

# Chief Executive Officer's Statement

## Stronger Together, Building A Better Tomorrow

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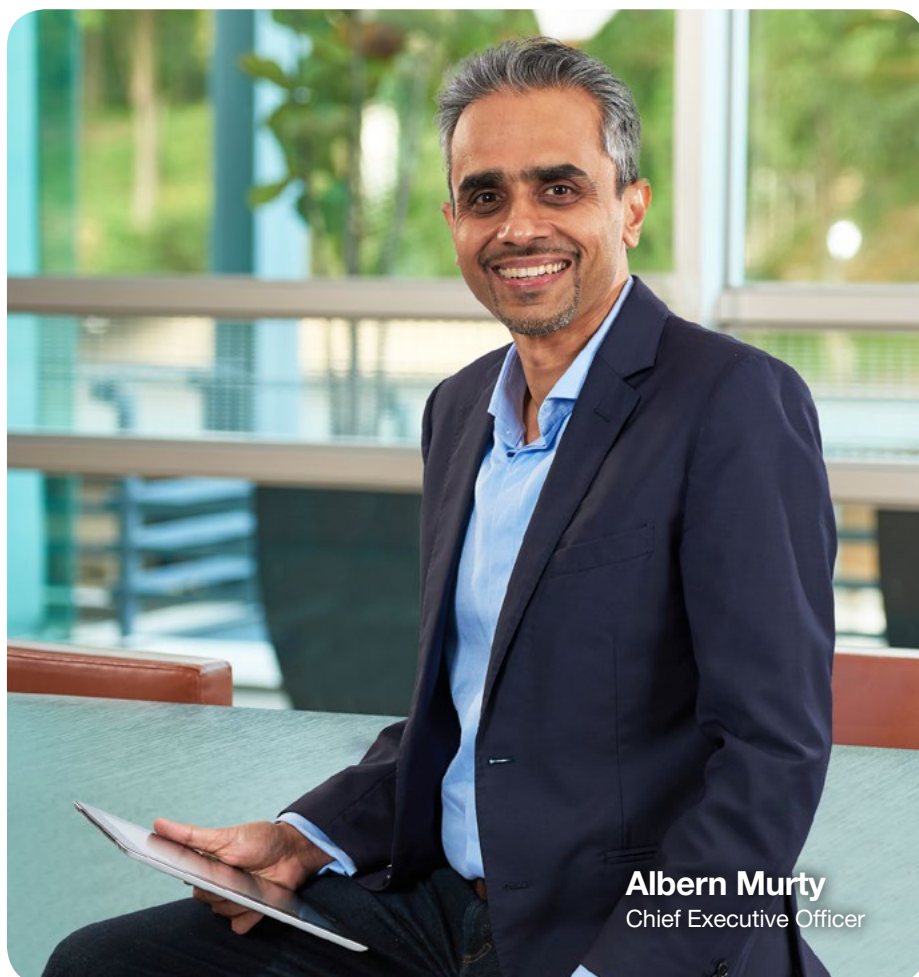
2020 was a year of learning and exploration for Digi – new ways of working and staying connected to our teams, finding innovative means of serving our customers, and doing things to grow closer as a team despite being physically apart. This was a year where we grew as a company and explored new growth areas, driving efficiency and modernisation. The experience underscored the importance of what we do every day – connecting you to what matters most. Connectivity became even more fundamental – in keeping people, businesses, governments, and societies in general connected and running. In this regard, much of Digi's priority during the year was to ensure the consistent availability of our network and services, while taking necessary precautions to keep everyone under our care safe, and doing our part to aid the nation's recovery.

### Q How would you describe Digi's performance in FY2020?

A During the year, Digi like many companies in Malaysia faced a challenging and uncertain market. Over the various Movement Control Orders (MCO), telecommunications networks experienced a huge surge in data traffic, driven by usage peaks in productivity, education, communications, video, and gaming applications. Led by the government and the Malaysian Communications and Multimedia Commission (MCMC), Digi and our industry colleagues collaborated to reshape a national plan to radically uplift the quality of broadband and digital services.

Against this backdrop, our performance was a result of an all-round focus on operational excellence, the success of transformation initiatives, and our signature brand of inspired resilience. By executing well on our growth and modernisation agenda we were able to deliver earnings and sustain healthy returns to shareholders, which were in line with 2020 revised guidance.

*More details on Digi's financial review by our Chief Financial Officer in pages 18 to 21, and how we create value across our six capitals in pages 46 to 69 of this report.*



**Albern Murty**  
Chief Executive Officer

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**We will focus on delivering our long-term strategic goals, built on robust financials, organisational agility, and our trusted brand.**

**Q What measures did Digi take in responding to the challenges brought on by Covid-19?**

**A** Early in the year, we activated our comprehensive Business Continuity Plan to mitigate the rising impact of Covid-19 on our operations and the way we serve customers. We were one of the first few companies to shift to having more than 70% of our workforce working from home, and critical roles were strengthened by redundant locations to be able to serve our customers while keeping our teams safe.

### **Maintaining the availability of network services, and enhancing coverage at critical areas**

We mobilised our team to work 24/7 to maintain sites, upgrade capacity, and improve coverage. This was vital given the surge in data traffic due to increased internet usage and shift in capacity from business zones to residential areas, and to ensure mission-critical areas such as hospitals and key government offices were given adequate focus.

### **Benefits for customers focused on learning, connectivity, and productivity**

We gave free 1GB data to our 10.4 million customers every day since March 2020. We enabled free access to e-learning platforms like Jom Studi, and curated special plans catering to customers' current needs and affordability, along with business continuity boosters for businesses to manage their operations.

### **Optimising service channels to better meet customer's needs**

We took up the challenge of ensuring accessibility to our services at a time when movement and travel was limited. Digital self-service channels in the form of MyDigi app and Digi Online Stores supported essential transactions, while our Customer Care hotline, Live Chat, Kiosk and social media platforms continued to be staffed 24/7.

### **Timely dissemination of information to all**

Since the start of MCO, we have been working with the authorities to disseminate health, emergency, and public interest announcements via daily SMS broadcasts to our customers for free.

### **Supporting relief efforts**

In addition to pledging RM2 million to the GLC/GLIC Disaster Response Network (GDRN), we collected RM50,000 through customer-driven crowdfunding on MyDigi and channeled the funds to purchase personal protective equipment (PPE) for hospitals.

### **Safeguarding health and wellbeing of people across our value chain**




In delivering all the above and more, we took every necessary measure to protect the safety and health of our employees, partners, and the supply chain, adhering strictly to the highest safety standard operating procedures, as well as enhancing physical and mental health support for our employees. .






*Read more about the company's Covid-19 response in page 8 to 11 of this report.*

**Q How will Digi continue to deliver value and growth, and lead the industry in responsible business practices in the next 2-3 years?**

**A** In the past year, we learnt that more than ever, we needed to be agile in a rapidly changing environment. In the next three years, we will continue our growth by seeking smarter ways of delivering value to customers and society, by continuing to modernise our network and infrastructures, and by leading in responsible business practices.

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Strategic Pillars	Ambitions	Targets	Link to capitals
 <p><b>GROWTH</b></p>	Sustainably grow Consumer, and lead organic B2B revenue growth	<p><b>20% growth</b> in Postpaid and Fixed subscribers</p> <p><b>33% growth</b> in B2B revenues</p>	<ul style="list-style-type: none"> <li>Financial</li> <li>Manufactured</li> <li>Intellectual</li> <li>Natural</li> <li>Social and Relationship</li> </ul>
 <p><b>MODERNISATION</b></p>	Best customer experience, built on channel digitalisation and automated operations	<p><b>100% touch-free</b> operations on Digi's network</p> <p><b>#1 most consistent</b> network experience</p>	<ul style="list-style-type: none"> <li>Financial</li> <li>Manufactured</li> <li>Intellectual</li> <li>Human</li> <li>Natural</li> </ul>
 <p><b>RESPONSIBLE BUSINESS</b></p>	Leader on sustainable business standards and ESG practices in Malaysia	<p><b>300k users engaged</b> via Yellow Heart programmes on digital resilience and future skills</p> <p><b>#1 Malaysian telco</b> for ESG performance</p>	<ul style="list-style-type: none"> <li>Financial</li> <li>Manufactured</li> <li>Intellectual</li> <li>Human</li> <li>Social and Relationship</li> </ul>

Legend:  Financial  Intellectual  Social & Relationship  Manufactured  Natural  Human

Read more about Our Strategy on pages 42 to 43 of this report.

## Q What are your priorities and outlook for 2021?

**A** Digi will focus on delivering our long-term strategic goals, built on robust financials, organisational agility, and our trusted brand. We will prioritise accelerating our digital agenda and modernising our network and IT infrastructure to enhance customer experience, driving financial sustainability via cost efficiency initiatives, upholding the highest standards in responsible business practices, and by partnering to support society's recovery. We continue to innovate and deliver on our brand promise and purpose of connecting customers to what matters most through our services and future enhancements of technology.

On behalf of the management team, I would like to thank our employees, our Board, and most of all our customers for their support and loyalty during the last year. We also express our appreciation to Malaysia's first responders, enforcement agencies, government authorities working tirelessly to keep society safe and lead us on the path of recovery.