased investment in DiGi to 61%, and this saw greater emphasis being given to the development and implementation of

advanced technologies and services.

In keeping with the focused roll-out of its innovative and lifestyle-centric products and services, DiGi’s marketing initiatives were strategically centred around building greater brand credibility and enhancing public perception of its network quality.”



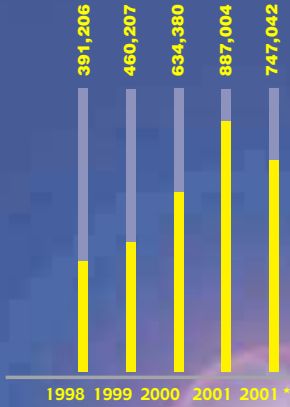
Group financial summary

	Eight months ended 31 December 2001	Year ended 30 April 2001 (Restated)*	Year ended 30 April 2000 (Restated)*	Year ended 30 April 1999 (Restated)*	28 March 1997 to 30 April 1998 (Restated)*
	RM'000	RM'000	RM'000	RM'000	RM'000
Revenue	747,042	887,004	634,380	460,207	391,206
Profit/(loss) before taxation	121,921	152,145	57,658	(21,840)	(133,726)
Profit/(loss) after taxation	158,921	152,145	57,658	(21,840)	(133,726)
Total assets	2,410,361	2,077,263	1,619,694	1,481,651	1,470,823
Shareholders' fund	1,216,745	1,057,824	905,679	536,578	657,398
Long term liabilities	678,002	490,906	76,312	108,423	125,281
Profit/(loss) after taxation as % of revenue	21.3%	17.2%	9.1%	(4.7%)	(34.2%)
Earnings/(loss) per share (sen)	21.2	20.3	8.5	(3.3)	(32.0)
Net tangible assets per share (RM)	1.55	1.41	1.21	1.07	1.31

*Note: The above group financial summary has been restated to reflect the changes in accounting policies as disclosed in the notes 1(k) and 1(o) to the financial statements.

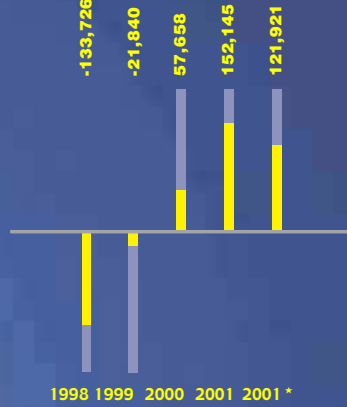
Revenue

RM'000



Profit/(loss) before taxation

RM'000



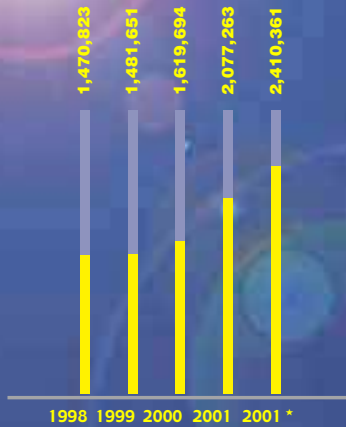
Profit/(loss) after taxation

RM'000



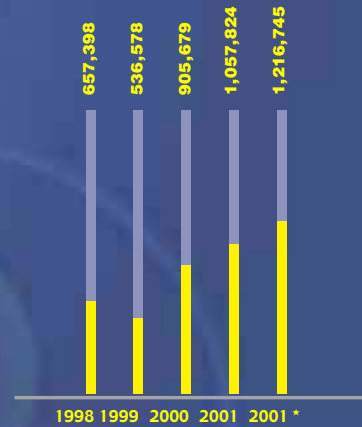
Total assets

RM'000



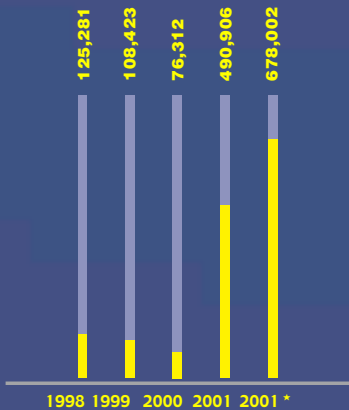
Shareholders' fund

RM'000



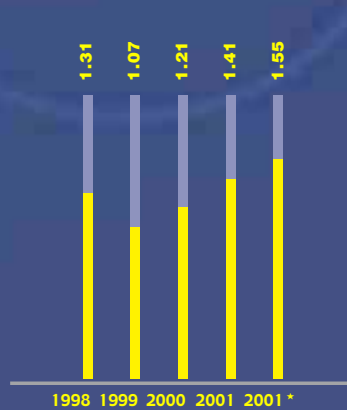
Long term liabilities

RM'000



Net tangible assets per share

RM



Note: * denotes eight months ended 31 December, 2001

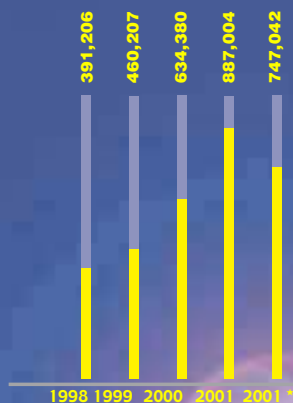
Ringkasan kewangan kumpulan

	Lapan bulan berakhir 31 Disember 2001	Tahun berakhir 30 April 2001	Tahun berakhir 30 April 2000	Tahun berakhir 30 April 1999	28 Mac 1997 hingga 30 April 1998
	RM'000	(Dinyata semula)* RM'000	(Dinyata semula)* RM'000	(Dinyata semula)* RM'000	(Dinyata semula)* RM'000
Hasil	747,042	887,004	634,380	460,207	391,206
Keuntungan/(Kerugian) sebelum cukai	121,921	152,145	57,658	(21,840)	(133,726)
Keuntungan/(Kerugian) selepas cukai	158,921	152,145	57,658	(21,840)	(133,726)
Jumlah aset	2,410,361	2,077,263	1,619,694	1,481,651	1,470,823
Dana pemegang saham	1,216,745	1,057,824	905,679	536,578	657,398
Tanggungjawab jangka panjang	678,002	490,906	76,312	108,423	125,281
Keuntungan/(Kerugian) selepas cukai sebagai % hasil	21.3%	17.2%	9.1%	(4.7%)	(34.2%)
Pendapatan/(Kerugian) sesaham (sen)	21.2	20.3	8.5	(3.3)	(32.0)
Aset ketara bersih sesaham (RM)	1.55	1.41	1.21	1.07	1.31

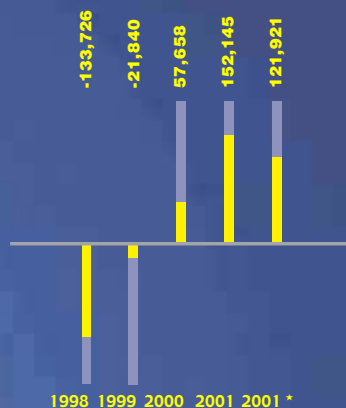
*Nota: Ringkasan kewangan kumpulan di atas telah dinyatakan semula untuk mencerminkan perubahan polisi perakaunan seperti yang terdapat dalam nota penyata kewangan 1(k) dan 1(o).

Hasil

RM'000

**Keuntungan/(Kerugian) sebelum cukai**

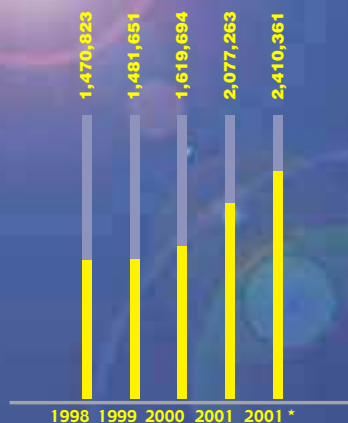
RM'000

**Keuntungan/(Kerugian) selepas cukai**

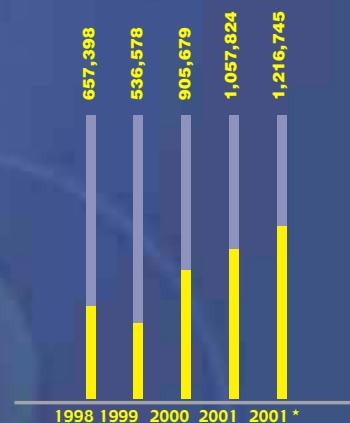
RM'000

**Jumlah aset**

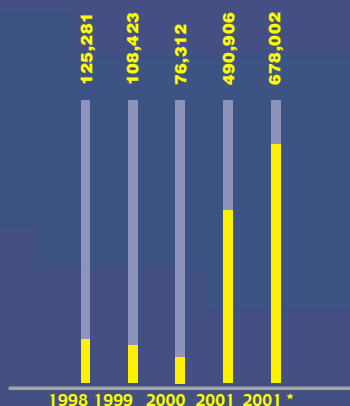
RM'000

**Dana pemegang saham**

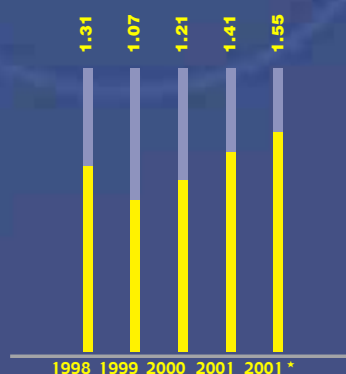
RM'000

**Tanggungjawab jangka panjang**

RM'000

**Aset ketara bersih sesaham**

RM



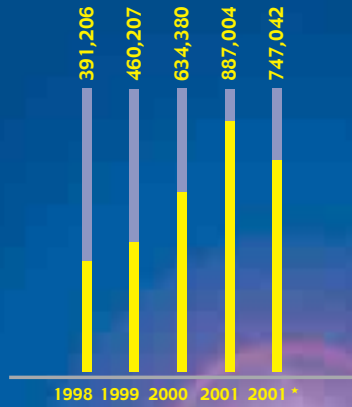
Nota: * menandakan lapan bulan berakhir Disember 31, 2001

集團財務摘要

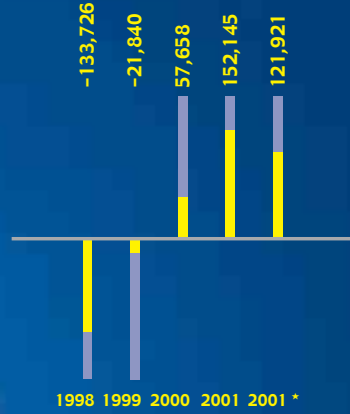
	截至 (八個月) 2001年12月31日	截至 2001年4月30日 (重新設定)*	截至 2000年4月30日 (重新設定)*	截至 1999年4月30日 (重新設定)*	1997年3月28日至 1998年4月30日 (重新設定)*
	RM'000	RM'000	RM'000	RM'000	RM'000
營業額	747,042	887,004	634,380	460,207	391,206
扣稅前盈利 / (虧損)	121,921	152,145	57,658	(21,840)	(133,726)
扣稅後盈利 / (虧損)	158,921	152,145	57,658	(21,840)	(133,726)
資產總額	2,410,361	2,077,263	1,619,694	1,481,651	1,470,823
股東基金	1,216,745	1,057,824	905,679	536,578	657,398
長期債務	678,002	490,906	76,312	108,423	125,281
稅後盈利 / (虧損) 與營業之比率	21.3%	17.2%	9.1%	(4.7%)	(34.2%)
每股收益 / (虧損) (仙)	21.2	20.3	8.5	(3.3)	(32.0)
每股淨有形資產 (零吉)	1.55	1.41	1.21	1.07	1.31

*備註：以上的集團財務摘要已經重新設定，以便配合在財務報告之 1 (k) 和 1 (o) 條文中所說明的會計條例。

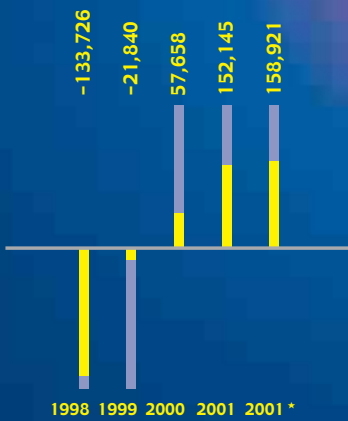
營業額
RM '000



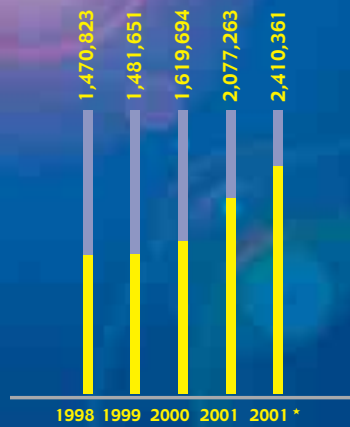
扣稅前盈利 / (虧損)
RM '000



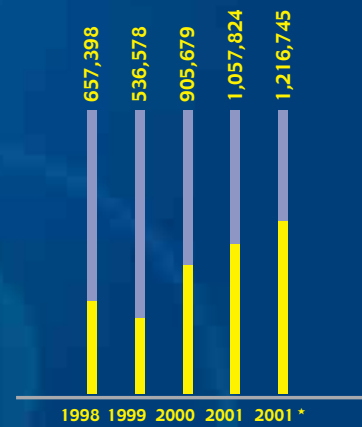
扣稅後盈利 / (虧損)
RM '000



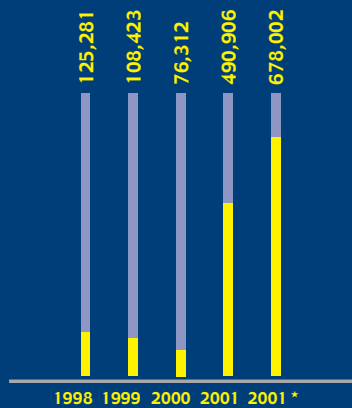
資產總額
RM '000



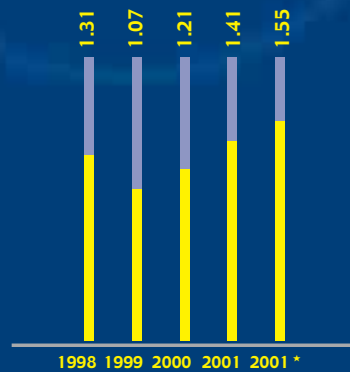
股東基金
RM '000



長期債務
RM '000



每股淨有形資產(零吉)
RM

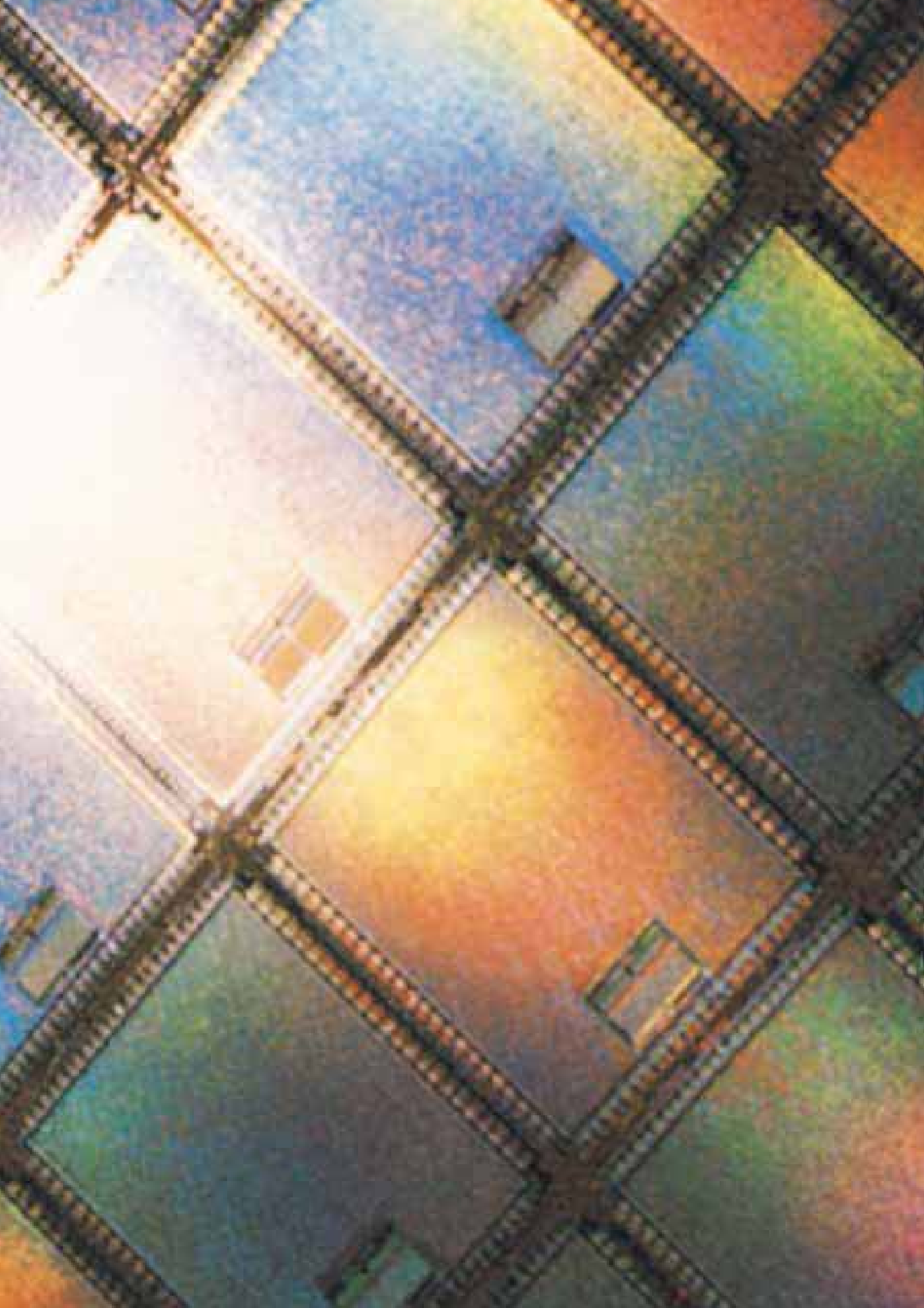


註：*表示結算於2001年12月31日之八個月

18000

“ . . . the consistent high quality of DiGi’s network so impressed leading international research house, Salomon Smith Barney, that we earned the title of best network in Malaysia in their Asia Pacific telecommunications industry report, following the comparison of network parameters of all five local operators. DiGi’s network obtained the highest overall score vis-a-vis

other *networks* in Malaysia, and is reported as having very smooth speech quality distribution and excellent link balance, thus positioning DiGi as a cut above our competitors...”



Chairman's statement

Penyata pengerusi



Dear shareholders,

Following the successful completion of Telenor ASA's ("Telenor") voluntary partial takeover offer through its wholly-owned subsidiary, Telenor Asia Pte Ltd on September 14, 2001 which increases their investment in DiGi.Com Berhad ("DiGi") to 61%, DiGi has effectively become Malaysia's first and only majority foreign-owned telecommunications service provider. With this, DiGi enters a new phase in its long-standing relationship with the Norwegian telecommunications service provider, Telenor, which has a strong reputation as an international provider of high-quality telecommunications, data and media communications services with a specific emphasis on mobile, Internet and broadband services. For your information, Telenor is listed on the NASDAQ in New York (TELN) and Oslo Stock Exchange (TEL).

Telenor's increased support is certainly welcome, and is a clear indication of their commitment to further expand and strengthen DiGi's business and positioning as an industry authority. Essentially, DiGi's mission to provide best-in-class customer service through the introduction of advanced technologies and services from Telenor will continue to be the central focus. In fact, with Telenor's decision to increase their stake in DiGi, there has been an increased focus on providing customer satisfaction and rolling out innovative products and services towards sustaining continued growth and enhancing shareholder returns.

Pemegang saham sekalian,

berikutan kejayaan Telenor ASA ("Telenor") menyelesaikan proses pengambilalihan sebahagian secara sukarela melalui anak syarikat milik sepenuhnya, Telenor Asia Pte Ltd pada 14 September, 2001, yang meningkatkan pelaburannya dalam DiGi.Com Berhad ("DiGi") kepada 61%, DiGi kini menjadi penyedia perkhidmatan telekomunikasi pertama dan tunggal di Malaysia yang majoriti sahamnya dimiliki oleh pihak asing. Dengan pengambilalihan ini, DiGi memasuki fasa baru dalam hubungan jangka panjang dengan penyedia perkhidmatan telekomunikasi Norway, Telenor, yang mempunyai reputasi kukuh sebagai pembekal perkhidmatan telekomunikasi, data dan komunikasi media yang bermutu tinggi, dengan penekanan terhadap perkhidmatan mudah-alih, Internet dan jalur lebar. Untuk makluman anda, Telenor disenaraikan di NASDAQ, New York (TELN) dan Bursa Saham Oslo (TEL).

Peningkatan sokongan Telenor ternyata dialu-alukan dan jelas menunjukkan komitmen mereka untuk memperkembangkan dan memperkukuhkan perniagaan dan kedudukan DiGi sebagai peserta berwibawa dalam industri. Pada asasnya, misi DiGi untuk membekalkan perkhidmatan pelanggan yang terbaik dalam kelasnya dengan memperkalkan teknologi dan perkhidmatan canggih daripada Telenor akan terus menjadi tumpuan utama. Malah, dengan keputusan Telenor meningkatkan kepentingan mereka dalam DiGi, tumpuan yang semakin khusus diberikan terhadap kepuasan pelanggan dan pelancaran produk dan perkhidmatan yang inovatif bagi mengekalkan pertumbuhan dan meningkatkan pulangan pemegang saham.

DiGi has changed its financial year-end from April 30 to December 31 in order to be co-terminous with that of its ultimate holding company, Telenor. As Chairman of the Board, therefore, it is my great pleasure to present to you again the Annual Report and Financial Statements for DiGi for the eight-month financial period ended December 31, 2001.

As you are no doubt aware, the near-term global economic outlook has faced a dramatic setback recently and there has been a resulting slowdown in this region which has characterised the local operating environment of the period under review. While the telecommunications sector in general has felt the effects of the slowdown in terms of declining subscriber numbers, market competition has become increasingly intense, particularly in the prepaid segment, as mobile operators compete for greater market share through aggressive price promotions and discounts.

To date, DiGi has earned a reputation among analysts as being a 'niche player' and has continued to create a name as a market trendsetter who is committed to providing relevant and meaningful products and services to meet customers' needs and wants. Through this we have gained credibility and have managed to strengthen our position as an industry authority. More importantly, in the light of Telenor's strong endorsement of DiGi, we are seen as having the necessary technological expertise to further develop and roll-out value-added services which will fit in seamlessly with our customer's dynamic lifestyle demands.

DiGi telah mengubah tahun kewangannya daripada 30 April kepada 31 Disember supaya selaras dengan syarikat pegangan muktamadnya, Telenor. Sebagai Pengerusi Lembaga, saya sekali lagi dengan sukacitanya membentangkan Laporan Tahunan dan Penyata Kewangan DiGi untuk tempoh kewangan lapan bulan berakhir 31 Disember, 2001.

Seperti yang anda sedia maklum, keadaan ekonomi global jangka pendek yang terjejas baru-baru ini telah mengakibatkan kemelesetan di rantau ini hingga mempengaruhi suasana operasi dalam tempoh yang dilaporkan. Sektor telekomunikasi pada amnya merasai kesan kemelesetan dari segi bilangan pelanggan yang semakin berkurangan, manakala persaingan pasaran pula bertambah sengit, khususnya dalam segmen pra-bayar, memandangkan para pengendali mudah-alih bersaing untuk mendapatkan bahagian pasaran yang lebih besar menerusi promosi harga dan diskaun yang agresif.

Sehingga kini, DiGi telah membina reputasi di kalangan penganalisis sebagai 'peserta khusus' dan telah mencipta nama sebagai pemacu trend pasaran yang berkomitmen untuk membekalkan produk dan perkhidmatan yang bermakna dan relevan untuk memenuhi keperluan dan kemahuan pelanggan. Menerusi komitmen ini, kami telah mencapai kredibiliti dan berjaya memperkukuhkan kedudukan kami sebagai peserta berwibawa dalam industri. Lebih penting lagi, menerusi pengiktirafan kukuh Telenor terhadap DiGi, kami dilihat sebagai mempunyai kepakaran teknologi yang sepatut untuk terus membangunkan dan melancarkan perkhidmatan nilai tambah, yang serasi dengan gaya hidup dinamik para pelanggan kami.

Industri juga menghadapi cabaran dalam bentuk salah tanggapan umum tentang ancaman kesihatan awam daripada struktur telekomunikasi. Ini telah menimbulkan persoalan sama ada para pengendali perkhidmatan telah mematuhi garis panduan berkaitan tahap radiasi yang dibenarkan.

The industry has also faced challenges in terms of public misconception of the perceived health hazards resulting from proximity to telecommunications structures, and this resulted in questions raised as to whether the service providers have adhered to guidelines on permissible radiation levels. As a responsible and committed service provider, DiGi has ensured full compliance with the international safety standards as laid out by the Ministry of Energy, Communications and Multimedia (MECM), as well as the Malaysian Communications and Multimedia Commission (MCMC). Working closely with the government and the regulator on this issue, DiGi along with other local operators initiated a series of firm measures, such as organising the TeleSelamat Campaign that was launched by the Mayor of Shah Alam, to reassure the public of the stringent health precautions maintained in the delivery of telecommunications services in Malaysia. To further address public health concerns, an industry-wide agreement on infrastructure sharing was also signed by all operators as a means of optimising resources and limiting the number of structures nationwide, thus allaying public fears on the proliferation of towers across the country.

Nevertheless, the prospects for DiGi and the industry continue to look positive in the light of the anticipated recovery of economic stability in the region by the end of 2002. DiGi, in particular, has reflected its resilience through the lean times in registering a continued positive response to our innovative products and services. To a large extent, this has been the significant result of DiGi's strategic investment in heightening public awareness of our service capabilities through the launch of our new Corporate Brand Campaign. The stylish brand campaign, which emphasises the core brand values that depict DiGi as innovative, contemporary, world-class and lifestyle-centric, communicates a strong underlying message that DiGi understands the individual, and is committed to delivering an extensive range of innovative offerings to delight people of varying lifestyle needs.

Sebagai pengendali perkhidmatan yang bertanggungjawab dan berkomitmen, DiGi telah memastikan pematuhan penuh kepada piawaian keselamatan antarabangsa, seperti yang dibentangkan oleh Kementerian Tenaga, Komunikasi dan Multimedia (KTKM) dan juga Suruhanjaya Komunikasi dan Multimedia Malaysia (SKMM). Bekerjasama rapat dengan Kerajaan dan pengawalselia, DiGi serta pengendali tempatan lain telah melaksanakan satu siri tindakan kukuh, seperti menganjurkan Kempen TeleSelamat yang dilancarkan oleh Datuk Bandar Shah Alam, untuk memberi penerangan kepada orang ramai tentang langkah keselamatan ketat yang diambil dalam pembekalan perkhidmatan telekomunikasi di Malaysia. Bagi mengatasi kebimbangan orang ramai, satu perjanjian seluruh industri mengenai perkongsian infrastruktur telah ditandatangani oleh semua pengendali sebagai satu cara untuk mengoptimumkan sumber dan menghadkan bilangan struktur di seluruh negara. Langkah ini telah meredakan kekhuatiran umum tentang pemasangan menara yang berleluasa di negara ini.

Namun begitu, prospek DiGi dan industri tetap positif memandangkan kestabilan ekonomi yang dijangka dicapai di rantau ini menjelang akhir tahun 2002. DiGi khususnya telah menunjukkan kebingkasannya dalam keadaan ekonomi sukar. Ini dapat dilihat daripada sambutan positif yang terus diterima bagi produk dan perkhidmatannya yang inovatif. Sambutan menggalakkan ini sebahagian besarnya disebabkan oleh pelaburan strategik yang dibuat oleh DiGi melalui pelancaran Kempen Jenama Korporat baru bagi meningkatkan kesedaran orang ramai tentang keupayaan perkhidmatan kami. Kempen jenama bergaya ini menekankan nilai-nilai teras jenama, yang melambangkan DiGi sebagai inovatif, kontemporari, bertaraf dunia dan berunsur gaya hidup. Ia menyampaikan mesej kukuh bahawa DiGi memahami insan, dan berkomitmen membekalkan pelbagai pilihan produk inovatif untuk menggembarakan orang ramai yang mempunyai keperluan gaya hidup berbeza.



Indeed, with the emphasis on building greater brand credibility, in tandem with heightening consumer awareness of DiGi's innovative and contemporary approach to the roll-out of lifestyle-centric and world-class offerings, we have been able to minimise the overall erosion of market share. Capitalising on our strong brand identification as an industry innovator, we have extended our focus to address the needs of a wider target group. As demand for mobility increases, DiGi's dedicated strategy of developing specific solutions to meet individual needs for communication, connectivity, access to information and security will continue to effectively differentiate us from our competitors, thus positioning us favourably as a preferred brand.

Financial performance

In the eight-month financial period under review, DiGi maintained a hold on profits and sustained positive growth, despite the overall sector slow-down. The Group achieved a profit after taxation of RM158.9 million in the review period, as compared with the RM152.1 million recorded in the preceding financial year ended April 30, 2001 which has been restated to reflect the retrospective adjustments arising from the change in accounting policies as disclosed in the financial statements. The increase in after tax profit was mainly attributed to the recognition of a deferred tax asset of RM37.0 million, given the reasonable expectation of its realisation in the near future. Consequently, earnings per share improved to 21.2 sen, while there was an increase in revenue to RM747.0 million over the eight-month period. This was due in part to the on-going demand for DiGi's mobile services and international carrier services,

Jelas bahawa dengan penekanan yang diberikan untuk membina kredibiliti jenama yang lebih kukuh, di samping meningkatkan tahap kesedaran pengguna terhadap pendekatan inovatif dan kontemporari DiGi untuk menawarkan produk berunsur gaya hidup dan bertaraf dunia, kami telah berjaya menghadkan kemerosotan keseluruhan dalam bahagian pasaran. Mengambil kesempatan daripada pengiktirafan yang diberikan terhadap jenama ini sebagai pelopor industri, kami telah memperkembangkan tumpuan untuk memenuhi keperluan kumpulan sasaran yang lebih luas. Memandangkan permintaan untuk kemudahan-alih semakin meningkat, strategi tertumpu DiGi untuk menyediakan rumusan khusus bagi memenuhi keperluan komunikasi, sambungan, akses kepada maklumat dan sekuriti individu akan terus membezakan kami daripada pesaing, dan mengukuhkan lagi kedudukan kami sebagai jenama terpilih.

Pencapaian kewangan

Dalam tempoh kewangan lapan bulan yang dilaporkan, DiGi terus berjaya mencatatkan keuntungan dan mengekalkan pertumbuhan positif, walaupun sektor ini secara keseluruhannya mengalami kemelesetan. Kumpulan telah mencatatkan keuntungan selepas cukai berjumlah RM158.9 juta dalam tempoh yang dilaporkan, berbanding RM152.1 juta yang dicapai pada tahun kewangan berakhir 30 April, 2001 yang telah dinyatakan semula untuk mencerminkan penyelarasan retrospektif yang timbul kerana perubahan dalam polisi perakaunan seperti yang dimaklumkan dalam penyata kewangan. Peningkatan dalam keuntungan selepas cukai sebahagian besarnya berpunca daripada pengiktirafan aset cukai tertunda berjumlah RM37.0 juta, memandangkan jangkaan aset tersebut direalisasikan dalam tempoh terdekat. Seterusnya, pendapatan sesaham meningkat kepada 21.2 sen, manakala hasil berjaya ditingkatkan kepada RM747.0 juta dalam tempoh lapan bulan yang dilaporkan. Kenaikan ini dicapai hasil daripada permintaan berterusan bagi perkhidmatan mudah-alih dan perkhidmatan

supported by the considerable improvement in our network coverage and quality, which has, no doubt, functioned as a buffer to the full force of the economic slowdown.

As analysts continue to regard DiGi favourably in spite of an overall sector downgrading, it is clear that DiGi is viewed as a well-managed, innovative company with a strong track record of high-quality customer service, solid financial management and a high level of corporate governance. This perception has been reaffirmed through Telenor's increased stake in DiGi, where the presence of the Norwegian telecommunications group has brought world-class technical and operational expertise and skill transfer to DiGi's creative product development.

Current challenges

Network

DiGi's on-going investment and commitment to improving network quality and coverage has significantly enhanced the quality of our customers' mobile communications and services in the period under review. In fact, the consistent high quality of DiGi's network so impressed leading international research house, Salomon Smith Barney, that we earned the title of best network in Malaysia in their Asia Pacific telecommunications industry report, following the comparison of network parameters of all five local operators (*'Kicking the Tires - Not All Networks are Created Equal'*, pp. 42 - 47, November 9, 2001). DiGi's network obtained the highest overall score vis-a-vis other networks in Malaysia, and is reported as having very smooth speech quality distribution and excellent link balance, thus positioning DiGi as a cut above our competitors.

perantauan antarabangsa DiGi, yang disokong oleh peningkatan mendadak dalam liputan dan kualiti rangkaian kami. Tidak dinafikan bahawa prestasi kukuh ini telah melindungi DiGi daripada kesan penuh kemelesetan ekonomi.

Memandangkan DiGi masih diberi penarafan positif oleh para penganalisis walaupun sektor ini secara keseluruhannya diberikan penarafan lebih rendah, jelas bahawa DiGi dianggap sebagai sebuah syarikat inovatif yang diuruskan dengan baik, dengan rekod pencapaian kukuh dalam membekalkan perkhidmatan pelanggan bermutu tinggi, pengurusan kewangan yang mantap dan pentadbiran korporat yang baik. Tanggapan ini telah diperakui dengan peningkatan kepentingan Telenor dalam DiGi. Kumpulan telekomunikasi Norway ini telah membawa kepakaran teknikal dan operasi bertaraf dunia serta pemindahan kemahiran bagi membangunkan produk kreatif DiGi.

Cabaran semasa

Rangkaian

Pelaburan dan komitmen berterusan DiGi untuk meningkatkan kualiti dan liputan rangkaian telah menaikkan kualiti komunikasi dan perkhidmatan mudah-alih pelanggan dalam tempoh yang dilaporkan. Malah, kualiti rangkaian DiGi yang konsisten telah dikagumi oleh badan penyelidikan antarabangsa, Salomon Smith Barney, sehingga kami mendapat gelaran rangkaian terbaik di Malaysia dalam laporan industri telekomunikasi Asia Pasifik keluaran mereka. DiGi dipilih sebagai rangkaian terbaik selepas perbandingan parameter rangkaian kelima-lima pengendali tempatan dibuat (*'Kicking Tires - Not All Networks are Created Equal'*, ms 42 - 47, 9 November, 2001). Rangkaian DiGi mencapai markah keseluruhan paling tinggi berbanding rangkaian lain di Malaysia, dan dilaporkan mempunyai edaran kualiti pertuturan yang lancar dan keseimbangan sambungan yang cemerlang, lantas meletakkan DiGi di hadapan para pesaing.



Recognising that network dependability and high infrastructural quality form the backbone for all our business initiatives, we have refused to compromise on our network functionality and have consistently invested in expanding our network capacity. This has clearly differentiated us from our competitors and has enabled us to strengthen our product offerings in line with the heightened service quality. As we remain on track with our network roll-out plans, and focus our attention on developing the network further, it is clear that our improved network quality and coverage will provide strong support for the roll-out of new generation technologies such as General Packet Radio Services (GPRS), and even 3G technology when it is implemented here.

Information technology

Along with the introduction of innovative products and services to meet the service assurance demands of our valued customers, it is vital to ensure that there is strategic support in terms of the deployment of innovative Information Technology solutions for DiGi's product development initiatives. One of the key focus areas in this respect is that of our billing system, where there is a fast-growing need for more comprehensive and competitive settlement

Menyedari bahawa rangkaian yang boleh dipercayai dan infrastruktur yang bermutu tinggi merupakan asas kepada semua inisiatif perniagaan yang kami laksanakan, kami telah meneruskan pelaburan untuk memperkembangkan kapasiti rangkaian dan terus mementingkan keupayaan fungsi rangkaian kami. Ini jelas telah membezakan kami daripada para pesaing dan membolehkan kami memantapkan tawaran produk kami selaras dengan kualiti perkhidmatan yang lebih tinggi. Dalam usaha memastikan rancangan pelancaran rangkaian kami tepat mengikut jadual dan seterusnya memberi tumpuan kepada pembangunan selanjutnya, kualiti dan liputan rangkaian yang semakin baik akan memberikan sokongan yang kukuh terhadap pelancaran teknologi generasi baru seperti Perkhidmatan Paket Radio Am (GPRS) dan juga 3G apabila dilaksanakan di sini kelak.

Teknologi maklumat

Selaras dengan usaha memperkenalkan produk dan perkhidmatan inovatif untuk memenuhi permintaan bagi perkhidmatan terjamin oleh para pelanggan kami yang dihargai, adalah penting untuk memastikan terdapat sokongan strategik dari segi penggunaan rumusan inovatif Teknologi Maklumat dalam inisiatif-inisiatif pembangunan



capabilities that will ensure that billings are prompt and accurate from both a subscriber and interconnect perspective. The impact of new generation technologies, such as Short Messaging Service (SMS), Wireless Application Protocol (WAP) and GPRS, has resulted in increasing demand for flexibility in terms of the provisioning of personal and differentiated service billing capabilities. DiGi has already taken initial steps in this direction through our recent partnership with SCS Computer Systems Sdn Bhd for the implementation of the Interconnect Billing and Settlement System (IBSS), a high-end solution to manage interconnect billing with other telcos and value-added service providers, both nationally and internationally. Among other things, this far-sighted initiative is certain to position us favourably as a service provider that ensures the end-to-end workability of its services and applications towards delivering the highest standards of customer satisfaction.

produk DiGi. Salah satu daripada bidang tumpuan penting adalah sistem pengeluaran bil kami, di mana keupayaan penjelasan yang lebih menyeluruh dan berdaya saing amat diperlukan untuk menjamin bil dikeluarkan dengan pantas dan tepat dari perspektif pelanggan dan perspektif antara sambungan. Kesan teknologi generasi baru, seperti Perkhidmatan Pesanan Pendek (SMS), Protokol Aplikasi Tanpa Wayar (WAP) dan GPRS, telah menghasilkan permintaan yang semakin tinggi bagi ciri-ciri fleksibel, umpamanya penyediaan keupayaan pengeluaran bil secara peribadi dan dibezakan. DiGi telah mengambil langkah awal untuk mencapai matlamat ini menerusi kerjasama yang dimeterai baru-baru ini dengan SCS Computer Systems Sdn Bhd untuk melaksanakan Sistem Bil dan Penjelasan Antara Sambungan (IBSS). Sistem ini adalah satu rumusan canggih untuk menguruskan bil antara sambungan dengan syarikat telekom dan pembekal perkhidmatan nilai tambah lain, di dalam dan luar negara. Antara lain, inisiatif berpandangan jauh ini pasti meletakkan kami di kedudukan yang baik sebagai pembekal perkhidmatan yang menjamin perkhidmatan dan aplikasinya boleh digunakan dari mula hingga akhir supaya dapat membekalkan tahap kepuasan pelanggan yang paling tinggi.

Sales and distribution channels

Another crucial consideration in line with our aggressive product and service roll-out and network expansion plans is that of extensive and penetrative sales and distribution channels. DiGi has developed a strong multi-channel distribution network which is targeted towards reaching niche market segments of high-end corporate and business customers. To avoid too much dependency on any one channel, however, there are plans in the pipeline to increase the establishing of new and creative non-traditional channels, as well as to further strengthen existing primary prepaid and postpaid distribution channels. Through the ongoing development and provision of alternate and virtual channels of introducing our innovative products and services, we aim to position ourselves strategically to capture a greater slice of the market.

Prospects for 2002

Essentially, our prospects for the year ahead continue to look positive. Confident that the communications and multimedia sector stands to make a full recovery with the anticipated growth in local mobile penetration, we will maintain our focus on ensuring the highest industry standards to match our customers' increased expectations. Coupled with the government's forward-looking commitment to develop the sector in line with its vision of the new economy, DiGi's value-driven approach, which translates into product innovation to delight our customers, as well as continued financial growth and long-term profitability for our shareholders, will no doubt enhance our inherent growth potential in the year ahead. In fact, by leveraging on Telenor's expertise, technological know-how and strong global linkages, we are favourably positioned to weather the near-term economic challenges, and to stride ahead into the future.

Saluran jualan dan pengedaran

Satu lagi pertimbangan penting, selaras dengan pelancaran produk dan perkhidmatan dan rancangan perkembangan rangkaian kami yang agresif, ialah saluran jualan dan pengedaran yang meluas dan mampu menembusi pasaran. DiGi telah membangunkan rangkaian pengedaran pelbagai saluran kukuh, yang disasarkan untuk mencapai segmen pasaran khusus pelanggan korporat dan perniagaan peringkat atasan. Bagaimanapun, untuk mengelakkan daripada terlalu bergantung kepada mana-mana satu saluran, terdapat rancangan untuk mewujudkan saluran bukan tradisional yang baru dan kreatif, dan juga memperkuat saluran pra-bayar dan pasca-bayar utama yang sedia ada. Menerusi pembangunan berterusan dan penyediaan saluran alternatif dan maya bagi memperkenalkan produk dan perkhidmatan kami yang inovatif, kami ingin menempatkan diri secara strategik untuk merebut bahagian pasaran yang lebih besar.

Prospek bagi tahun 2002

Pada asasnya, prospek bagi tahun ini terus kelihatan positif. Dengan keyakinan bahawa sektor komunikasi dan multimedia akan pulih sepenuhnya menerusi jangkaan peningkatan dalam tahap penembusan perkhidmatan mudah-alih, kami akan terus memberi tumpuan untuk menjamin tahap piawaian industri yang paling tinggi bagi memenuhi keperluan pelanggan yang semakin bertambah. Disokong oleh komitmen berpandangan jauh kerajaan untuk membangunkan sektor ini selaras dengan wawasannya bagi ekonomi baru, pendekatan DiGi yang berasaskan nilai, dimana penghasilan produk inovasi untuk menggembirakan pelanggan, serta pertumbuhan kewangan berterusan dan keuntungan jangka panjang bagi para pemegang saham, sudah pasti akan meningkatkan potensi pertumbuhan kami pada tahun ini. Malah dengan memanfaatkan

Acknowledgements

Once again, I wish to record our appreciation of those who have continued to support and contribute towards DiGi's initiatives, whether directly or indirectly, in the period under review.

Our thanks to Telenor, for your faith in DiGi, and for demonstrating your support in practical investment terms, through your increased shareholding stake. We believe that our destinies are linked, and as we build on the close professional relationship we have established in the past, we are confident of greater achievements under your focused guidance.

To the Board of Directors and Operating Committee members who have steered us through the challenging economic climate, and have set clear strategic goals and operational directions to address the issues faced, your invaluable guidance and good corporate governance have been a key factor in enabling us to hold our ground. Our gratitude also goes to the management team for their sense of professionalism and teamwork in the implementation of our short- and long-term business plans.

We also value the close ties we have established with the Ministry of Energy, Communications and Multimedia (MECM) and the regulator, the Malaysian Communications and Multimedia Commission (MCMC). Even as we collaborate on future industry initiatives, we look ahead towards maintaining the highest industry standards of customer service in realising the nation's vision of a well-established knowledge-economy.

kepakaran, pengetahuan teknologi dan hubungan global kukuh Telenor, kami berada pada kedudukan yang amat baik untuk mengharungi cabaran ekonomi jangka pendek, dan akan terus melangkah maju ke arah masa depan.

Penghargaan

Sekali lagi, saya ingin merakamkan setinggi-tinggi penghargaan kepada semua pihak yang terus memberikan sokongan dan sumbangan kepada inisiatif-inisiatif DiGi dalam tempoh yang dilaporkan, sama ada secara langsung atau tidak langsung.

Kami ingin mengucapkan ribuan terima kasih kepada Telenor, kerana kepercayaan yang mereka letakkan terhadap DiGi, dan kerana memberikan sokongan dari segi pelaburan dengan meningkatkan pegangan saham mereka. Kami percaya DiGi dan Telenor mempunyai masa depan cerah bersama. Sambil mempererat lagi hubungan profesional yang telah kami jalin sehingga kini, kami yakin dapat mencatatkan prestasi yang lebih cemerlang di bawah pimpinan Telenor.

Terima kasih diucapkan kepada Ahli Lembaga Pengarah dan Jawatankuasa Operasi yang telah mengemudi syarikat dalam keadaan ekonomi yang mencabar dan telah menetapkan matlamat strategik dan arahan operasi jelas bagi menangani isu-isu yang dihadapi. Ternyata panduan berharga yang diberikan dan urusan pentadbiran korporat yang dilaksanakan dengan baik menjadi faktor penting yang membolehkan kami mempertahankan kedudukan kami. Kami juga mengucapkan terima kasih kepada pihak pengurusan kerana sikap profesional dan kerjasama sepasukan yang ditunjukkan dalam melaksanakan rancangan perniagaan jangka pendek dan jangka panjang DiGi.



Finally, we would like to express our gratitude to our trade and financial partners, to our dedicated staff, our loyal customers and shareholders who have shared in our struggles. We thank you all for your collective support and believe that as you continue to stand strongly with us through the challenges that lie ahead, we will persevere on to take DiGi to greater heights.

Tan Sri Dato' Seri Vincent Tan Chee Yioun

Chairman

02 April 2002

Kami turut menghargai hubungan rapat kami dengan Kementerian Tenaga, Komunikasi dan Multimedia dan pengawalselia, iaitu Suruhanjaya Komunikasi dan Multimedia Malaysia. Sambil bekerjasama dalam inisiatif industri pada masa depan, kami akan berusaha mengekalkan tahap perkhidmatan pelanggan yang paling tinggi untuk merealisasikan wawasan negara mewujudkan sebuah ekonomi pengetahuan yang mantap.

Akhir sekali, kami ingin memberikan penghargaan kepada rakan perdagangan dan kewangan kami, kakitangan kami yang berdedikasi, para pelanggan setia serta pemegang saham kami yang telah berkongsi perjuangan kami. Kami mengucapkan terima kasih kepada anda semua kerana sokongan padu yang diberikan. Sebagai menghargai sokongan anda dalam usaha kami mengharungi cabaran pada masa depan, kami akan berusaha dengan lebih tekun lagi untuk membawa DiGi ke kemuncak yang lebih tinggi.

Tan Sri Dato' Seri Vincent Tan Chee Yioun

Pengerusi

02 April 2002