

Bringing online education and accelerating learning for more than 1.5 million students in Bangladesh.



#ItBeginsWithUs

Robi Axiata 10-Minute School

কেপলারের ২য় সূত্র
একটি নির্দিষ্ট সময়ে অতিক্রান্ত ক্ষেত্রফল ধ্রুবক।

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TOWARDS BECOMING
THE NEXT GENERATION
DIGITAL CHAMPION

Our Value Creation Model



Unfold To See How We Create Value

Axiata utilises input from our six capitals to drive through our strategies in our value creation process. Our efforts lead to output, as well as outcomes and value created in the short, medium and long term for our base of stakeholders. The Group's efforts are also contributing to advancing some of the

UN SDGs. As a result of the nature of the trade-offs and interconnectivity of our six capitals, Axiata's value creation reporting focuses on the key activities that lead to the outcomes aligned with achieving our ambition of becoming The Next Generation Digital Champion by 2024.

Our Six Capitals

Financial Capital



Capital providers supply us with the necessary funding for our business, in addition to cash generated from operations and investment.

Human Capital



Our skilled workforce is a pivotal part of Axiata's business model. Our engaged, diverse, and innovation driven employees contribute to the success of our business.

Intellectual Capital



Our strong brand equity and trust, culture, partnerships, know-how as well as our procedures and processes differentiate us in the marketplace.

Social & Relationship Capital



Continuous and ongoing close engagements with customers, communities, governments and regulators, suppliers, trade unions and industry bodies, among others, are key towards ensuring we maintain strong relationships of trust with our stakeholders.

Manufactured Capital



Our network infrastructures, data centres and software applications are an important source of competitive differentiation. Our Manufactured Capital also includes the office buildings housing our workforce.

Natural Capital



We consume energy in our operations, and use land to house our towers and other infrastructure.

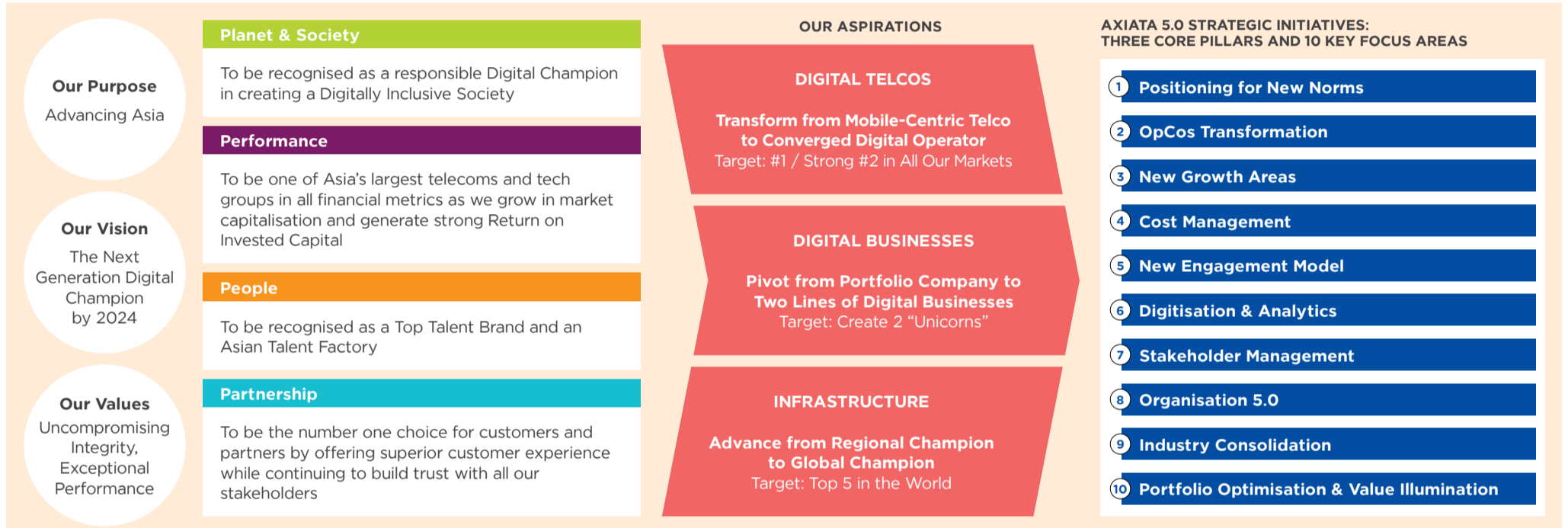


Our Value Creation Model

THE INPUT OUR CAPITALS PROVIDE

Financial	Human	Intellectual	Social & Relationship	Manufactured	Natural
<ul style="list-style-type: none"> Market capitalisation of RM34.3 billion as at end 2020 Gross debt/EBITDA ratio of 2.6x Debt Equity Ratio of 1.6x Credit ratings of Baa2 on Moody's and BBB+ on S&P Operating expenses of RM13.5 billion Capital expenditure of RM5.3 billion 	<ul style="list-style-type: none"> More than 12,600¹ employees from 42 nationalities across Asia Male : Female employee ratio of 69 : 31 RM190 million spent on talent development since 2009 High percentage of engaged employees 	<ul style="list-style-type: none"> Mobile licenses and spectrum allocations throughout our operating markets Investment in digitisation and modernisation initiatives Data privacy, cyber security and information security initiatives 	<ul style="list-style-type: none"> 2020 Brand Power Results: <ul style="list-style-type: none"> #1 in Malaysia² and Sri Lanka #2 in Bangladesh³, Indonesia⁴, Cambodia and Nepal Industry and community partnerships Customer base of approximately 157 million subscribers 	<ul style="list-style-type: none"> 22,329 towers owned by edotco 11,258 towers managed by edotco Group-wide BTS infrastructure⁵ Group capex of RM5.3 billion Group Plant, Property and Equipment (PPE) value of RM24.5 billion Telecommunication network equipment (net book value) of RM20.6 billion edotco tower capex of RM510.2 million edotco PPE value of RM2.43 billion Apigate, our global digital monetisation and customer growth solution provider 	<ul style="list-style-type: none"> Direct energy consumption of 1.5 million GJ Indirect energy consumption of 7.0 million GJ Renewable energy capacity of Total GHG emissions of 1.38 million tCO₂e Energy intensity of 558.8 GJ per million GB (Digital Telco only)

STRUCTURES IN PLACE FOR VALUE CREATION



OUR OUTPUTS AS A BUSINESS

Differentiated connectivity services	Seamless connection	Comprehensive digital platforms for businesses	Data-driven digital advertising	Secure digital financial services	Enterprise solutions/IoT	Reliable network availability	Fibre connectivity	Sustainable network tower solutions	End-to-end tower management services	Adverse Output By-products: GHG emissions
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OUTCOMES WHICH BENEFIT ALL

1. Delivering Long-Term Value to Shareholders	2. Building a Modern, Agile and Digital Asian Talent Factory	3. Becoming a Trusted and Reliable Digital Partner	4. Supporting Governments and Communities in Our Markets	5. Enabling Digitally-Connected Societies	6. Minimising Environmental Impact
<ul style="list-style-type: none"> Maximise shareholder value Sustained long-term business growth and profitability <p>UN SDG: </p> <p>IAR Refer to page 44 for more details</p>	<ul style="list-style-type: none"> Talent development platform geared towards being a Modern, Agile and Digital (M.A.D.) Asian Talent Factory Attract and retain talented employees Diverse workforce, with multiple opportunities to advance their careers <p>UN SDG: </p> <p>IAR Refer to page 45 for more details</p>	<ul style="list-style-type: none"> Provide excellent customer experience across our footprint Establish strong brand equity and trust Digital platforms to cater to customer needs for innovative digital products and services <p>UN SDG: </p> <p>IAR Refer to page 46 for more details</p>	<ul style="list-style-type: none"> Contribute to the socioeconomic development of the countries we operate in through national contributions and social responsibility initiatives <p>UN SDG: </p> <p>IAR Refer to page 47 for more details</p>	<ul style="list-style-type: none"> Increase population coverage and connect underserved areas Aid digital and financial inclusion <p>UN SDG: </p> <p>IAR Refer to page 48 for more details</p>	<ul style="list-style-type: none"> Focused carbon reduction strategy Optimise energy consumption through design innovations and renewable energy sources <p>UN SDG: </p> <p>IAR Refer to page 49 for more details</p>

TRADE-OFFS

- In the short term, expanding and modernising our networks will increase our base of Manufactured Capital, but reduce our Financial Capital. However in the long term, these investments expand our business' capacities, and therefore grow our Financial Capital
- Investments in Intellectual Capital reduces our Financial Capital in the short term. However in the long term, it leads to increasing the value of our Human, Financial, and Social & Relationship Capital
- Our Social & Relationship Capital investments reduces our Financial Capital in the short term. However in the long term, our efforts to bridge the digital divide and foster regional socioeconomic development augments the value of our Social & Relationship, Human, Intellectual and Financial Capitals
- Our Manufactured Capital base negatively impacts upon our Natural Capital. However, through concerted efforts to reduce our carbon footprint, we are able to mitigate our business impact on our Natural Capital

Notes: ¹ Includes edotco Group and Axiata Digital employees
² Includes Xpax
³ Includes Airtel
⁴ Includes Axis
⁵ As at 31 December 2020

IAR For more details on:
 - OpCos' BTS numbers, please refer to pages 61 to 71 in the "Delivering Our Strategy" section
 - The 10 Key Focus Areas, please refer to page 39 in the "Realising Our Vision" section

1. Delivering Long-Term Value To Shareholders

Related Key Capitals: **Financial, Social & Relationship** | Link to 4P Goals: **Performance**

Outcomes And Value Created

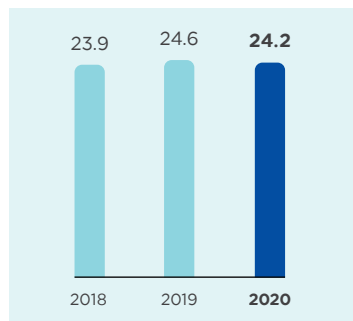
- ▶ **Maximise shareholder value by maintaining sustainable dividend payout**
- ▶ **Sustain long-term business growth and profitability by ensuring financial resilience**

Activities and Processes to Create Value

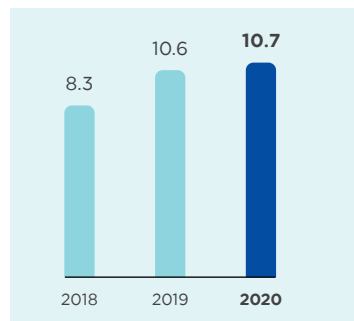
- ▶ In a challenging environment, focused on margin improvement to generate cash in line with the Group's shift to becoming a High Dividend Company
- ▶ Focused on conserving cash via disciplined cost management and capex efficiency, whilst building a war chest for new norm opportunities
- ▶ Maintained Operational Excellence to continue building a sustainable cost structure
- ▶ Cost Excellence Programme delivered RM1.8 billion of savings in 2020 in both opex and capex, exceeding total savings target of RM5.0 billion by 2021 ahead of time
- ▶ Optimisation of spectrum for 4G demand, data uptake from the accelerated depreciation and write-off of 3G assets amounting to RM1.1 billion, resulting in PATAMI impact of RM604.3 million
- ▶ Accelerated digital adoption in OpCos due to COVID-19 new norms
- ▶ Dual-tranche offering in August 2020, comprising the 10-year USD500 million Sukuk and 30-year USD1 billion Notes from a Euro Medium Note Programme, as well as the Group securing Syndicated Multi-Currency Shariah-compliant sustainability-linked financing facilities of USD800 million has resulted in:
 - Strengthened balance sheet
 - Improved capital structure
- Ensured optimum cost and interest savings
- Strengthened liquidity position
- ▶ Successfully listed Robi on the Dhaka Stock Exchange Limited and the Chittagong Stock Exchange Limited in Bangladesh on 24 December 2020
- ▶ Given the uncertainty surrounding the depth and duration of the pandemic and the difficulty in predicting the pace of recovery, the Group withdrew its guidance on previous Headline KPIs on 21 May 2020
- ▶ Foregone revenue due to free data and bonus recharge by some OpCos in countries such as Malaysia, Indonesia, Cambodia, Sri Lanka, Bangladesh and Nepal

Performance Indicators

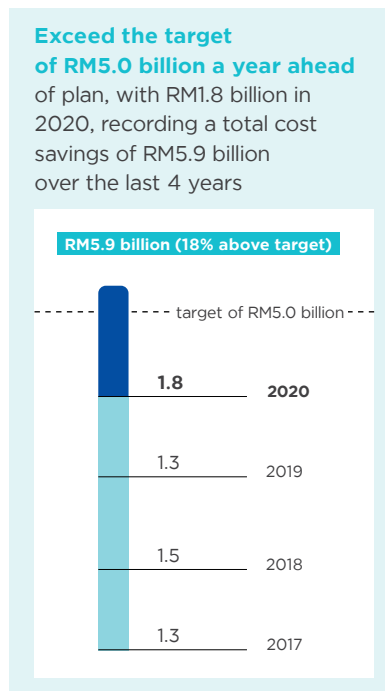
Revenue (RM Billion)



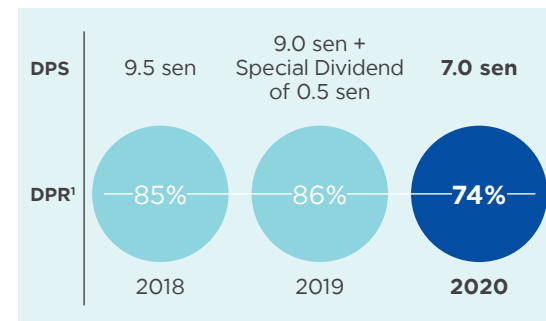
EBITDA (RM Billion)



Cost Savings (RM Billion)



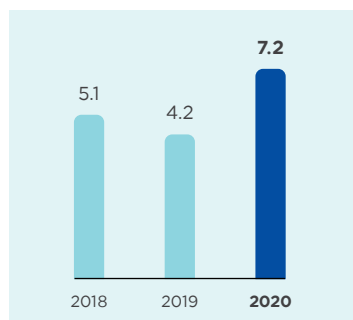
Dividend Per Share (DPS)/Dividend Payout Ratio (DPR)



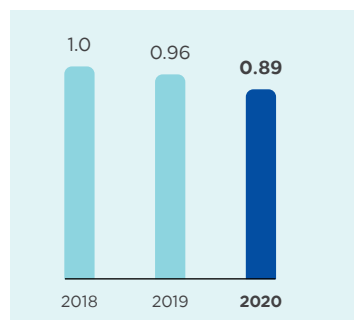
Credit Ratings



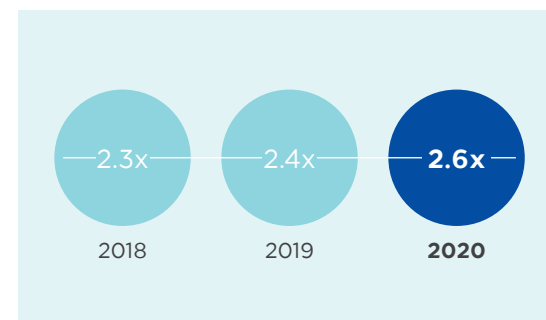
Cash Balance (RM Billion)



Normalised PATAMI (RM Billion)



Gross Debt to EBITDA Ratio



Note: ¹ DPR - Dividend Payout Ratio excluding special dividend

2. Building A Modern, Agile And Digital Asian Talent Factory

Related Key Capitals: **Financial, Human** | Link to 4P Goals: **People**

Outcomes And Value Created

- ▶ **Talent development platform geared towards being a Modern, Agile and Digital (M.A.D.) Asian Talent Factory**
- ▶ **Attract and retain talented employees**
- ▶ **Diverse workforce with multiple opportunities to advance careers**

Activities and Processes to Create Value

- ▶ Group-wide robust talent development platform aligned with M.A.D. culture
- ▶ Axiata Digital Labs (ADL) offering a wide-array of specialised digital skills
- ▶ Established Axiata FastForward¹ and instituted the Collective Brain²
- ▶ Group-wide LEAP³ Programme for OpCos to create digitisation initiatives via friendly competition
- ▶ Developed internal and external stakeholders' data privacy and cyber security awareness, knowledge and skills via:

- Group-wide training platform deployed with a repository of curated material for privacy and cyber security aligned with our applicable laws, internal policies, standards and current best practices
- Privacy and security awareness campaigns for our employees including disseminating quarterly internal newsletters, monthly electronic direct mailers, quizzes, online games, contests and other awareness activities
- Upskilled our Data Privacy Officers (DPOs) through a continuous effort of participating in the International Association of Privacy Professionals Certified Information Privacy Manager (CIPM) certification

- Ensured that the privacy and data protection risks are identified and mitigated at the OpCo level by DPOs through continuous Privacy Assessments
- ▶ Developed leadership skills and demonstrated commitment to internal talent development through GADP⁴ and OADP⁵
- ▶ Strong employer value proposition – comprehensive HSE⁶ programme; robust compensation and benefits; supportive work-life balance initiatives; Sustainability and Diversity, Equity and Inclusion as part of People Policies and Processes

Performance Indicators

Enhancing the M.A.D. Culture

e-Learning Platforms

Online Learning

- **7,164 learners** activated
- **228,458 courses** viewed
- **74,598 courses** completed
- Top courses were on IoT, Blockchain and IR 4.0

Synapse⁷
Visits of knowledge workers
2019: 25.4%
2020: 49.9%



Axiata FastForward

- Launched 5 Academies as part of Axiata FastForward – Technology; Customer Experience; Leadership; Ways of Working; Leadership and Finance

Collective Brain

- ADL is deeply engaged in multiple tracks of Collective Brain assisting OpCos to take back control from external vendors, retaining IP, reducing cost to serve, and helping build Best Practices and software asset library
- Enabling OpCo Leaders to make key technology decisions
- Empowering OpCo Resources to deliver financial and strategic targets, and achieve end-to-end project execution

Pursuing A Digital Culture

- LEAP Awards 2020 – 150 unique digitisation initiatives submitted by OpCos
- Notable contributions for new normal growth driven initiatives submitted by Celcom, XL, Dialog and Robi



Building Digital Trust Through A Robust Data Privacy and Cyber Security Culture

- Enhanced employees' and vendors' **cyber security and privacy awareness, knowledge and skills**
- **Ensured strong alignment with global best practices**, and strict regulatory compliance in the area of data privacy
- Group-wide Cyber Security and Privacy training and awareness programme enhanced employees' and vendors' knowledge and capabilities through updated modules covering data privacy, current digital risks and cyber threats
- **> 90% completion** of training modules Group-wide
- GSOC⁸ Offensive Security team:
 - On the Top 5 Global Leader Boards and ranked 1st for Asia Pacific region at the Logwars, Capture The Flag (CTF) competition, RhythmWorld Security Conference 2020
 - 2nd place, Red Team Village, CTF, Hack in the Box Security Conference 2020



HSE

Average Lost Time Injury Frequency Rate across OpCos range from 0-0.55 (telco industry benchmark is 0.8)



GADP/OADP

> 600 future CXOs⁹

Talent at Axiata

Top Management



Middle Management



External : Internal Hiring Ratio

2018 - 17 : 83 2019 - 23 : 77 **2020 - 29 : 71**

Group Employee Engagement Survey Result

SEI¹⁰



UI.EP



Ethics



High Performance Culture

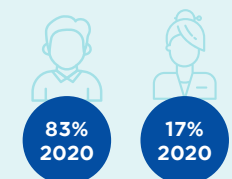


Leadership at Axiata

Leadership Positions in 2020

- ▶ 71% filled internally
- ▶ 8 out of 9 CEOs filled by internal talents

Gender Diversity in Leadership



Nationalities of Our Leadership¹¹

- ▶ Local – 67%
- ▶ Footprint – 14%
- ▶ External – 19%

2019: 86% 2019: 14%
2018: 83% 2018: 17%

Notes: ¹ Axiata FastForward is a Group-wide intelligent learning technology platform for our employees
² The Collective Brain is the virtual centralisation of the Group's best and brightest brains from across all regional OpCos, so that our people can collectively make the best decisions for the Group
³ LEAP = Learn, Engage, Accelerate and Perform
⁴ GADP = Group Accelerated Development Programme
⁵ OADP = OpCo Accelerated Development Programme
⁶ HSE = Health, Safety and Environment

⁷ % Visits of knowledge workers is based on Full Time Employees who are Assistant Manager and above across Axiata and our OpCos
⁸ GSOC = Group Security Operations Centre
⁹ CXO refers to any Chief Officer roles that report to the CEO
¹⁰ SEI = Sustainable Engagement Index
¹¹ Locals – Locals working in their respective OpCo country. Footprint – Non-locals from Axiata's footprint countries. External – Non-locals from outside Axiata's footprint countries

SNCR

For more details on our:

- Employee engagement activities, please refer to pages 52 to 53 of the "Fair Employment And Welfare" section
- Training and development programmes, please refer to pages 54 to 55 of the "Talent Development" section
- Health and safety performance, please refer to pages 56 to 58 of the "Employee Health, Safety And Wellbeing" section

GAFS

For more details on our employee facing data privacy and cyber security initiatives, please refer to pages 37 to 38 of the "Building Digital Trust Through Data Privacy and Cyber Security" section

3. Becoming A Trusted And Reliable Digital Partner

Related Key Capitals: **Financial, Intellectual, Social and Relationship** | Link to 4P Goals: **Partnership**

Outcomes And Value Created

- ▶ Provide excellent customer experience across our footprint
- ▶ Establish strong brand equity and trust
- ▶ Digital platforms to cater to customer needs for innovative digital products and services

Activities and Processes to Create Value

- ▶ Refining our strategic approach and repositioning for new normal growth opportunities by identifying the Six Core Business Dimensions aligned with Consumer, Home and Enterprise needs
- ▶ Axiata Digital Labs and Axiata Analytics Centre operationalising Axiata's IT Blueprint
- ▶ Group-wide Digital Transformation Strategy driving Digitisation and Analytics as core differentiator by leveraging on Data Analytics, Artificial Intelligence (AI) and Machine Learning (ML) as enablers
- ▶ Created differentiated products for the Enterprise segment across all OpCos
- ▶ Set up common Group-wide platforms to enhance customer service including a Chatbot Framework and a portfolio of self-care apps

- ▶ Yoodo, a brand under Celcom, is Malaysia's first truly customisable and 100% digital telco
- ▶ Digital Trust 2020 Cyber Security Strategy:
 - Defined and implemented the Group Information Security Operating Model
 - Recruited, retained and developed security teams aligned with our strategic requirements
 - Established strong security collaborations both internally and externally with a broader ecosystem
 - Defined the high-value assets (Crown Jewels) and provided differentiated protection, prioritised Detection and Response capabilities
 - Defined and implemented Group-wide risk assessment capability
 - Ensured cyber resilience throughout the pandemic:
 - Established a state-of-the-art Group Security

- Operation Centre (GSOC) and provided 24/7 security services across Axiata without any interruption during the lockdown period
- Published our Privacy Policy, updated Privacy Notices and Cyber Security Advisory on the corporate website as part of our commitment to transparency and accountability
- Conducted a Group-wide Work-From-Home (WFH) assessment to ensure resiliency and business continuity
- Completed Group-wide crisis simulation exercises to build a robust incident response capability
- Updated our corporate website with information for our customers and subscribers on current threats and malicious trends

Performance Indicators

Total Number of Mobile Customers (million)



Brand Power Results¹



Digital Reputation Score⁵



Net Promoter Score



ADL Empowering OpCos

- To take back control from external vendors
- Retain Intellectual Property
- Reduce cost to serve
- Build best practices
- Develop a software asset library
- **Delivered > 150 digital solutions**
- **> 1,000 digital experts**
- **> 15 innovative products and platforms**
- **> 50 certified Cloud solutions**

Strengthened Data Privacy and Cyber Security

- Improved Capability Maturity Model Integration (CMMI) Maturity to Level 3.5 for NIST functions across all OpCos, **exceeding the global average**
- **GSOC accredited by the Forum of Incident Response and Security Teams (FIRST)**
 - as a recognised global leader in Incident Response
 - Axiata is the only telecommunications company to achieve this accreditation in all countries in which we operate
 - acknowledged as the industry "Leading Specialist in Cyber Threat Management South Asia" by Acquisition International monthly magazine
- **Improved the scope and depth of MBSS to version 2.0**, which features 91 standards and includes automation to achieve scale and consistency in hardening our assets from failure and cyber-attacks

Capturing New Normal Growth Opportunities

<h4>Unlimited Data and Nomadic Mobility</h4> <p>All OpCos Offering Beyond Connectivity Enterprise services including Security, Equipment, Cloud, Data Centre, Application and IT services</p> <p>Celcom, Dialog, XL & Smart Accelerated Fixed Wireless Access transition</p> <p>Celcom Digitisation of the retail space via the Dialog Retail Hub digital platform, enabling > 35,000 retail partners</p> <p>XL Ensured high back end reliability to support own touchpoints: • 99.6% uptime • 96.9% own channel transactions success rate</p> <p>Smart Generated in-depth customer insights and developed actionable insights to effective target customers</p>	<h4>Optimised Customer Experience</h4> <p>Celcom Launched Dash4Me, a 24-hour express delivery for purchase via Celcom Online store Leveraging on Social Commerce with launch of BeBozz Shift focus and resources to servicing via Social Media with volume growing > 200%</p> <p>XL Revamped MyXL Launched MyXL Ultimate Dynamic personalised propositions via AXISnet</p> <p>Dialog & Ncell Shared Chatbot Framework led to > 80% resolution without escalation</p> <p>Yoodo Features > 2 million mobile plan combinations Rapid growth with > 500,000 app downloads & active online community of > 300,000 Most dominant telco in local esports scene with involvement in various tournaments and teams Connecting consumers with their preferred lifestyle segments via various add-ons - PUBG Mobile, TikTok, Netflix and Spotify</p>	<h4>Enhanced Enterprise proposition via partnerships</h4> <p>Google Cloud Cloud platform propositions</p> <p>Google Suite Access to business productivity suite + Specific partner interconnects in-country for better app experience</p> <p>Microsoft Products and services for larger Enterprise and government sectors</p> <p>Telefonica Leverage on synergies in Security and IT</p> <p>Intelligent Omnichannel Customer Experience (CX) Group-wide Digital Interaction Ratio increased by 13.4%</p>
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Axiata ranked within Top 30% of Digital Inclusion Benchmark



Notes: ¹ As of 2020, Axiata has shifted from using Brand Equity Score to using Brand Power Results to measure customer satisfaction
² Includes Xpax
³ Includes Airtel
⁴ Includes Axis

⁵ In 2020, Axiata moved on to using the Digital Reputation Score from the of the Social Reputation Score in previous years

IAR

For more details on:
 - The Six Core Business Dimensions, please refer to page 21 of the "In Conversation With The President & Group Chief Executive Officer" section
 - OpCos digitisation and modernisation initiatives and outcomes, please refer to pages 59 to 78 of the "Delivering Our Strategy" section

SNCR

For more details on our OpCos digitisation and modernisation initiatives and outcomes, please refer to pages 39 to 40 of the "Digitisation And Modernisation" section
 For more details on our data privacy and cyber security initiatives and outcomes, please refer to page 80 to 82 of the "Data Privacy" section

GAFS

For more details on our cyber security and data privacy programmes and outcomes, please refer to pages 37 to 38 of the "Building Digital Trust Through Data Privacy and Cyber Security" section

4. Supporting Governments And Communities In Our Markets

Related Key Capitals: **Financial, Social and Relationship** | Link to 4P Goals: **Partnership, Planet & Society**

Outcomes And Value Created

▶ **Contribute to the socioeconomic development of the countries we operate in through national contributions and social responsibility initiatives**

Activities and Processes to Create Value

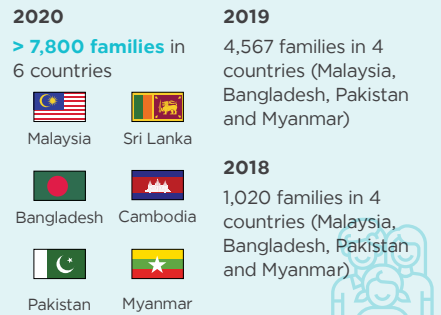
- ▶ Provided COVID-19 funding and support to governments and communities across our markets of operation
- ▶ Supported nations' 5G roll out ambitions and developed digital services that contribute to national digital policies
- ▶ Conducted programmes aligned with Axiata's commitment to GSMA's Humanitarian Connectivity Charter and Connected Women Initiative
- ▶ edotco's innovative community programmes:
 - Tower 2 Community – provided electricity for homes; channelled WiFi connectivity to libraries from the Multi-Purpose Lamp Pole; installed Solar Water Pumps; humanitarian relief for flood victims; and access to safe drinking water for underserved communities
- ▶ Employee Voluntary Engagement Programme (EVE) – two initiatives that contribute to UN SDG 2 zero hunger goals
- ▶ Contributions to tax revenue in countries that our OpCos are present
- ▶ Job creation and supporting national economic growth

Performance Indicators

Total National Contribution



Tower 2 Community Impacts



Number of Jobs Supported Across the Region



Total Tax Contributions



Supporting 5G Roll Outs

- Celcom**
 - 5G demo in PJ Smart City and Langkawi
 - 5G CoE² in collaboration with UTM³ and Ericsson
 - Smart Solutions partnership with Sunway City and Huawei
- Dialog**
 - Launched 5G pilot network in Colombo, Kandy and Galle
- Smart**
 - Trialled 5G at 20 sites in Phnom Penh and Kandal
- edotco**
 - Launched first 5G private network at Langkawi International Airport

2020 Contributions to Connected Women Initiative

- Celcom**
 - > 4,000 women in Digital Entrepreneurship Programme
 - > 1,000 female students⁴ provided learning assistance
- XL**
 - Sisternet - 30,000 members
 - Represent as **Indonesia Focal Point** at G20 EMPOWER
- Dialog**
 - Yeheli/Thozhi - > 25,000 app downloads and > 24,000 active users
- Robi**
 - Robi-CARE Girls Empowerment Programme - > 100 girls
 - Women-centric package, Ichchedana, had 1.5 million female subscribers
 - > 1,800 active female app developers on Robi's appstore platform, bdapps, representing 20% of the total app developers on the platform
- Smart**
 - Technovation Girls - > 330 girls

2020 Contributions to Humanitarian Connectivity Charter

- Smart**
 - Smart Axiata Flood Relief Fund channelling donations from subscribers for flood victims – Smart collected and matched a **total fund of USD66,000** and provided **food packages for 3,360 families**
- edotco**
 - **Hygiene kits and basic necessities for > 2,000 victims** of floods in Malaysia
 - **Humanitarian relief for > 1,200 people** impacted by Cyclone Amphan in Bangladesh

COVID-19 CSR Programmes

- USD51 million in COVID-19 GDP support**
 - 3,486 jobs supported across 5 countries from COVID-19 activities
- Celcom**
 - Supported national COVID-19 operations in 6 states, providing broadband connectivity and devices through collaborations with the MCMC⁵, State and Federal Governments
 - 5,000 Free SIM cards for Quarantine Centres
 - > 100 laptops provided to underprivileged students to support e-learning
- XL**
 - Partnered with Ministry of Religion to launch **Digital Madrasah Virtual Learning** for Islamic school students – 110 students from 22 Islamic schools
 - **Quota Donation Crowd Funding programme** – empowered customers and communities to donate their data packages to schools across Indonesia – 425 routers, 96,000GB of data and 121,200 students
- Dialog**
 - Invested **SLR200 million** towards the development of Intensive Care Units at Homagama Base Hospital and Negombo Hospital
- Robi**
 - Set up national helpline 333 in collaboration a2i⁶
 - Developed COVID-19 contact tracing app with a2i
 - Conducted handwashing campaign with WaterAid at water treatment facilities set up by Robi at 10 Bangladesh railway stations
- Smart**
 - Funded 12 projects in 4 focus areas via the Smart Axiata USD1 million COVID-19 Relief Fund i.e. ICT for education, personal hygiene, social distancing and crisis management
- Ncell**
 - COVID-19 Awareness campaigns in collaboration with Ministry of Health and Population and UNICEF - > 45 million SMS and > 20 million OBD⁷ calls
 - Radio Outreach Programme providing audio classes for students in remote areas
 - Ncell Call to Doctor service – free digital connectivity to get in touch with doctors
 - Free access to government COVID-19 hotlines
- edotco**
 - COVID-19 sanitation and food aid for families, university students and medical frontliners
 - Donated PPE suits, surgical gloves and face masks to 4 hospitals in 3 countries

Axiata Digital Services

- Together with the Group, Celcom and edotco, launched the **RM150 million Axiata COVID-19 Assistance Programme** providing financial assistance, Aspirasi Assist to micro-SMEs in Malaysia - Total of 9,473 loans have been granted to micro-SMEs with RM43.4 million in micro-financing
- Boost**
 - Leading e-wallet government partner supporting the e-Tunai Rakyat e-wallet initiative and PENJANA Economic Recovery Plan through the ePENJANA Credits Programme, Micro-SME e-Commerce campaign and SME Digitalisation Grant by Ministry of Finance/Bank Simpanan Nasional
 - “Tabung COVID-19 by Boost” and “30 Days 30 Practices” initiatives – collected > RM1.2 million in donations
- Aspirasi**
 - Aspirasi Assist micro-financing
 - RHB Best Programme in partnership with RHB Islamic Bank for Muslim micro-SME owners from the B40 segment

Notes: ¹ 2020 figures includes edotco Group, unlike previous years
² CoE = Centre of Excellence
³ UTM = Universiti Teknologi Malaysia
⁴ Assistance provided through Tuiton Pintar and Mahir Tutor programmes, among others

⁵ MCMC = Malaysian Communications and Multimedia Commission
⁶ a2i is a whole of government programme under the ICT Division of the Government, supporting the Digital Bangladesh agenda
⁷ OBD = Outbound Dialler

IAR For more details on Our COVID-19 contributions, please refer to pages 8 to 9 of the “And This Was How We Responded To The COVID-19 Pandemic” section

SNCR For more details on:
 • Our COVID-19 community contributions, please refer to pages 68 to 73 of the “Society” section
 • Our national contributions, please refer to our National Contribution Report

5. Enabling Digitally-Connected Societies

Related Key Capitals: **Financial, Social and Relationship, Manufactured** | Link to 4P Goals: **Planet & Society**

Outcomes And Value Created

- ▶ Increase population coverage and connect underserved areas
- ▶ Aid digital and financial inclusion

Activities and Processes to Create Value

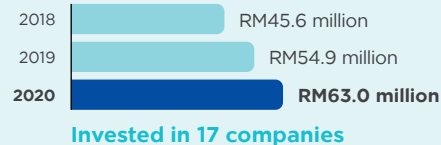
- ▶ Technology venture funds that support the development of the digital economy – ADIF¹, SADIF², DADIF³ and r-ventures⁴
- ▶ Celcom launched national campaign “Celcom Business: Reimagine SME for Tomorrow” to help SMEs accelerate their digitisation and ensuring their business continuity through the pandemic
- ▶ Bangladesh’s largest online school, Robi-10 Minute School continues to provide equitable access to quality education throughout COVID-19 induced school closures
- ▶ Robi’s appstore, bdapps, recognised as the National Appstore by the Government’s ICT Division⁵

- ▶ Robi the first operator in Bangladesh to launch VoLTE services
- ▶ Smart supported Sipar’s mobile library programme, a library on wheels that travels to remote provinces and areas, through a digital corner for students to access via tablets
- ▶ Smart building start-up ecosystem and boosting digital innovation skills in Cambodia via UNDP Bluetribe, Techno Innovation Challenge Cambodia and Smart IoT Challenge Hackathon
- ▶ Boost expanded digital touchpoints to enable greater digital inclusion and convenience

- ▶ Enabling digital financial inclusion, and a more secure transacting experience via e-wallets – Boost in Malaysia and Indonesia; eZ Cash in Sri Lanka; and Smart’s investment in Pi Pay in Cambodia
- ▶ Aspirasi providing micro-financing and micro-insurance solutions for micro-SMEs
- ▶ Empowering micro-entrepreneurs, fishermen and farmers with digital service solutions
- ▶ Apigate is a global digital monetisation and customer growth solution provider, possessing an in-depth understanding of the digital content and services’ landscape with a single point of integration and operations, making it the trusted one-stop partner for digital businesses from around the world

Performance Indicators

ADIF Funding for Digital Startups (Malaysia)



- **> 6,000 Bumiputera e-entrepreneurs trained** through Siswapreneur, DesaMall, Mahir Digital Felda, PEDAS and IbuPJ
- **Launched “Celcom Business: Reimagine SME for Tomorrow” campaign** to empower SMEs through digitisation



- **Robi-10 Minute School**
- **> 1 million learners** every day on its free “MasterClasses” programme
- **> 1.5 million learners** on its YouTube channel every day
- **> 1.72 million members** engaging on its Facebook page
- **> 2 million app downloads** in the past 2 years
- **Reduced data packages for students** to support them with online education during COVID-19



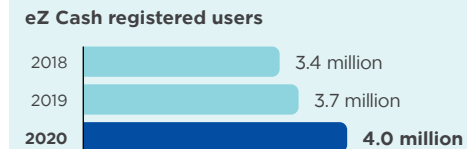
SADIF Funding for Digital Startups (Cambodia)



- **Laut Nusantara**
- **45,000 downloads** since launched in 2018
- **30,721 fishermen** using the mobile tool to improve their livelihoods
- **Smart Coffee Monitoring**
- Ready to use **Agriculture IoT-based solution to improve post-harvesting coffee quality**
- **Smart Aquaculture**
- Ready to use **IoT-based precision farming solution to improve the quality of fish and shrimp cultivation**

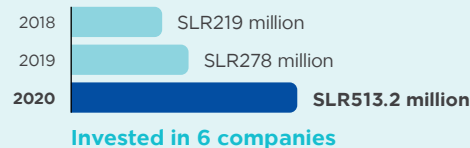


- **18 people** UNDP Bluetribe
- **45 participants** SmartSpark
- **43 participants and 11 mentors** Smart IoT Challenge Hackathon
- **11,000 beneficiaries** Sipar Mobile Library

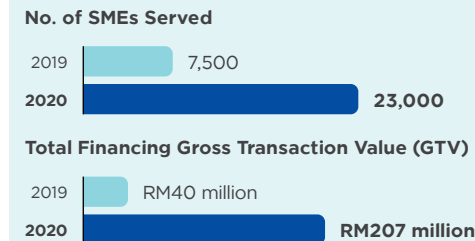


- **Enabled > 100 digital partners**
- Has a reach of **approximately 1 billion consumers globally**
- **Launched new products** across 3 markets
 - Armour in Bangladesh and Malaysia
 - Apiflex (Bundling) in Indonesia
 - Apigate Storefront in Malaysia and Cambodia

DADIF Funding for Digital Startups (Sri Lanka)



- **Govi Mithuru**
- **Improving livelihoods of small holder farmers**
- **660,000 users** for interactive voice response service
- **41,000 active app users**
- **Guru.Ik**
- **Leading edutech solution provider** providing digital education transformation and youth empowerment for **731,454 students⁶**
- **Sayuru**
- **Weather warning SMS/voice message service** for fishermen and coastal communities - **> 50,000 users**
- **Saviya**
- **> 10,000 dairy farmers** using the advisory service to improve farming capacity, with 70% of users reporting higher income



r-ventures Funding for Digital Startups (Bangladesh)

2020 **BDT7.0 million** invested in 13 companies

Notes: The funding for ADIF, SADIF and DADIF respectively refer to cumulative value from the start of the investments since 2018

¹ Axiata Digital Innovation Fund (ADIF) is a technology venture fund formed by Axiata Group Berhad in collaboration with Malaysia Venture Capital Management Berhad and Johor Corporation
² Smart Axiata Digital Innovation Fund (SADIF) is a venture capital fund developed in collaboration with Forte Insurance as co-investor, and managed by Mekong Strategic partners

³ DADIF = Dialog Axiata Digital Innovation Fund
⁴ r-ventures = Robi Venture

⁵ Recognition was obtained on 4 March 2021
⁶ As at 28 February 2021

6. Minimising Environmental Impact

Related Key Capitals: **Financial, Manufactured, Intellectual, Natural** | Link to 4P Goals: **Planet & Society**

Outcomes And Value Created

- ▶ **Focused carbon reduction strategy**
- ▶ **Optimise energy consumption through design innovations and renewable energy sources**

Activities and Processes to Create Value

- ▶ In line with the GSMA industry commitment to helping the mobile industry achieve Net Zero Carbon by 2050, Axiata has embarked on our Net-Zero Carbon Roadmap to manage Group energy consumption
- ▶ Established a Group-wide Sustainability Steering Committee that among other matters, oversees the Net-Zero Carbon Roadmap to drive a more coordinated carbon reduction effort across all OpCos
- ▶ Corporate Centre initiatives:
 - Axiata Green Spaces
 - Sustainability Champions
- ▶ OpCo initiatives:
 - XL - launched the Green BTS programme, and conducted various other energy saving initiatives
 - Dialog - passed Stage 1 Audit of the ISO 14001 Environmental Management System
 - All OpCos - continuing with network transformation to manage energy consumption for facilities and network

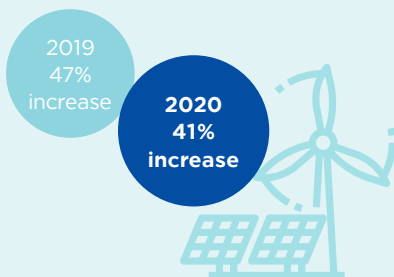
edotco initiatives:

- Maintained green energy initiatives across all National Tower Companies (NTCs) and continued to deploy optimised structures and site designs across its footprint
- Implemented Green Office initiatives across 70% of its NTCs in 2020 - recycling activities including e-waste; distributed reusable lunch boxes and wooden storage boxes to all employees; banned plastic bottles and replaced with glassware; installed water aerators, sensor lights and hand dryers, and placed indoor plants at offices; switched labelling and employed sustainable marketing of merchandise
- Conducted an employee engagement programme to raise awareness on green initiatives:
 - Green Champions elected to represent each NTC for discussions on Climate/Environmental plans and agenda
 - Obtained employee feedback via surveys on employee home solarisation and employee green transportation
- Extended target to reduce its carbon emissions per site by 63% by end 2021

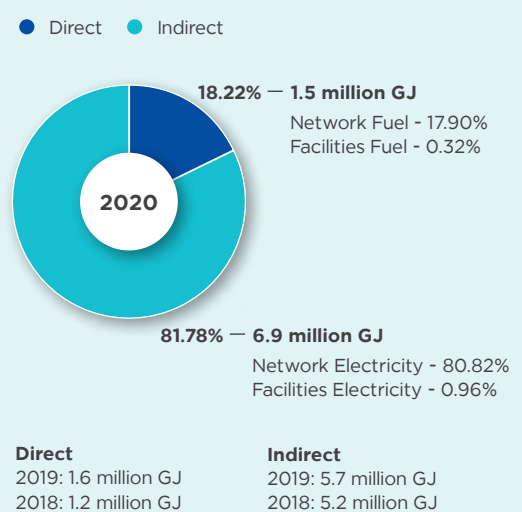
- As at end 2020, edotco has the following green energy solutions in place:
 - 1,677 solar technology sites
 - 12 wind turbine sites
 - 5 solar-wind hybrid sites
 - 125 solar air-conditioner sites
 - 3 fuel cell sites
 - 13,200 lithium ion battery sites
- Added 18 bamboo structures to bring total to 35, and obtained patent certificate for the bamboo tower invention from the Department of Patents in Bangladesh
- Maintained 19 carbon fibre towers
- As at end 2020, had a total of 242 smart lamp poles, by adding the following:
 - 2 in Bangladesh
 - 80 in Sri Lanka
- Tested and commercialised new 180Ah battery capacity in Bangladesh
- Commenced operations at lithium ion battery plant in Bangladesh
- Partnered with SIRIM to develop the SIRIM Product Category Rules Standards providing guidelines for the eco-labelling of telecommunication sites

Performance Indicators

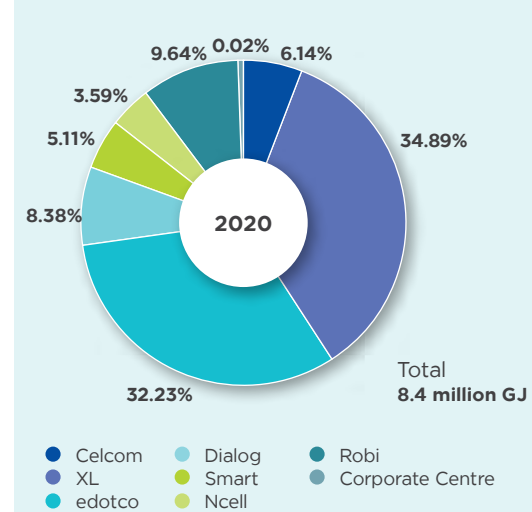
YoY edotco Renewable Energy Generation



Group-wide Total Energy Consumption



Group-wide Total Energy Consumption by OpCos



Group-wide GHG emissions

Scope 1 ¹	Scope 2 ²
2020: 102,548 tCO₂e	2020: 1,276,641 tCO₂e
2019: 106,676 tCO ₂ e	2019: 1,038,773 tCO ₂ e
2018: 83,120 tCO ₂ e	2018: 1,028,022 tCO ₂ e

Outcomes of edotco's initiatives

Cumulative ~ 38,000 trees planted across the footprint since 2018	~ 60,000kg waste recycled/reused across the footprint since 2018
Employee Voluntary Programme 900+ carbon sequestered from 23,650 trees planted and 25,405kg recyclables collected	20% total cost of ownership savings recorded from Supercapacitor POC

Notes: ¹ Direct GHG emissions from sources that are owned or controlled by the Group | ² Indirect GHG emissions resulting from the generation of electricity, heating and cooling or steam purchased by the Group