Advancing Asia

SUSTAINABILITY & NATIONAL CONTRIBUTION REPORT 2021

Creating Value For All In 2021

Our Impact To ASEAN And South Asia

Total GDP contribution of
USD11.1 billion

Total capital and operating investment of
USD5.0 billion

13,181
total direct employees

Approximately
700,000
jobs supported in the region

USD1.7 billion
total taxes and fees paid

Next Generation Digital Champion

Various key
engagements with regional policy-makers
and industry bodies on advancing ESG

Overall **enhanced 4G**
coverage, with 3G sunset in most markets

Strengthened national
readiness for 5G
adoption

edotco
increased tower portfolio
by **34%** in 2021

Achieved
3rd best
performing in Southeast Asia for the Digital Inclusion Benchmark for 2021

Achieved cost excellence with RM2.0 billion in savings, including
RM1.1 billion
from Collective Brain initiatives

LEAP NOW Programme enabled more than **70 programmes**

Environment

Committed to achieving
net-zero no later than 2050
and to reach halfway by 2030

Developed
Axiata Net-Zero Carbon Roadmap,
with carbon emissions reduction pathway to 2030

Strengthened
carbon data
governance and capabilities

Increased energy efficiency across operations through initiatives including
electrification, artificial intelligence and IoT, and tower site optimisation,
among others

Increased deployment of
on-site solar adoption,
at towers for higher proportion of renewable energy consumption

Gearing up effective
product end-of-life circularity
programmes for material efficiencies and managing e-waste

Social

Launched
Organisation 5.0,
supporting a future-ready mindset

Inculcated responsible behaviours with Axiata
Code of Conduct
training

Enhanced
digitised customer experience,
from sales to after-sales support modernisation

Conducted virtual supplier forum
'Collaboration to Unlock Value'
with Group's 33 key suppliers

Spent
52% of total spend on
local suppliers

Refreshed
Axiata Foundation

Strengthened
community contribution
in disaster response and relief

Governance

Revised
Axiata Code of Conduct and Axiata Supplier Code of Conduct

Executed
Privacy Commitment
across OpCos

Conducted mandatory training and awareness on
updated data privacy policies

Completed year-1 execution of
Digital Trust and Resilience 2023 (DT&R2023)
Strategy

Strengthened regulatory and political risk management at Group and OpCos, with
strengthened risk governance
frameworks

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Enabling Smart Security

Utilisation of 5G technology to provide IoT solutions to enhance island-wide security in Pulau Langkawi, Malaysia.

CELCOM'S 5G SAFETY AND SECURITY SMART CITY SOLUTIONS

FACIAL RECOGNITION

Our Business

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This Is Axiata

As a regional mobile telecommunications and digital conglomerate, Axiata is in a prime position to empower entire societies across our footprint of 11 countries in ASEAN and South Asia to seize the opportunities of the digital age. Our role is integral in helping Consumers, Homes and Enterprises navigate the new normal towards a more sustainable future. We have developed differentiated and segmented offerings across our three core businesses of Digital Telcos, Digital Businesses and Infrastructure based on our deep insights into our customers' needs.

Our Purpose
Advancing Asia

Our Vision
The Next Generation Digital Champion by 2024

Our Values
Uncompromising Integrity, Exceptional Performance (UI.EP)

Our Goals
The 4Ps that Define Our Success

Performance
To be one of Asia's largest mobile telecommunications and digital groups in all financial metrics as we grow in market capitalisation and generate strong Return on Invested Capital against Cost of Capital

People
To be recognised as a top talent brand and an Asian Talent Factory

Partnership
To be the number one choice for customers and partners by offering superior customer experience while continuing to build trust with all our stakeholders

Planet & Society
To be recognised as a responsible Digital Champion, in creating a digitally inclusive and environmentally sustainable society

Our Footprint Across ASEAN and South Asia

Malaysia Indonesia Sri Lanka Bangladesh Cambodia Nepal Pakistan Myanmar Laos Thailand Philippines

Shareholding Structure

(As at 31 March 2022)

axiata
advancing asia

- 36.74% **Khazanah Nasional Berhad**
- 18.39% **Permodalan Nasional Berhad**
- 17.03% **Employees Provident Fund Board**
- 10.92% **Foreign Shareholdings**
- 16.92% Others

Digital Telcos

celcom   XL axiata   Dialog   robi   Smart   Ncell

Our Digital Telcos are leveraging the digital ecosystem to provide differentiated and segmented digital products and solutions for Consumers, Homes and Enterprises. They are answering Consumers' need for unlimited and nomadic digital mobility, providing digital and technological convergence solutions as Homes shift to become the new centre of gravity, and enabling Enterprises to digitally transform in their quest to drive their growth.

Digital Businesses

boost   ada

Our full spectrum fintech player in Malaysia, with a growing presence in the Indonesia market, is helping grow the digital economy by advancing digital and financial inclusion for micro-SMEs via fully digitised financing, payments and insurance based on rich transaction data.

Our Data and Artificial Intelligence company designs and executes integrated digital, analytics, marketing and eCommerce solutions, and is helping brands drive their digital and data maturity towards achieving their business goals.

Infrastructure

eco
enabling connectivity

As at the end of 2021, edotco is the 7th largest TowerCo globally. Named the "2021 Asia Pacific Telecoms Tower Company of the Year" by Frost & Sullivan for the fifth consecutive year, it is acknowledged by Credit Suisse as one of three Malaysia-based ASEAN unicorns.

edoto is championing regional connectivity and bridging the digital divide in eight countries through next generation technology to provide seamless connectivity and contributing to the climate change agenda though green tower designs and renewable energy use.

Our Investor Proposition

On track to reposition as a High Dividend Company, driven by disciplined execution

Cost/GB to be
(in USD)
< 10 cents/GB

Group EBIT Margin
> 20%

Within **5 years**

Dividend/Share
(in RM)
> 20 sen

Return On Invested Capital (ROIC)
> Weighted Average Cost Of Capital [WACC]

IAR, In Conversation With The PGCEO and Financial Resilience on pages 14 and 52 to 61

A financially resilient business

- Operating Free Cash Flow of **RM1.9 billion**
- Strong cash balance of **RM7.0 billion**
- Resilient balance sheet
  - Gross debt/EBITDA of **2.6x**
  - Net debt/EBITDA of **2.0x**
  - Dividend per share of **9.5 sen** in 2021, progressing towards becoming a High Dividend Company by 2024
- Boost's maiden tranche of Senior Class A Medium Term Notes (MTN) rated **A1** by RAM Rating Services Berhad on the back of a commendable non-performing financing (NPL) rate of less than 3% from funds disbursed to finance SME's working capital, supply chain and invoice financing to help them grow their businesses

IAR, Outcome 1 on page 40

Driving structural changes to future-proof the Group

- Proposed Celcom-Digi merger
- Boost-RHB consortium formed for Digital Bank licence application in Malaysia
- Acquisition of majority shares in Link Net Indonesia
- RM246.4 million SoftBank Corp. investment in ADA
- ADA's acquisition of Awake Asia to deliver end-to-end eCommerce solutions
- Celcom's acquisition of Infront and Bridgenet, Dialog's of H One and XL Axiata's of Hipernet to strengthen Enterprise market proposition
- edotco's acquisition of Touch Mindscape and D'Harmoni assets to strengthen its presence in Malaysia, and proposed acquisition of approximately 1,000 towers from XL Axiata in Indonesia

IAR, In Conversation With The PGCEO and Our Operating Companies on pages 15 and 64 to 81

Acknowledged as an industry leader in ESG

- ESG Ratings on the FTSE4Good Bursa Malaysia Index **upgraded to 4-star**[1]
- MSCI ESG Rating upgraded to **'AA'**
- **3rd place** in PwC Malaysia's Building Trust Awards 2021
- Committed to the United Nations Women's Empowerment Principles
- Established the Axiata Net-Zero Carbon Roadmap aligned to GSMA industry decarbonisation by 2050
- Signed the Science Based Target Initiative Business Ambition Pledge for 1.5°C

- Commence the adoption of Task Force on Climate-related Financial Disclosures' recommendations in 2022
- Axiata's Board of Directors ranking in Malaysia Board Diversity and Study Index 2021 conducted by the Institute of Corporate Directors Malaysia in collaboration with Willis Towers Watson:
  - **1st** in the Overall Top 312 Bursa-listed Companies category
  - **1st** in the Top 10 Companies by Market (≥ RM2 billion) companies

IAR, Chairman's Message on page 11

Harnessing the strength of our diverse talents across our regional footprint

- Highly skilled and capable leadership across all our regional businesses
- Regional Group-wide collaborations towards becoming The Next Generation Digital Champion via:
  - LEAP Programme
  - Collective Brain
- Continuously enhancing driving digital skills in line with IR 4.0 advancements as a Modern, Agile and Digital workforce
- Strong Employee Value Proposition - recognised by LinkedIn as one of the **Top 15 Companies** in Malaysia as the Best Place to Grow Your Career

IAR, In Conversation With The PGCEO on page 24

SNCR, Employees on pages 59 to 68

Continuously delivering value and growth

- Axiata's investor proposition ensures shareholders derive returns from growth and yield

Revenue ▲ 7%
RM25.9 billion

EBITDA ▲ 7%
RM11.4 billion

PATAMI ▲ 100%
RM818.9 million

- Achieved Cost Excellence – total savings of **RM2.0 billion**
  - Opex savings - RM696 million
  - Capex savings - RM1.3 billion

IAR, Chairman's Message, In Conversation With The PGCEO and Financial Resilience on pages 10, 13 and 52 to 61

Note: [1]   *The 4-star ESG Rating refers to the Top 25% by ESG Ratings amongst public listed companies in FBM EMAS*

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A Conversation On Sustainability With Our President & Group Chief Executive Officer

Dato' Izzaddin Idris
President & Group Chief Executive Officer

The new normal has seen Axiata Group Berhad (Axiata) asserting its role of providing connectivity and digitalisation to empower societies, address stakeholders' needs and respond to the planet's needs more urgently. The Group has responded with enhancing its Environmental, Society and Governance (ESG) practices, based on the conviction that its license to operate is rooted in serving and uplifting society and the environment as a whole.

Against these shifts, Axiata emerged from the financial year ended 31 December 2021 (FY2021) with a strong financial position, once again demonstrating its readiness to rise to the accelerated demand for data,

connectivity and digitalisation across its regional footprint. The encouraging results reflect the Group's organisational resilience and preparedness in meeting the accelerated demand for digitisation, coupled with OpCo efforts in delivering solid operational performance in executing the Axiata 5.0 Vision.

Axiata's President & Group Chief Executive Officer, Dato' Izzaddin Idris, provides more insights on the Group's progress in addressing an evolving landscape of stakeholder expectations and accelerating its sustainability ambition.

What were Axiata's ESG highlights for 2021?

As a Group, we recorded significant milestones during the year. A key moment was our signing of the Science Based Target Initiative (SBTi) Business Ambition Pledge for 1.5°C. This formalised our commitment to reach net-zero emissions no later than 2050. In tandem with this Sustainability and National Contribution Report 2021, we have developed our Net-Zero Carbon Roadmap which sets the direction for the Group to achieve our Advancing to Zero climate ambition.

Overall, our ESG highlights across the Group also included continued efforts in championing digital inclusivity and enabling opportunities for empowering society through digitisation and modernisation. Conscientiously, we take due care in ensuring socioeconomic contributions to the markets we operate in are consistent, enabling sustainable business growth for the Group as a whole.

As a testament to our collective efforts in 2021, we saw improvements across the Group's ESG ratings and indexes. Our MSCI ESG Ratings improved from 'A' (Average) to 'AA' (Leader) and our FTSE ESG Russell rating from 3.1 to 3.4. These improvements have largely been driven through enhanced transparency on corporate governance, responsible practice adoption and strengthened climate action. Our improved ratings from investors and analysts validate our overall efforts towards advancing our sustainability performance and management. Concurrently, our stakeholder engagements and response to stakeholder expectations earned us the top three position in PwC's Building Trust Awards in 2021.

We are encouraged to embark further on our ambition this year, leveraging on developing organisational readiness and strengthening investors' trust along the way.

ESG HIGHLIGHTS ACROSS THE GROUP

Increased collaboration through the Axiata Sustainability Steering Committee with engagements through the year focused on our net-zero journey with support from key operational functions such as Strategy and Technology

Axiata Group scored **third-best performing in Southeast Asia for the Digital Inclusion Benchmark,** ranking in the top third of companies assessed

Achieved cost excellence with **RM2.0 billion in savings,** including RM1.1 billion from Collective Brain initiatives

Contributed to society empowerment by supporting approximately **700,000 employment opportunities** and **contributing USD11.1 billion to GDP** in the markets we operate in

Signed the Science Based Target Initiative (SBTi) Business Ambition pledge for 1.5°C

Committed **to reducing emissions by 45% by 2030** across operations and formalised with the launch of **Axiata's Net-Zero Carbon Roadmap**

Axiata Foundation pledged RM115 million in investments over the next 10 years through a refined structure focused on Education, Environment and Community Investments

Enhanced digitisation and modernisation efforts by supporting **70 employee-led projects as part of LEAP NOW**

Rolled out a risk-based approach to managing cyber security and maintaining digital trust through **Digital Trust and Resilience 2023**

Increased on-site solar adoption compared to 2020 driven by increased uptake of on-site solar solutions to replace diesel generators

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A Conversation On Sustainability With Our President & Group Chief Executive Officer

The events of the past two years have underscored the inevitability of change. How is Axiata responding to change, particularly at the accelerated pace observed during these times?

We view evolution as part and parcel of our industry and business streams. We support the need for digital infrastructure through our network and digital services that play an important role in providing continuous and reliable access to connectivity. The advancements in our industry, and the rising prominence of sustainability which we have seen in recent years, fuel our continued efforts to adapt to change through a fair and inclusive sustainability journey.

We have and will continue to ensure that our goal of Advancing Asia is balanced by ESG elements, focusing on our net-zero commitment and sustainable development.

One change in particular that has emerged at the forefront is the all-of-organisation approach in managing sustainability. Now more than ever, sustainability has become a key contributor to value creation across our business operations. Through the adoption of sustainable business practices across functions throughout the organisation, we aim to incorporate sustainability into the daily operations and long-term goals of our diverse business.

Supporting this transition are our sustainability values, 'It Begins With Me, It Begins With Us'. These values encompass how we, as individuals of Axiata as well as through collective action, can enable purposefulness in progressing sustainable development. We have also relaunched our Axiata Foundation which will enable greater involvement from our employees at a personal level, relating back to 'It Begins With Me, It Begins With Us'.

Good governance also forms part of our corporate values to operate responsibly, specifically in the areas of data privacy and cyber security. As a digital company, we recognise that protecting the data privacy of our customers, employees and other stakeholders is paramount. Throughout our organisation, both internally and externally, we ensure data is handled with the highest level of care and diligence.

How has Axiata 5.0 integrated sustainability into its goals and ambition, and how will it continue to evolve?

Sustainable practices are a crucial component to deliver our business strategy. Our climate ambition towards net-zero demonstrates our commitment to deliver value to our stakeholders in response to the urgency of climate action. Through our Operational Excellence pillar, we foresee net-zero playing a crucial role in enabling competitive advantages across all OpCos. For example, energy saving and solarisation initiatives implemented across our networks have already lowered our operating costs and improved our carbon intensity performance by 24% from 2020.

Furthermore, by driving innovations in green tower infrastructure, inclusive connectivity and digital business opportunities, we aim to contribute to a sustainable digital economy in line with our purpose of Advancing Asia.

How has the Group's sustainability governance and agenda benefitted OpCos' performance in their respective markets?

Good governance is the bedrock of a responsible and sustainable business. With direction from our Board and support from the Group, our OpCos are empowered to serve as a conduit for value creation for our other stakeholders. Strong governance towards ESG enables processes and systems that seamlessly ensure efforts towards realising our vision and business strategies, as well as providing returns on investment for our OpCos and to the Group.

At the Board level, we've actively promoted responsible oversight into sustainability issues and sustainability management. Following key awareness engagements with the Board on sustainability, we strive for more active and meaningful collaborations leveraging our diverse Board to advance Axiata's sustainability goals.

As Group CEO, in August of last year I had committed to the Board a sustainability KPI to reinforce the Group-wide commitment towards our climate ambition. OpCo CEOs have joined me in this effort and have also adopted sustainability-related KPIs to drive action across our footprint.

At the Group level, through leadership and accountability, we drive and execute OpCo localised strategies in line with our Axiata 5.0 Vision. We also pursue Group-wide synergy towards operational excellence through the Collective Brain platform to unlock opportunities for success. These efforts have enabled us to deliver on our promise while promoting the business case for operating smarter for the future.

Along this journey, the lessons we learn continuously shape our efforts as we adapt and mature our governance and strategies for inclusive value creation.

What have been the most challenging and rewarding aspects of stakeholder collaboration in driving Axiata's ESG agenda?

We recognise that we cannot work alone to achieve our sustainability aspirations. We see our pursuit of meeting our ESG agenda as an opportunity to build transformative partnerships internally and externally through collaborations to collectively drive bigger impacts.

Internally, the collaborations and synergies within the Group have enabled improved operational efficiencies as we unlock collective opportunities for value creation.

Through our **Group People Division**, the implementation of Organisation 5.0 is set to provide the environment for an inclusive and winning culture for our people. Focus areas include high organisational effectiveness, nurturing capabilities and maximising our potential to become a Digital Champion that positively impacts communities. A particularly rewarding aspect of involving our workforce was our strengthened commitment in understanding and adopting ESG principles across our respective businesses.

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A Conversation On Sustainability With Our President & Group Chief Executive Officer

What have been the most challenging and rewarding aspects of stakeholder collaboration in driving Axiata's ESG agenda? (cont'd)

Collaborations between the **Chief Technology Officer (CTO) Council and Group Sustainability** have enabled the Group to work towards operational excellence targets of the Collective Brain, with a view to improve our carbon emissions performance. Overall, the exercise enabled us to take a more rigorous approach to energy and carbon data analytics, supporting the development of a strategy towards energy efficiency and renewable energy which forms part of our Net-Zero Carbon Roadmap.

Externally, across our stakeholder groups, we actively gather, respond, and interact with our stakeholders on ESG. This approach offers valuable insight into opportunities to evaluate, reassess and improve our ESG practices.

Through these engagements, we continue to build strong stakeholder trust through transparent communications and disclosure, affording us with greater insight and stronger relationships with the stakeholders we impact. Regular and active dialogues with **Governments** across our footprint also help influence policy, encourage national efforts towards regulated climate action and drive an inclusive climate agenda.

A number of our key engagements with **regional policy-makers, local collective corporate groups, and industry GSMA Ministerial Events** that I had the opportunity to be a part of, centred on one common agenda: urgent corporate climate action. These had propelled the Group's voice, representing digital telcos in ASEAN and South Asia, in strengthening efforts to reduce emissions in line with the science.

Together with our OpCos, the Group contributes to national socioeconomic development across the markets we operate. Our digital inclusivity and connectivity agenda empowers communities as well as contributes to national GDP growth and job creation. In 2021, we provided 13,181 direct opportunities across the Group, and supported approximately 700,000 employment opportunities indirectly across the markets we operate. Overall, the Group contributed USD11.1 billion to GDP during the year, contributing to economic, social and environmental development in our respective footprint countries.

Our philanthropic outreach to **communities**, through the relaunch of our Axiata Foundation, has also expanded to now cover three areas (Education, Environment and Community Investments). The Foundation's new structure enables us to collaborate with **Governments** and **NGOs** to empower communities in these areas towards shared value creation.

How does Axiata's Next Generation Digital Champion ambition contribute to value creation for our stakeholders?

Our vision of becoming The Next Generation Digital Champion is anchored on enabling our business and society to leverage opportunities and capabilities of a digital future. These form the core of delivering our ESG ambition and vision of Advancing Asia.

For our employees, we encourage an innovative mindset as an imperative of a future-ready workforce. In this respect, digitisation efforts such as our LEAP NOW programmes and workstreams, that seek to modernise internal and external processes, bring forth efficiencies throughout our business in the face of digital disruption.

For societies across the countries we operate, we hope to empower positive change by enabling inclusiveness in an all-of-society approach towards combating climate change and social challenges. Digital connectivity and modernisation form key enablers for this change.

For our customers, we prioritise cyber security and data privacy risk management for safe, responsible and reliable connectivity. The execution of the first year of our Digital Trust and Resilience 2023 (DT&R) strategy rooted on our T.R.U.S.T principles also addresses growing consumer demand for data governed by safe and responsible management of data privacy.

For our suppliers, we cascade our vision of Advancing Asia in balance with ESG principles across our supply chain operations. Collaboration, through ESG empowerment and carbon management, will be a potential avenue for a greater value chain approach with shared benefits to our industry and region as a whole.

What can we expect in 2022 in terms of the Group's sustainability outlook?

As we take our next steps, we remain committed to furnishing our stakeholders with the strategies required to execute our commitments and targets. **Having spent the past year establishing foundations and inculcating awareness across the Group, in the coming year we will focus our efforts on refining and strengthening our sustainability framework and strategy while enhancing our net-zero carbon agenda.**

Establishing our sustainability framework and strategy will entail identifying specific objectives and targets aligned with existing ambitions, our stakeholder expectations and contributing to the United Nations Sustainable Development Goals.

Enhancing our net-zero carbon agenda in 2022 will involve efforts that leverage on the climate governance and targets established in 2021. The addition of our Scope 3 inventory in the year, together with embarking on our Task Force on Climate-related Financial Disclosures (TCFD) journey, will help us understand the implications, risks and opportunities that climate change could have across our markets and outside of our operational boundaries.

With the fundamentals of our sustainability goals and initiatives now firmly in place, as well as the results to date which reaffirm the trajectory we have charted thus far, we look forward to delivering greater sustainable value to our stakeholders and for our planet in the year ahead.

Providing Secure Access to Financial Services

In Cambodia, Smart has collaborated with ABA Bank to introduce IPification; a seamless authentication and registration solution for ABA mobile banking users

SMART'S MOBILE AUTHENTICATION SOLUTION AND IPIFICATION

Good afternoon

What would you like to do?

Transfer to Own Account / Loan

Transfer to Other Account

Western Union Transfer

Credit Card

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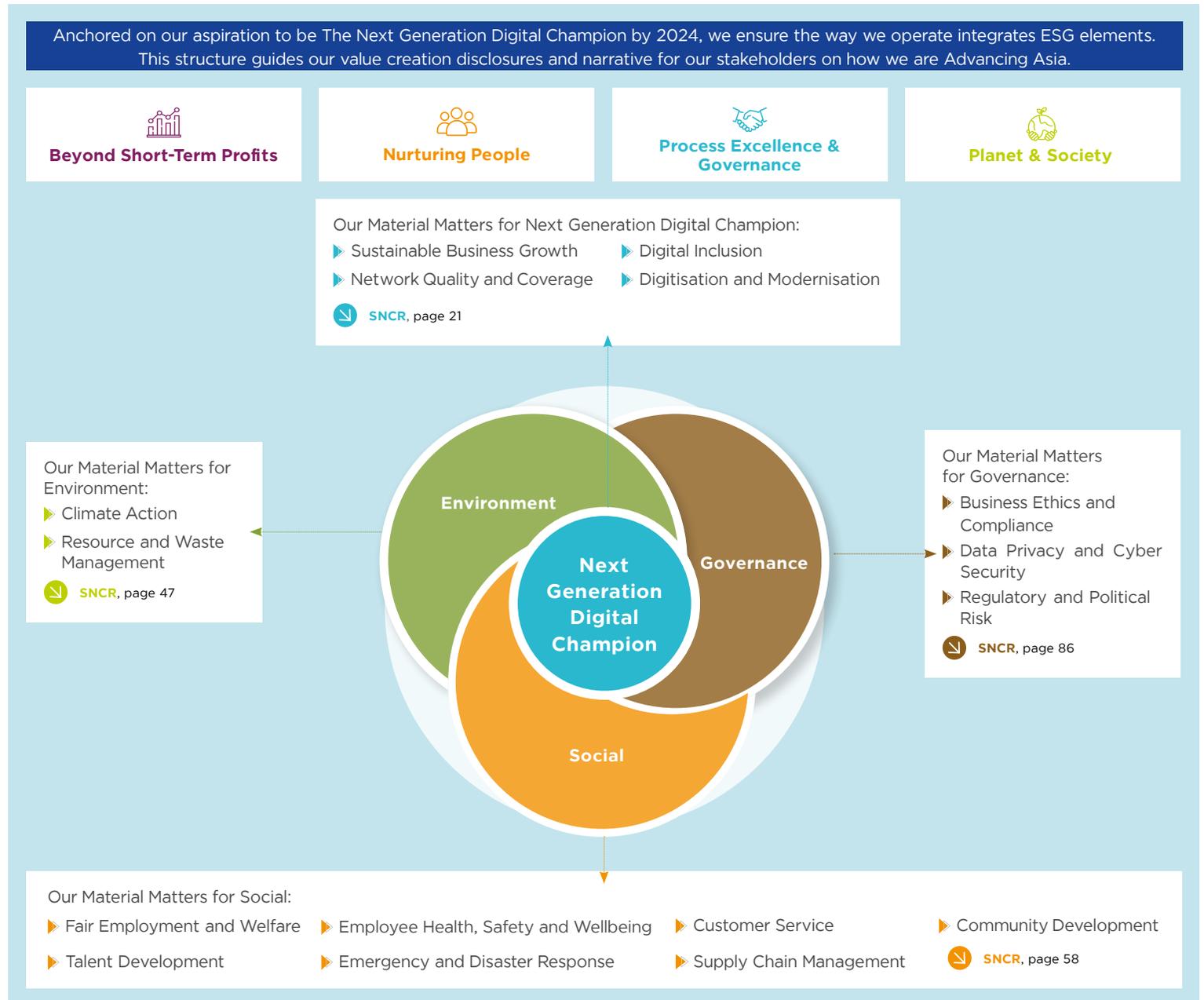
Championing Sustainability To Create Long-Term Value

Guided by Axiata's purpose of Advancing Asia, we are determined to improve the quality of life for stakeholders across our footprint. With the aim of providing digital connectivity to support the growth of societies and economies, we seek to embed ESG values in fulfilling our role as a regional digital business.

By understanding and managing our material matters, we are able to take a long-term and holistic view to create value for our stakeholders. Across the year, we took into account the changing sustainability landscape, stakeholder concerns, organisational environment as well as existing or emerging risks and opportunities.

As a leading regional ICT and telecommunications organisation, we will strengthen how ESG is embedded across our organisation aligned with our aspirations and commitments. Integrating ESG risk into our Risk Library recognises the importance placed on sustainability matters by regulators and investors. Moving forward, with our TCFD journey, we aim to better understand these risks and opportunities more meaningfully and holistically. These ongoing engagements will contribute to the confidence and support in the commitments we make. Among our new sustainability commitments are Axiata's move towards net-zero by 2050 and towards fostering growth, equality and equity in the workplace.

↘ Read more on our net-zero and SBTi commitments in **Climate Action** and our aspirations on diversity and inclusivity under the **Employees** section of this SNCR 2021.

In the coming year, we will review and enhance our sustainability framework to better guide our actions and further embed sustainability within our strategy, business model and operations. This is essential for us to meet our commitments and to be The Next Generation Digital Champion across Asia. This focus is aligned with our approach to sustainability built on our **4P Pillars** and our **material matters**.

Anchored on our aspiration to be The Next Generation Digital Champion by 2024, we ensure the way we operate integrates ESG elements. This structure guides our value creation disclosures and narrative for our stakeholders on how we are Advancing Asia.

Beyond Short-Term Profits

Nurturing People

Process Excellence & Governance

Planet & Society

Our Material Matters for Next Generation Digital Champion:
- Sustainable Business Growth
- Network Quality and Coverage
- Digital Inclusion
- Digitisation and Modernisation

↘ **SNCR**, page 21

Our Material Matters for Environment:
- Climate Action
- Resource and Waste Management

↘ **SNCR**, page 47

Our Material Matters for Governance:
- Business Ethics and Compliance
- Data Privacy and Cyber Security
- Regulatory and Political Risk

↘ **SNCR**, page 86

Environment

Governance

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Social

Our Material Matters for Social:
- Fair Employment and Welfare
- Talent Development
- Employee Health, Safety and Wellbeing
- Emergency and Disaster Response
- Customer Service
- Supply Chain Management
- Community Development

↘ **SNCR**, page 58

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Championing Sustainability To Create Long-Term Value

Enhancing our Environmental, Social and Governance (ESG) Disclosures

Sustainability reporting combines economic performance, social responsibility and environmental commitments. This requires an organisation to have a business strategy that incorporates ESG elements to drive sustainable long-term growth. To this end, our sustainability practices and reporting are aligned with the following standards and market-led measurements:

The United Nations Sustainable Development Goals (UN SDGs)

We remain committed to the UN SDGs, and doing our part in alleviating global environmental and social issues as a leading regional telecommunications and digital conglomerate. Through various sustainability initiatives we are contributing to advancing SDG 4 on Quality Education and SDG 13 on Climate Action as key impact areas throughout our footprint.

FTSE4Good Bursa Malaysia (F4GBM) Index

Axiata remains a constituent of the F4GBM Index series following our December 2021 review which resulted in a 4-star ESG Grading Band[1]. Similarly, our FTSE Russell ESG score improved from 3.1 to 3.4 during the year. 2021 was also the year which saw Axiata's inaugural listing as a constituent of the FTSE4Good Bursa Malaysia Shariah Index.

Global Reporting Initiative (GRI) Standards

We align our sustainability disclosures with GRI Standards and continue to be guided by GRI sustainability disclosure reporting principles in terms of content and quality. Our aim is to provide transparent, cohesive and comprehensive disclosures to our regional stakeholders.

Science Based Target Initiative (SBTi)

Axiata is the first telecommunications company in Malaysia to commit to SBTi corporate net-zero standards. We have undertaken the setting of long-term science-based targets to reach net-zero emissions no later than 2050, with an intermediate target of 45% reduction in operational emissions by 2030.

Carbon Disclosure Project (CDP) Worldwide

Each year, Axiata participates in the CDP assessment. As of 2021, Axiata's CDP rating was D, reflecting further areas to improve on. We are leveraging our insights on best practices and have identified areas to improve our climate action efforts. The launch of our Net-Zero Carbon Roadmap in 2022 and alignment with SBTi is a significant step towards this end.

MSCI ESG Rating

Our focus on maintaining our MSCI ESG Rating has enabled us to retain our reputable ranking on the global index. In 2021, our MSCI ESG rating increased to 'AA' (Leader) from the position of 'A' (Average) which we had held for a five-year period previously.

Sustainability Accounting Standards Board (SASB)

We have committed to working towards aligning our sustainability disclosures according to the SASB Standards for the Telecommunications Industry. In line with this, we have begun organising our SASB Telco indicators in order to publicly disclose SASB standards in our future reports.

Task Force on Climate-related Financial Disclosures (TCFD)

We look forward to embarking on our TCFD journey in 2022 to help us understand the implications, risks and opportunities that climate change could have on our business operations across our regional markets. Through the adoption of TCFD recommendations, we seek to further advance our robust and future-proofed investment proposition and use our insights to guide the execution of Axiata's Net-Zero Carbon Roadmap.

Note:　[1]　*The 4-star ESG Rating refers to the Top 25% by ESG Ratings amongst public listed companies in FBM EMAS*

FTSE4Good Bursa Malaysia Index constituent
since 2014

Upgraded to top 25% by ESG Ratings among public-listed companies
in FTSE Bursa Malaysia EMAS Index

MSCI ESG Rating upgraded to AA
(Leader) in 2021

Received CDP rating of D
in 2021

Achieved 3rd place in PwC Malaysia's Building Trust Awards 2021

Winner in Energy Management category
at the Sustainable Business Awards Malaysia 2020/2021

Achieved third-best in Southeast Asia and ranked in the top-quartile
for World Benchmarking Alliance Digital Inclusion Benchmark 2021

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Sustainability Governance Structure

At Axiata, we have strengthened our sustainability governance structure based on the enhanced alignment between the Group and OpCos for effective implementation of sustainability strategies and initiatives moving forward.

Axiata Sustainability Steering Committee

Since the establishment of Axiata's Sustainability Steering Committee, consisting of Group Sustainability, OpCo sustainability teams as well as key Group corporate functions, the Committee aims to encourage and ensure a more streamlined and concerted approach towards progressing our sustainability agenda. The Committee meets quarterly to ensure alignment across sustainability goals and encourages cross-collaboration in meaningful sustainability progress.

Axiata Board of Directors*

Ultimate accountability for Axiata's sustainable business strategy

Group Chief Executive Officer

Responsible for 10 Key Focus Areas

Group Chief Corporate Officer

Group Sustainability Team

| Compliance with Group Sustainability Policy | Conduct stakeholder engagement | Group data consolidation | Advisory support and capacity building of OpCos |

OpCo Sustainability Teams

- Celcom
- XL
- Dialog
- Robi
- Smart
- Ncell
- edotco
- Axiata Digital

| Compliance with OpCo Sustainability Policy | Engage with stakeholders to understand local needs | Develop and implement programmes leveraging on core business |

OpCo Management and Board of Directors

*   The Board Annual Report Committee was rescoped, remodeled and renamed as the Board Sustainability Committee effective 8 April 2022 to provide enhanced oversight on ESG management across Axiata Group

Overall, **Axiata Board of Directors** is accountable for Axiata's sustainable approach and practices. At the Board level, we've actively brought forward topics of key sustainability issues and management across the Group including development and implementation of the Net-Zero Carbon Roadmap, with emphasis on 2022 being the planning year that brings together a collaborative effort in organisational readiness. This top-down approach marks our commitment to embracing sustainability as a Group-wide agenda.

Sustainability-related key performance indicators (KPIs) have been included in our Group CEO and OpCo CEOs' annual KPIs to ensure accountability to our sustainability commitments. Additionally, all OpCo CEOs sign-off on sustainability-related governance as part of internal control assurance.

The management of sustainability at Group is driven and supported by **Axiata Sustainability Steering Committee**, established in 2020, which further strengthened sustainability governance at the Group.

Our **Group Sustainability Team** undertakes key roles related to our goals, acting as the custodian of our sustainability programmes, including:

- monitoring and managing business sustainability practices and targets
- keeping abreast of latest developments, e.g, global sustainability trends, sustainability related guidelines, standards and frameworks
- ensuring management of ESG risk on our Group Risk Profile, assessed and evaluated every quarter
- educating our internal and external stakeholders through various communication platforms
- raising skill sets and technical knowledge on current and core ESG developments of our sustainability contact points across the Group
- continue to collaboratively work with functions across Axiata to further integrate ESG considerations into our risk management processes

The alignment of the Group and OpCos' sustainability activities, progress and achievements to the Group's sustainability agenda is overseen by the Group Sustainability team. In doing so, the Group Sustainability team ensures the effective development, integration and implementation of Group Sustainability objectives and initiatives as governed by the Sustainability Governance body. Additionally, the team provides advisory support and capacity building for the sustainability teams in our OpCos, which report indirectly to Group Sustainability.

Our **OpCos' sustainability teams** engage with local stakeholders to identify material issues that align with Group Sustainability Framework for local relevance. The OpCos are responsible for the governance, daily management and operations, programme implementation as well as data collection as identified by the Group's material matters. OpCos are also encouraged to produce their own Sustainability Report in accordance with the GRI Standards.

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Materiality

Our material matters provide the Group with a deeper understanding of how our internal and external stakeholders perceive and respond to the key sustainability issues that we face, along with its importance to our business.

Our methodology for materiality assessment is guided by Bursa Malaysia's Sustainability Reporting Guidelines and Toolkits as well as the GRI Standards. We conduct an in-depth materiality assessment every two years, or as and when there is a significant change in our business or operating environment.

The latest assessment conducted in 2020 and led by an independent consultant, took into consideration the emerging risks as well as the increased attention on climate action and wellbeing of our communities. Kindly refer to last year's Sustainability and National Contribution Report 2020 for more information.

For the year 2021, Group Sustainability conducted an internal annual review of our material matters to ensure its continued relevance to the Group. The internal review reaffirmed that there were no changes to the material matters and its prioritisation.

Materiality Assessment Approach

1

REVIEW OF MATERIAL MATTERS

We review and update our material matters in response to changes in our business landscape, risk environment, internal policies, KPIs, emerging local and global sustainability trends, regulatory developments and stakeholder opinions. Our review also incorporates peer benchmarking.

2

STAKEHOLDER ENGAGEMENT

We conducted a structured stakeholder prioritisation exercise by leveraging insights from our dialogue with various stakeholders on our material matters. This allows us to identify the influence and dependence of key stakeholders on the Group. We then engage with the prioritised stakeholders to obtain their feedback on material matters.

3

SUSTAINABILITY IMPACT ASSESSMENT

Upon identification of our material matters, we conducted workshops within the Group to further prioritise materiality matters from the business perspective.

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Materiality

HIGH (Importance to Stakeholder axis)

- Climate Action
- Network Quality and Coverage
- Digital Inclusion
- Customer Service
- Sustainable Business Growth
- Data Privacy and Cyber Security
- Regulatory and Political Risk
- Business Ethics and Compliance
- Digitisation and Modernisation
- Fair Employment and Welfare
- Supply Chain Management
- Community Development
- Talent Development
- Emergency and Disaster Response
- Resource and Waste Management
- Employee Health, Safety and Wellbeing

Importance to Stakeholder (vertical axis: LOW to HIGH)

Importance to Axiata's Business (horizontal axis: LOW to HIGH)

Material Matters / Descriptions

Material Matters	Descriptions
Network Quality and Coverage	Enhancing network quality and coverage through continuous improvements in efficiency, availability and reliability
Customer Service	Delivering a differentiated user experience for customers, and offering the most affordable products and services relative to customer promise in our highly competitive markets
Data Privacy and Cyber Security	Protection of all data, information and intellectual property against cyber security breaches
Digital Inclusion	Providing affordable and innovative products and services in bridging the digital gap
Sustainable Business Growth	Consideration of Economic, Environmental and Social (EES), and positive direct and indirect value creation in our strategic investment decisions to enhance our shareholder returns
Climate Action	Internal controls and monitoring mechanisms to manage environmental impacts
Business Ethics and Compliance	Enhance business integrity compliance within the ambit of Malaysian and international laws on bribery and corruption
Digitisation and Modernisation	Technological innovation to enhance key internal business functions, improve process efficiency and effectiveness, and promote innovation and business continuity
Talent Development	Promote development and uplift competencies of employees to respond to the rapidly changing and complex business environment
Fair Employment and Welfare	Fostering fair recruitment practices by embracing diversity and inclusion in the workforce, and offering employees fair compensation and benefits
Regulatory and Political Risk	Management of evolving changes in the regulatory landscape and political context
Supply Chain Management	Consideration of EES factors across supply chain management and processes
Community Development	Financial and non-financial contributions to support local communities, and underprivileged and underserved groups
Employee Health, Safety and Wellbeing	Providing for the health, safety and wellbeing of our employees in ways that address key challenges and bring value to their livelihood in the workplace
Emergency and Disaster Response	Providing society in times of emergency and disaster, through the contribution of our business streams to disaster response initiatives
Resource and Waste Management	Aspiring towards the circular economy within our operations as well as the solutions we can provide our customers and supply chain waste management

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Responding To Our Stakeholders

Axiata's commitment to create long-term value for our ecosystem of stakeholders throughout our regional footprint in ASEAN and South Asia takes into account the feedback we receive from our continuous engagements with our stakeholders which are conducted through multiple channels.

Regulators and Government

Shareholders

	Regulators and Government	Shareholders
Why They Are Important	Our regulators and authorities specify the national laws and regulations that determine the licence and scope of our activities in the respective countries of our operation. They provide our OpCos access to operating licenses, and impose regulatory measures with potential cost implications for the Group.	As owners of Axiata, shareholders provide us with the financial capital needed to sustain our growth. They are entitled to receive a return on their investment and be apprised of developments in the Group.
How We Engage	We proactively engage with country regulators and authorities through industry meetings, thought leadership platforms, and capacity building workshops to support and enable the digital ecosystem.	We conduct an Annual General Meeting to meet and be accountable to shareholders. We also organise regular investor roadshows and analyst meetings to engage shareholders on current corporate developments.
Topics Raised	• Spectrum allocations and licensing fees • Taxation and industry long-term sustainability • Compliance with regulations and customer service standards • Information security and data protection • IR 4.0 and digitalisation towards the Digital Economy • Developing local digital talents and national talent pipelines • Integration of ESG matters into the business operations, particularly climate change	• Financial performance • Long-term business strategy • Board composition • ESG strategy and performance which include management of climate-related risks • Share price performance and outlook • Support of the UN SDGs
Our Response And Results	• Investing in development of local telecommunication infrastructure • Contributing directly and indirectly to local and regional digital economy • Supporting digital innovation funds to drive the development of local and regional digital ecosystems • Deploying world-class cyber security and privacy practices	• Transparency in corporate reporting and disclosures through multiple platforms, and sharing of these reports for wider public awareness • Briefings and engagements with shareholders on emerging topics in the industry and national landscape

CASE STUDY

CAN | ceo action network

CEO Action Network in Malaysia

CEO Action Network (CAN) is a closed door peer-to-peer informal network of CEOs and Board members focused on sustainability advocacy, capacity building, action and performance. Through dedicated working groups, workstreams, and active members driving bespoke initiatives, CAN aspires to catalyse its members towards shaping future ready and ESG integrated business models and ecosystems.

In 2020, Axiata Group was accepted as one of the members of CAN. We have also confirmed our active participation in the Policy Advocacy workstream. As a member, we are committed to engage with various stakeholders including our supply chain, regulators and policy makers, government, as well as our peers across various sectors to forge partnerships that are committed to responsible business practices and sustainable development. In the process, we will not only exchange industry best practices, but also share proven strategies and ideas with CAN participants.

Most recently, in September 2021, we joined CAN members to pledge and publicly announce 14 Collective Commitments to be achieved under three categories, namely environment, people and governance by 2023 or within three years of signing up with CAN.

Responding To Our Stakeholders

	Customers	**Suppliers**	**Employees**
Why They Are Important	We value each of our customers and the experience that they have on our network, and impact of our solutions and services. We are committed to delivering optimum performance to meet our customer's expectations and user experience.	Our suppliers provide us business critical products and services that enable us to drive our business strategy. We work in partnership to deliver best value for our operations as well as develop their capabilities and capacity.	Our innovative and diverse workforce is essential to delivering the best digital experience for our customers. We drive a culture of high performance and accountability that attracts, develops, and retains the best talent to deliver our business strategy.
How We Engage	We undertake a range of surveys across our markets to understand customer satisfaction and expectations. Scores are benchmarked against our peers, and the data analyses, among others, drive operational excellence.	We conduct engagement with key suppliers to understand solutions and services that can drive operational excellence. We recognise outstanding suppliers through the Biennial Axiata Supplier Awards, and address opportunities for improvement during performance management and the Annual Supplier Forum.	Axiata conducts an annual Employee Engagement Survey, regular Townhalls and a range of digital platforms to stay engaged with employees across the Group.
Topics Raised	• Network quality and availability • Improving customer experience • Price of packages, products and service differentiation	• Performance against Supplier Code of Conduct • Emerging corporate developments and understanding of long-term strategy • Opportunities for vendor development • Supplier support and continuity of services during pandemic	• Long-term business strategy and performance • Career and talent development opportunities • Work-life balance and employee wellbeing support (heightened during pandemic) • Pay and remuneration • Diversity and inclusivity
Our Response And Results	• Be the lowest cost producer relative to our customer promise • Drive operational excellence in relation to customer expectations • Creating digital lifestyle products and self-service customer care solutions • Support during pandemic for customers - for remote assistance on products, deals and packages, and reliable connectivity	• Sourcing local vendors • Supporting the Bumiputera Empowerment Agenda in Malaysia to build local, regional and global champions • Verticalisation of procurement services across the Group to provide scale • Supporting local direct and indirect employment through our supply chain • Value chain discussions for telco industry to operate during pandemic as an essential infrastructure service	• Providing job opportunities to local citizens • Group and OpCo Talent Development programmes • Transforming towards a Modern, Agile and Digital (M.A.D.) organisation

Responding To Our Stakeholders

Community

	Community	**Media**
Why They Are Important	We are present in a diverse and fast-developing economic region. We recognise that strong community participation and engagement is needed as part of our social licence to operate.	The media provides a platform to communicate with our key stakeholders and local communities. Media channels allow us to promote new products and services, corporate announcements and thought leadership.
How We Engage	Building relationships with the community through partnerships with local NGOs to foster digital inclusion initiatives, corporate responsibility programmes and needs assessment of local stakeholders. We communicate our initiatives through digital and print media.	We engage with the media through interviews, press releases, conferences and other engagement activities.
Topics Raised	• Support of the UN SDGs • Building capacity of future leaders • Pre- and post-disaster assistance • Addressing local social needs • Developments in digital connectivity and of the wider digital ecosystem for society at large during the pandemic	• Corporate developments • Financial and market performance • Industry trend and issues • Technology breakthroughs • National policy matters
Our Response And Results	• Digital and Financial Inclusion initiatives covering aspects of digital skills and digital connectivity and inclusivity • Disaster Management and Response initiatives • Developing national talent towards becoming future leaders • Established Digital Innovation Funds in three countries to spur innovation and local entrepreneurship	• Providing regular performance, network and Merger and Acquisition updates • Implementation of Axiata 5.0 Vision to advance our digital footprint

CASE STUDY

Engaging with our community on ESG topics and our sustainability agenda is important for ensuring and enabling a holistic approach to sustainable development. Throughout 2021, the Group and OpCos had participated in engagements, talks, webinars and forums to support national level agenda for sustainability. Notably, key engagements include within and among the telecommunications industry community such as GSMA.

CASE STUDY

With the launch of our net-zero carbon committment last year, our **Group-wide campaign 'Advancing to Zero'** rallied our workplace and our customers in an engaging series of inspiring sustainability stories. With #ItBeginsWithMe and #ItBeginsWithUs as proactive engagement and advocacy for change. Axiata was awarded by Twitter as Malaysia's Winner in Best Campaign for Driving Positive Change in Society.

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Our Impact To ASEAN And South Asia

Our business presence in 11 countries in ASEAN and South Asia enables us to contribute to sustainable development through the delivery of economic impact and value creation in the markets and communities we serve. Our investments in each country cover the local telecommunications industry, network infrastructure, job creation and talent development, environmental preservation and contributions to society.

SNCR, National Contribution Report 2021, page 95

axiata

Our Impact To ASEAN And South Asia

NEPAL   MALAYSIA   INDONESIA   SRI LANKA   BANGLADESH   CAMBODIA

e.co
enabling connectivity

13,181
total direct
employees

Approximately
700,00
jobs supported
in the region

Total GDP
contribution of
USD11.1 billion

USD1.7 billion
total taxes and fees paid

Total capital +
operating investment
of **USD5.0 billion**

Building Future Visionaries

Fostering curiosity, nurturing ambition and
empowering young minds in Indonesia to
create a better and brighter tomorrow with
critical awareness and insightful questions

XL AXIATA FUTURE LEADERS

Next Generation Digital Champion

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Next Generation Digital Champion

With our three core business streams encompassing digital telcos, digital businesses and infrastructure, we occupy a unique position to respond effectively to accelerated digitalisation needs across our footprint. With an increasing demand for data and converged services, coupled with fintech solutions and increasing enterprise digitalisation, the Group continues to evolve towards our ambition of becoming The Next Generation Digital Champion in line with our purpose of Advancing Asia.

As part of our Axiata 5.0 Vision, we recorded significant milestones during the year across our key focus areas of portfolio optimisation and value illumination, by entering into strategic partnerships with credible players harbouring similar ambitions as ourselves. We have expanded our presence in high population markets within our regional footprint, to further entrench ourselves as one of the region's leading digital players.

Our short- and medium-term strategies solidify our ability to accelerate digital transformation by advancing lives and livelihoods throughout the region. We believe that our robust business fundamentals and steady performance track record, combined with our empathetic approach to become The Next Generation Digital Champion, will bring meaningful value to our customers, communities and the planet.

Sustainable Business Growth

Key Highlights:

- Contributed USD11.1 billion to GDP across our operating markets

- Supported approximately 700,000 jobs across our footprint

- Participated in a number of key engagements with regional policy-makers and industry bodies on advancing ESG

Network Quality And Coverage

Key Highlights:

- Enhanced 4G coverage, with 3G sunset in most markets

- Strengthened national readiness for 5G adoption

- edotco increased tower portfolio by 34% in 2021

Digital Inclusion

Key Highlights:

- Heightened efforts on empowering SME and start-up resilience, through digitalisation

- Achieved 3rd best performing in Southeast Asia for the Digital Inclusion Benchmark for 2021

Digitisation And Modernisation

Key Highlights:

- Achieved cost excellence with RM2.0 billion in savings, including RM1.1 billion from Collective Brain initiatives

- LEAP NOW Competition received 70 submissions in 2021, leveraging multiple technology levers with the highest lever being 'process automation'

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Sustainable Business Growth

Sustainable business growth for Axiata relies on the consideration of investments and decisions built for a future-ready workforce. This includes managing our ESG factors and positive direct and indirect value creation across our strategic investment decisions to enhance our shareholder returns. In an increasingly digital economy, it also involves agility in adapting our business strategy to harness opportunities and respond to connectivity, data and digital requirements.

APPROACH

Our Axiata 5.0 Vision will guide the company towards sustainable business growth and enhanced operational excellence, aided and strengthened by our Collective Brain and verticalisation initiatives. The approach toward long-term growth and profitability also prioritises operational performance, organisational excellence and transformation of OpCos, with a focus on digitisation and analytics and new growth areas.

OUTLOOK

Looking ahead, we are determined to sustain our growth momentum for navigating short-term uncertainties and the world's continuous adaptation in preparing for endemic-phase transitions. Axiata will continue riding the momentum already built in the Group-wide execution of Axiata 5.0 to deliver value for both our business and stakeholders by executing the strategic priorities of our 10 Key Focus Areas. At the same time, we will augment our ESG proposition as a responsible and sustainable organisation.

OUR KEY INITIATIVES

Investing Long-term in Our Markets

Axiata recorded robust growth in 2021, on the back of solid operational performance from all OpCos as they pivoted to cater to accelerated data demand, connectivity and digitalisation needs across the region.

Across our regional footprint, and in maintaining the stakeholder trust in ensuring value creation to society, we continue to strengthen the direct value we generate from our provision of digital and connectivity services. Furthermore, in recognising our value chain impact, we support our OpCos' success in their operating markets, fuelled by local economic empowerment, local job creation and contribution to public finances that support socioeconomic growth.

Revenue	RM25.9 billion (+7.0%)
EBITDA	RM11.4 billion (+7.0%)
PATAMI	RM818.9 million (+>100%)
Underlying PATAMI	RM1.3 billion (+57.5%)

Our National Contributions to the Countries We Operate in

USD11.1 billion
GDP contributed

USD1.7 billion
total taxes and fees paid

Employed
13,181
employees across ASEAN and South Asia

USD5.0 billion
capex + opex investment

Supported approximately
700,000
jobs across Asia

We measure the economic impact and value creation in the markets and communities we serve, representing the long-term value we create through our investments in the local telecommunications industry, network infrastructure, talent development, environmental conservation and in society.

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Sustainable Business Growth

OUR KEY INITIATIVES

Meaningful Partnerships Supporting Axiata's Digital Ambition

Growing digitalisation across our operating markets in 2021 were enabled through strategic partnerships with credible players across the digital ecosystem to collaborate and excel in digital transformation together.

- The proposed **Celcom-Digi merger seeks to create a telco** that incorporates the market knowledge of two well-established Malaysian companies

- **XL's proposed joint acquisition of Link Net,** an established high speed broadband and cable TV provider, will drive future growth by leveraging on synergies and combined positions in wireless communication services, sharing backbone and transmission networks and an extensive customer base

- **Axiata's Enterprise business gains stronger traction** establishing aggressive synergy multipliers by combining capabilities with the extensive go-to-market reach of our OpCos

- **Axiata Digital's fintech holding arm was rebranded as Boost Holdings Sdn Bhd,** unifying all fintech businesses into five core brands to serve regional consumer and enterprise customer bases. The five brands encompass Boost Life (eWallet business), Boost Biz (merchant business), Boost Credit (micro-financing and micro-insurance business), Boost Connect (API-based payment facilitation business) and Boost Indonesia

- **SoftBank Corp.'s investment in ADA** will leverage on SoftBank Corp.'s network of portfolio companies to provide digital marketing solutions

- **edotco's acquisition of Touch Mindscape** secures a strategic fibre network in the East Coast of Malaysia, backed by long-term customer contracts

Axiata Representation in Industry and Leadership Associations

In a fast-paced industry such as ours, we believe that partnerships and associations – whether public-private, industry-agnostic or leadership-driven – are key to unlocking value through collaboration. Partnerships play a vital role in progressing on the collective corporate, national or regional ESG agenda. Representing the company in leadership forums and associations, we contribute to UN SDG Goal 17 - Partnerships for the goals.

Industry association: GSMA

HUMANITARIAN CONNECTIVITY CHARTER	CONNECTED WOMEN COMMITMENT INITIATIVE	CLIMATE ACTION TASKFORCE
Comprising three principles, focusing on preparedness, scale and collaboration, signatories of the Charter commit to support improved access to communication and information for those affected by crisis in order to reduce the loss of life and contribute to humanitarian response.	To reduce the gender gap in mobile Internet and mobile money services and unlock significant commercial and socioeconomic opportunities.	With more than 40 operator groups as members worldwide, the taskforce and GSMA collaborate to move the mobile industry towards net-zero carbon emissions by 2050 at the latest.

Leadership association: CEO Action Network Malaysia

At the Group level, we ensure we can support the ambition of Group and OpCos in driving a sustainable future, leveraging our business and footprint, to provide value for our stakeholders.

CEO Action Network (CAN) Malaysia is a coalition of leaders with a purpose to shape policies, engage stakeholders, and create a favourable ecosystem for sustainable businesses and sustainable development in Malaysia. Axiata's Group CEO is a member of CAN and Axiata's membership is active in promoting the drive for sustainability in Malaysia.

A key activity in 2021 within the policy advocacy stream comprised roundtable sessions. The outcomes of these roundtable sessions are tabulated as policy recommendations, supported by CAN members in the drive for reforms that enable sustainable development.

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Sustainable Business Growth

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

OUR KEY INITIATIVES

Representing Malaysia as A Home-grown Champion

As an organisation with strong links to the socioeconomic development in our home market of Malaysia, we are proud to contribute to the Bumiputera Empowerment Agenda (BEA). The BEA provides support for Bumiputera entrepreneurs, employees and students. We support the BEA through a comprehensive investment programme aimed at building the capacity and capability of local vendors, channelling financial support to a new generation of technopreneurs, and providing employment to university graduates.

RM4.78 million

in employee learning and development in 2021
(RM39.2 million since 2017)

2021 ▬▬▬▬▬▬ RM4.78 million
2020 ▬▬ RM1.15 million

More than 6,000

e-entrepreneurs trained
(from Digitalpreneur, Google Bootcamp and SiswaCommerce)

Tuisyen Rakyat has involved
more than 9,000
students since 2017

RM100 million

Axiata Digital Innovation Fund (ADIF) supports the development of innovative digital businesses, including Bumiputera technopreneurs
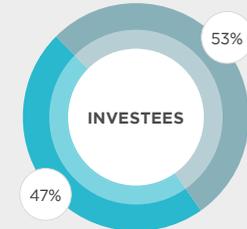
### 50 vendors

in Vendor Development Programme
- 7 National Champions and 1 Global Champion from the programme
- RM595K value of training courses from technical agencies
- 10 business matching events organised for more than 120 vendors
- RM2 million in research and commercialisation grants awarded to three vendors

Procured
RM514 million
from Malaysian companies of which 70% or RM360 million was spent on Bumiputera companies

Bumiputera Distributors have recorded
RM340 million
in physical distribution

INVESTEES
53%
47%
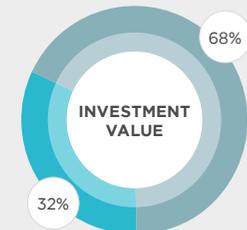
Since 2016, we have collaborated with the Ministry of Higher Education and 100 institutions of higher learning to develop the digital entrepreneurship mindset among Bumiputera university students

	2020	2021
Number of new social programmes developed to uplift the livelihood of Bumiputeras	4	5
Number of beneficiaries for the CSR programmes under Digital Entrepreneurship & Equity in Education	6,690	44,000 (approx.)
Internet access to rural communities	170,000	172,986

INVESTMENT VALUE
68%
32%

■ Bumiputera   ■ Non-Bumiputera

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Network Quality And Coverage

The success of our business depends on the coverage of our connectivity, the resilience of our networks and ensuring quality connectivity to individuals, businesses and organisations that rely on it. Our stakeholders deem network quality and coverage as the most important material matter of our materiality and stakeholder assessment, placing it as a priority in the areas we address.

APPROACH

In 2021, the Group standardised network planning methodologies and embarked on an ambitious Network Transformation Programme which leveraged on Open RAN as a key technology for mobile networks. Designed to narrow the digital divide and enhance rural connectivity across Asia, Open RAN represents the future of mobile networks, serving as a critical enabler for 4G expansions and 5G evolution that Axiata's markets are on the cusp of. It places Axiata in a strong position to better serve rising regional connectivity needs, and bridge the digital divide in rural and underserved areas.
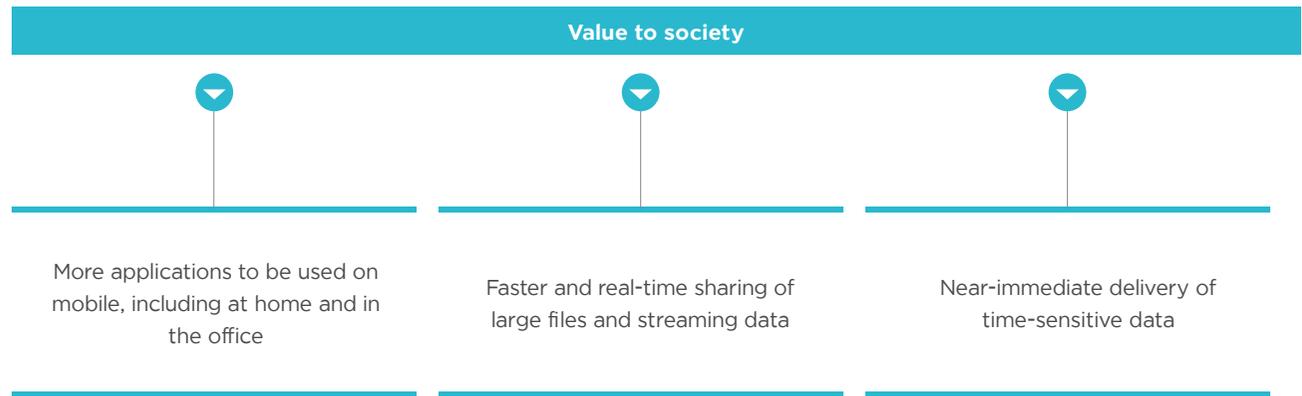
We also continue to ensure business continuity management amid crises or disruptions is implemented across the Group. The programme ensures the Group's robustness in addressing changes that may arise due to technological evolution or organisational adjustments.

OUTLOOK

We are anticipating higher demand for connectivity as well as data, especially in relation to growing 5G readiness. This will come part and parcel with increasing security, cyber security and protection of data privacy in adapting to this challenge across our industry. We leverage from GSMA benchmarking and research reviews that seek to ensure an industry-wide preparation for rising data demands.

Increase Network Coverage

Major advances in 2021 were made towards sunsetting of 3G networks to prepare for 4G and 5G spectrum efficiency. Collectively, OpCos have strengthened 4G coverage and quality across their operating markets to ensure advancements in digital connectivity throughout their respective countries, enabling more opportunities for society through the digital ecosystem. Strengthened 4G LTE resulted in improved performance, higher bandwidth for speed of transfer, faster response rates and improved spectrum efficiency, which improved overall network capacity.

Value to society		
More applications to be used on mobile, including at home and in the office	Faster and real-time sharing of large files and streaming data	Near-immediate delivery of time-sensitive data

Network coverage and reliability as a key driver for telecommunications sustainability

Over the past two years and as we are transitioning to the endemic phase, mobile operators have stepped up to enable business productivity and support to societies in need. Mobile operators use their platforms to advocate for support from the government to enable infrastructure and policies for operators to be able to deliver reliable connectivity for all.

Axiata had participated in many regional policy events including the GSMA's 2021 Asia-Pacific Mobile 360 conference, where Axiata shared the importance of remaining operationally agile during the pandemic and efforts to ensure the networks can cope with the increase in data consumption. The event highlighted the responsibility of the industry to do good and build sustainable networks to ensure sustainable business growth for the industry.

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Network Quality And Coverage

OUR KEY INITIATIVES

Network coverage across our operating markets

Ncell
16.8mn customers subscribed
92.5% (0%) **2021** 2G BTS coverage
53.8% (-7.1) **2021** 3G BTS coverage
76.6% (+18.4) **2021** 4G BTS coverage

robi
53.7mn customers subscribed
99.6% (0%) **2021** 2G BTS coverage
92.7% (0%) **2021** 3G BTS coverage
98.1% (+0.7%) **2021** 4G BTS coverage

Dialog
17.7mn customers subscribed
98.4% (+0.4%) **2021** 2G BTS coverage
87.5% (+0.5%) **2021** 3G BTS coverage
95.1% (+2.1%) **2021** 4G BTS coverage

Smart
7.4mn customers subscribed
99.6% (+1.1%) **2021** 2G BTS coverage
63.5% (-17.9%) **2021** 3G BTS coverage
95.7% (+4.2%) **2021** 4G BTS coverage

celcom
9.6mn customers subscribed
95.2% (0%) **2021** 2G BTS coverage
73.4% (-20.8%) **2021** 3G BTS coverage
94.5% (+2.2%) **2021** 4G BTS coverage

XL axiata
57.9mn customers subscribed
> 92% 2G, 3G, 4G BTS coverage in 2021

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Network Quality And Coverage

OUR KEY INITIATIVES

edotco Expansion of Tower Ownership Regionally

edotco's acquisition of Touch Mindscape has strengthened its aspiration to be among the Top 5 Global TowerCos by 2024 and cemented its leadership position as the largest independent tower company in Malaysia. edotco's tower market share increased from approximately 21% to 25%, growing its owned and managed tower portfolio across its eight core markets in ASEAN and South Asia.

edotco possesses a strong foothold of over 44,900 owned and managed towers across eight countries where it operates: Bangladesh, Malaysia, Myanmar, Cambodia, Pakistan, Sri Lanka, Philippines, and Laos.

- 25,898 are directly owned
- 19,084 managed through a range of services provided

edotco has increased its tower portfolio by 34%, whilst tenancy counts grew by approximately 16% from 2020 to 2021.

2021
KEY ACHIEVEMENTS

- 8% **reduction of single tenanted sites** across edotco operations in Bangladesh, Cambodia and Malaysia
  - Overall, average 7% reduction of single tenanted sites across entire footprint
  - 55% of colo achievements in 2021 are from single tenanted sites colo conversions
- Expanding customer base
  - breaking through build-to-suit and colocation, generating 10% increase in project inquiries and supplier requests
  - signing a master service agreement with Tier-1 mobile network operations
  - concluding strategic deals across footprint to enable opportunities toward regional towerco excellence (eg, Banglalink, DNB, Metfone, CamGSM, Smart PLDT, Mobitel, Airtel, Hutch, etc.)
- Diversifying the value chain by pursuing **Next Generation infra solutions** amid **5G readiness**
  - collaborating with local developers and regulatory authorities
- Successfully operationalised Network and Planning Analytics (NAPA)
  - Completed across 5 of edotco operating markets (Bangladesh, Cambodia, Malaysia, Pakistan, and Sri Lanka)
- Overall edotco group customer satisfaction remained high by managing customer expectations, focusing on providing service excellence to customers

edotco Group launches design competition with UKM

In October 2021, edotco Group organised an infrastructure design competition in collaboration with the University Community Transformation Centre under Universiti Kebangsaan Malaysia (UCTC-UKM), edotco's academia partner.

The first of its kind in Asia, the competition invites engineering students in their 3rd, 4th and postgraduate studies across universities based in Malaysia, Brunei, Cambodia, Indonesia, Laos, Myanmar, the Philippines, Singapore, Thailand, Vietnam, Bangladesh, Sri Lanka, Pakistan, Japan, Korea, and China. The programme was piloted in Bangladesh last year and based on the success received from 28 participants, edotco extended the programme to more regional universities.

Themed **'Infrastructure for tomorrow: designing the future'**, the competition is edotco's programme to provide today's aspiring youths with a platform to engage with experienced leaders, gain industry knowledge and attain technology exposure while applying their skills to create innovative solutions. Teams were required to design a tower and foundation that fit the next generation of telecommunication infrastructure criteria based on the given technical framework, guided by a mentor from edotco over three months. The top five entries were assessed by a panel of experts in the field, and three winners were chosen.

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Network Quality And Coverage

OUR KEY INITIATIVES

Future-ready: Enhancing 5G, IoT and Smart Capabilities Regionally

Preparing for 5G readiness across our different operating markets has enabled strategic partnerships with network and IT equipment manufacturers, as well as strengthened collaboration with universities and think tanks in developing and portraying the use case of 5G technology to society.

celcom

In building national readiness for 5G application and technological requirements, trials have been conducted and engagements are ongoing in Malaysia's developing 5G regulatory landscape. This is by:

- Working closely with vendors and industry partners for 5G technology trials and proof of concepts
- Deploying of 4G upgrades that are 5G-ready at more than 20 sites
- Engaging with the Malaysian Single Wholesale Network entity on the 5G rollout for Malaysia
- Ongoing testing of 5G devices and verification to build readiness

Dialog

Dialog began its expansion to 5G networks across the country in 2018 and are the first telecommunications service provider in the South Asian region to do so. This was achieved through:

- Implementing 5G trial network at 84 sites covering key areas across Sri Lanka, and opened to Dialog customers to experience 5G
- Implementation of 5G fixed broadband network over the same infrastructure and the network was opened for selected high-value home broadband and enterprise customers
- Carrying out research and development with both device vendors and network vendors to build 5G ecosystem readiness for future commercial deployment
- Launching of 5G innovation centres with 12 leading universities with industry participation to develop 5G use cases to empower businesses and industries for potential use cases of 5G for greater productivity opportunities

XL axiata

As one of the earlier operators to conduct 5G trials and pilots in Indonesia, in line with XL's ambition to Build a Digital Indonesia, the following have been accomplished to date:

- Passing the operational feasibility test (ULO) to deploy 5G networks in Indonesia, in August 2021
- Deployment of 5G networks and services in Indonesia, including gradually expanding its service area coverage. For the initial stage, XL Axiata's 5G network is available in four cities, namely Jakarta, Bandung, Yogyakarta and Surabaya, with limited area coverage starting mid-August 2021
- Accelerated the preparation of the required ecosystem, including the provision of adequate infrastructure including network fiberisation, collaborating with device providers in providing 5G smartphone devices for increasing access to 5G and providing education to increase public understanding of the benefits of 5G technology to support daily life

robi

Conducted 5G test runs across Bangladesh and to-date Robi remains the only operator in Bangladesh to have successfully conducted 5G trials.

Smart

Working closely with the relevant authorities to enable widespread availability of 5G technological development in Cambodia.

Ncell

Remains ready and willing to begin 5G across Nepal, awaiting regulatory approval.

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Digital Inclusion

Digital inclusion is important in providing opportunities for individuals and businesses to participate in the digital economy, allowing countries to further improve their socioeconomic position.

In our efforts to improve and increase access to our networks, we focus on supporting our customers' use of the networks by providing affordable and innovative products and services in bridging the digital gap. We are committed to creating value for communities and our customers by expanding access to the use of digital services.

APPROACH

Access to information and technology can enhance lives through access to education, careers, and entertainment, and yet many still lack the opportunity or skills needed to navigate the digital space. Our approach to digital inclusion is driven by efforts to increase access to digital solutions and support digital skills across all levels. This is undertaken across the Group, through each of our OpCos. With Axiata's aim for everyone to be able to participate in the digital revolution, we executed initiatives to drive promotion of digital inclusion.

OUTLOOK

In our commitment to serve responsibly in the markets we operate, especially for the long-term, our purpose of Advancing Asia must be fully inclusive. In support of this, we will continue to drive social innovation in our products and services, projects and initiatives to empower and provide sustainable value to communities.

Strengthening our approach and value-creation in digital inclusion

In 2021, we maintained inclusion in the World Benchmarking Alliance Digital Inclusion Benchmark. This evaluation consists of 16 indicators equally divided across four measurement areas, with the aim of highlighting industries and companies that are currently leading the way in fostering digital inclusion.

Axiata is the third-best performing company in the benchmark headquartered in Southeast Asia

Axiata is ranked in the top-quartile of digital technology companies included in the benchmark

Four Measurement Areas Under the Digital Inclusion Benchmark

Digital Inclusion

- USE
- INNOVATION
- ACCESS
- SKILLS

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Digital Inclusion

Our digital inclusion achievements in 2021 cover three main areas: Driving the New Digital Ecosystem, Providing Access to Vital Services and Uplifting Communities. These initiatives are further detailed in the following pages of this Digital Inclusion section.

Driving the New Digital Ecosystem

Supporting Digital Skills Development and Responsible Use

More than 4,700 people were upskilled with digital skills across Malaysia

Axiata and its OpCos created programmes that promote skills and knowledge on responsible use and navigation of online services safely via data privacy and cyber security trainings

Supporting Businesses and Digital Companies

USD4.82 million contributed by Smart and Dialog for the Smart Axiata Digital Fund and Dialog Axiata Digital Fund with 15 start-ups selected for investment

Providing Access to Vital Services

Providing Access to Education

More than 41,370 students received access to digital tools, technology, and online platforms to facilitate learning through Axiata and its OpCos

Access to Healthcare

Our digital healthcare programmes across Bangladesh have aided around 348,300 people in receiving better access to healthcare services

Access to Employment

bdapps launched by Robi was recognised as one of the Top Five Outstanding Contributors to UN SDG 8: Decent Work and Economic Growth by GLOMO awards in Mobile World Congress

PROMOTING DIGITAL INCLUSION ACROSS OUR FOOTPRINT

Uplifting Communities

Empowering Communities through Digital Financial Inclusion

Across the Group, e-wallets across our footprint, including Malaysia, Indonesia and Cambodia, provide access to financial inclusion

Empowering Businesses

Dialog is transforming agriculture and fishery practices in Sri Lanka with their established platforms and programmes that serve more than 97,700 active users utilising apps, IoT, interactive voice recordings, and mobile money services to provide farmers and fishermen with access to information and innovation

XL is improving "Smart Coffee Monitoring" through its IoT-based solution to improve coffee product quality and operational cost efficiency

Empowering Women and Girls

More than 2,700 women benefitted from OpCo programmes that support education, skills and jobs, better health, wellbeing and safety for women, and enable economic empowerment

Empowering Diverse Users

Dialog provided services to more than 52,460 differently-abled people using technology such as apps, digital devices, and liaised with medical experts to provide training and therapy to improve their communications and interactions

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Digital Inclusion

OUR KEY INITIATIVES

Driving the New Digital Ecosystem

To drive the new digital ecosystem, and enable more of society to participate and benefit from it, we are focused on helping our customers and communities build their digital skills, as well as supporting digital businesses that provide products and services.

Supporting digital skills development and responsible use
The continued growth of the digital economy will require effort in providing digital skills development, and value creation through our business of digital connectivity.

Celcom SME Product Bundles
In 2021, Celcom designed and launched multiple SME product bundles tailored to support SMEs and digitalisation journeys for empowering growth in productivity. Digitalise with Celcom Business Suite is supported by the National PENJANA programme (the Short-Term Economic Recovery Plan). To support Malaysian SMEs, subscription fees were waived for the first three months for subscriptions to Celcom's Business Suite™ plans up to October 2021. Additionally, SMEs benefit from savings of 30% for a one-year subscription under the SME Digital Matching Grant of this PENJANA programme.

Digitalpreneur
Celcom's digital entrepreneurship training was delivered through digital and e-commerce platforms. In 2021, five programmes were delivered, with more than 500 participants.

Celcom Young Digital Innovators Programme (CYDIP)
Developed by Celcom in partnership with Universiti Teknologi MARA (UiTM). In 2021, activities included a CYDIP Teacher Webinar Series for teachers to enable support in delivering teaching online. This brought more than 4,000 participants nationwide from across 1,164 schools. The 2021 CYDIP Students Competition provided experiential learning to more than 250 students, with 110 innovative projects created.

Celcom Bebozz
An opportunity for Malaysians to work as digital entrepreneurs for Celcom's prepaid and postpaid products, easy and accessible on mobile with low start-up cost. Trainings were conducted at 11 universities, participated by 213 students and had 35 entrepreneurs onboarded.

Be Technology Wise (BTW)
Dialog's initiative to spread awareness and provide education on mobile safety and good digital etiquette through this programme has been ongoing since 2012. The programme is part of Dialog's product stewardship, contributing to addressing uninformed, unethical, or unknowing misuse of mobile phones

- In 2021, the BTW initiative spread awareness on safety during the pandemic and cyber-risks including sharing of personal devices, cyberbullying and safe use of Internet. The campaign was hosted on the Dialog Foundation social media platforms and received good engagement from the public.

Work from Anywhere initiative
In supporting business customers that require extended flexibility to adapt to hybrid working setups, Dialog offers data packs and bundles that support work-from-anywhere. This enabled continued productivity during lockdowns or in encouraging flexible working conditions for the new normal working conditions.

Dialog's research lab at Moratuwa University
Specialising in applied mobile telecommunication technologies research, the laboratory contributed to research including remotely-activated GSM alarm devices, learning management systems, and agri-automation.

Digital Literacy Programme
The programme was developed in collaboration with the Ministry of Post and Telecommunications, Ministry of Education, Youth and Sport and other partners. The programme aims to raise awareness on children's and adolescents' usage of digital tools in Cambodia. Parents were also welcomed, to enhance its success. These included talks on 'Online Safety and Protection for Adolescents in the Digital Age'. The programme is in partnership with Cambodia education and telecommunication agencies as well as supported by NGOs, and a guidebook on digital literacy which will be available online for high school students.

Google Workspace with BIZ Starter card
Through XL Axiata Business Solutions, the BIZ Starter Card provides business solution features from Google Workspace for SMEs, promoting business productivity, hybrid-working, and cloud-based collaboration for the growing SME market, driven by digitalisation.

Ncell Pathashala
Pathashala is a digital learning management system that enables e-learning, management and delivery of content and resources to anyone. Delivered through web platforms and apps, this encourages society to leverage on digital ecosystem for supporting skills development. A range of courses are available, from general, vocational to technical, to contribute to skills and society empowerment.

National app store bdapps empowering digital entrepreneurs
bdapps has over 45,000 apps developed by more than 25,000 developers since its launch. In 2021, bdapps launched the android app creation tool Appmaker+ to enable innovation in digital creation. This includes more than 3,000 developers that have developed more than 350 apps.

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Digital Inclusion

OUR KEY INITIATIVES

Supporting Businesses and Digital Companies

Over the years, we have become a major enabler of technology innovation in developing country markets by promoting innovation, entrepreneurship and start-ups. We do so by funding and providing digital services capabilities and opportunities for business.

Digital Innovation Funds

We actively fund and partner with tech start-ups to encourage innovation across the digital ecosystem especially in the communities we operate in. This is essential towards bottom-up innovation for local technology industries, which in return, propels business incubation and innovation industry-wide.

Since 2014 we have continually invested in digital venture funds in Malaysia, Sri Lanka and Cambodia. We work with local strategic partners to identify, fund and coach local start-ups that are able to demonstrate high potential for growth as well as contribute to the national landscape.

Digital Innovation Funds

15 start-ups received funding from SADIF and DADIF in 2021

USD4.82 million contributed from SADIF and DADIF to date

Axiata Digital Innovation Fund (ADIF)

	Smart Digital Innovation Fund (SADIF)	Dialog Innovation Fund (DADIF)
Digital Innovation Funds (Active)	Launched in 2017 and developed in collaboration with Forte Insurance as co-investor, Smart Axiata Digital Innovation Fund (SADIF) is a USD5 million venture capital fund that aims to spur the digital ecosystem in Cambodia. Together with the joint venture fund partner, Smart contributed USD3.0 million to this fund to date.	In line with Dialog's aspirations to advance digital services in Sri Lanka, DADIF was established to create a platform that works closely with digital startups and facilitate investments into potential digital ventures. Dialog has disbursed LKR 546.0 million (USD1.82 million) to this fund to date.
Investee companies	**10**	**5**
2021 Outcomes	In encouraging growth, SADIF has further invested in three of its investee companies, demonstrating how potential can be further garnered during this fund relationship. Most of the investee companies have expanded in its coverage and impact. For example, the service coverage of Nham24 has expanded to cover 16 major cities, and GoGames has expanded to 28 countries. Okra, a solar energy digital start-up has expanded its software for off-grid solar to four countries. New products across its investee companies have been developed. These cover digital innovation such as enterprise planning software, accounting platforms and a university-specific app for end-to-end guidance and support for students.	One of the bigger outcomes from DADIF had been encouraging digital healthcare, with the merger of Health Solutions and Digital Health, to deliver end-to-end digital health care solutions to individuals and corporates. The company is geared to achieve higher growth in 2022 with the synergies of integrated solutions expected to be further exploited. Funding in smart, digital agri-tech solutions had also been a focus area for Dialog. An investee company Agrithmics received funding that will propel its IoT-enabled agri solutions for the farming industry to promote better productivity.

ADIF was developed to contribute to the growth of Malaysian tech start-ups and provide credibility as well as potential returns to the participating companies' nation-building efforts, with Bumiputera participation identified as an additional focus area. The fund was introduced in 2014 and concluded in December 2020, with continuation of support provided to the existing portfolio.

Contributed RM63.2 million (2015-2021)

Invested in 17 companies recording an average YoY revenue growth of 34%

Bumiputera companies made up more than 50% of investee companies

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Digital Inclusion

OUR KEY INITIATIVES

Providing Access to Vital Services

Providing Access to Education

In line with striving towards Advancing Asia, we believe education plays a vital role to improving quality of life, contributing to socioeconomic progress and enabling empowerment. We contribute to providing access to education through the provision of digital tools, technology and access to online platforms to students and children in this region.

Enhancing Access to Digital Resources and Learning

Providing free connectivity for students in community housing
Celcom provided free internet access and free tuition content for students living in community housing schemes nationwide. A total of 58 community homes across nine states benefitted, enabling access for close to 1,500 students that had been learning from home during the lockdown.

Bantuan Peranti Prihatin (BPP)
Through BPP, Celcom distributed refurbished laptops, new tablets and smartphones to students from lower income families to facilitate their online learning. Additionally, router equipment and accompanying devices were provided to schools across Malaysia.

Tuisyen Pintar
Distribution of tablets, SIM cards and access to free data to 60 SPM candidates across Malaysia through the Mahir Tutor platform in collaboration with State Zakat Authorities.

Mahir Tutor for SPM candidates
Free access was given to SPM candidates across four months in 2021 through the Mahir Tutor platform. This benefitted more than 600 students.

Nationwide Collaboration in Malaysia
CERDIK Programme
A Malaysian Government Linked Company (GLC) and Government Linked Investment Company (GLIC) initiative to provide digital access comprising laptops, tablets, and data connectivity to assist students from lower-income families to adapt to virtual learning during the COVID-19 pandemic. Through this programme Axiata and Celcom provided more than 21,000 SIMs and 300 laptops and dongles to more than 21,000 students nationwide.

#MyBaikHati
#MYBaikHati is a crowdsourcing initiative facilitated by Celcom and the telecommunications industry to narrow the digital learning gap in Malaysia.

Basic Education Equivalency Programme
The Basic Education Equivalency Programme (BEEP) is a collaboration between the Cambodia Ministry of Labour and Vocational Training, Ministry of Education, Youth and Sport and UNESCO to expand access to basic education through flexible, self-paced and blended learning. The programme provides an alternative education to out-of-school youths to complete lower secondary and basic education, with general knowledge and basic English language skills. It can also be pursued while continuing work – the flexibility of the programme enables anyone to participate.

- Under a new two-year partnership, Smart Axiata is committed to providing 350 Internet connected tablets and 350 SIM cards with unlimited data, Internet packages to allow 500 students to access courses free of charge, and five laptops for programme coordination purposes to the Ministries.

SmartStart Unipreneur Learning Platform (ULP)
This educational initiative, between Smart Axiata and Impact Hub Phnom Penh, is the first local online learning and interactive platform in Cambodia that introduces entrepreneurship to students through partnerships with universities. The goal of the learning platform is to develop the technical capabilities and entrepreneurial mindsets through the practical implementation of related concepts.

Mobile Library (with Sipar Cambodia)
The Mobile Library was an initiative established to encourage reading habits in isolated communities. Youths from targeted locations can access activities such as storytelling, individual reading, educational games, and creative activities as well as a lending scheme for themselves and their families.

- In 2021, 20 locations were chosen and 10,648 books were available for students to borrow. More than 5,372 kids borrowed books from the Mobile Library in 2021.

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Digital Inclusion

OUR KEY INITIATIVES

Gerakan Donasi Kuota (GDK)

Through GDK, a national programme to ensure all schools and students have Internet access, a total of 13 schools benefitted from the programme in 2021 with 13 routers and a 9TB quota provided, benefitting more than 3,000 students. This marked our commitment to deliver more than 2,300 routers since the programme started in 2017. XL Axiata also provided Internet access facilities for students in various regions in Indonesia including Karawang, Purworejo, Padamawu, Cijarang and Jogjakarta.

Donation of devices to connect to Internet

Through "XL Axiata Baik" programme, XL Axiata and its employees donated routers, free Internet access and laptops to the Al-IBTIDA Islamic Boarding School in Tanjung Pakis, West Java. Some XL employees took the initiative to teach the boarding school students. This initiative will continue to take place in 2022 to contribute to building a Digital Indonesia.

Donation of laptops

XL Axiata also donated 100 laptops and Internet access facilities for 12 Islamic boarding schools in several areas. This donation was part of the "Digital Village" development programme initiated in 2020 to increase digital literacy in rural communities.

A suite of home-based, distance learning solutions

To minimise disruption of the education system from the pandemic, Dialog with its partners opened new platforms of e-learning and deployed a suite of free educational content and apps without any data charges for students to continue learning from home. These included Guru.lk and e-thanksalawa, initiatives to provide free access to connectivity. Dialog enables access to free education through Dialog TV, as well as the access to Hologo app, that utilises augmented reality to enhance the learning experience.

Nenasa has become one of Sri Lanka's largest e-learning platforms covering local syllabuses from Grade 1 to 13. These are delivered through the Nenasa App, the 1377-Free Distance Learning Helpline, and Nenasa TV. These are partnerships and collaborations between the State Ministry of Education Reforms, Open Universities and Distance Learning Promotion, with Dialog.

Nenasa App

Nenasa Educational App is a digital learning platform that enhances the learning experience for primary and secondary school students in Sri Lanka, ensuring equity in access to quality educational material. All content on the platform was developed by trained teachers and third-party educators under strict supervision of the Ministry of Education.

Nenasa TV

Launched in 2008, the programme initially supported students preparing for the (G.C.E.) Ordinary Level (O/L) examination through a dedicated satellite TV channel streamed free-of-charge to 1,000 schools across the island. In 2013, phase 2 of the programme saw another channel and 1,000 more schools added to the initiative. As of 2021, over 2,150 schools were part of the programme.

In 2021, the Nenasa partnership between the Ministry of Education and Dialog added four new TV channels to the ecosystem, bringing the total to six channels with plans to add four more channels in 2022. As of December 2021, over 1.7 million homes were served by this free service via the Nenasa channels broadcasting credible and validated educational content produced by the National Institute of Education.

Robi-10 Minute School

Robi's programme in providing access to education has become the largest digital school in Bangladesh. Providing inclusive and equitable quality education, and promoting learning opportunities for all, contributes to its commitment to SDG 4.

The app caters to varying levels of education, covering the full national curriculum from Grade 1 to Grade 12. There are various delivery tools that enhance user experience. The app also provides technical support to the Ministry of Education to broadcast educational content nationwide through national television. In 2021, the app benefitted students in completing their secondary and higher secondary examinations.

- "Lockdown Live" continued to be a supportive tool for students through the app and Facebook platforms, benefitting the app's 3.4 million users and 13.5 million social subscribers
- Daily live classes delivered by more than 30 teachers with a reach of an average of three million viewers and 200,000 average viewers on the website per month
- Content on the platforms include more than 24,000 video tutorials, 85,000 quizzes and 1,250 smart books. Additionally, subscription-based content enables personalised learning objectives per student

Modern Digital Labs in Nepal

Ncell supports the Government vision of Digital Nepal by setting up modern digital labs in 60 community schools across the country in collaboration with the Ministry of Communications and Information Technology (MoCIT) and Nepal Telecommunications Authority (NTA). This benefits over 30,000 students.

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Digital Inclusion

OUR KEY INITIATIVES

Access to Healthcare
Our connectivity as well as digital platforms and capabilities enable us to provide communities with better access to healthcare through telemedicine, insurance and digitalised healthcare solutions.

Dialog Axiata's contribution to digital and connectivity-enabled healthcare and infrastructure
To support teleconferencing coordination on virtual health consultations for the Ministry of Health, Dialog together with Huawei Technologies donated a fully-fledged Telepresence platform and connectivity solutions to 30 hospitals for a national collaborative e-Health system.

This centralised the healthcare, health education and health information services through remote collaboration technologies. Dialog also extended Critical Connectivity Solutions to essential medical services staff at the Institute of Infectious Diseases in Sri Lanka for real-time remote medical assistance to other hospitals and healthcare institutions

DigiCure: One-Stop Digital Diabetic Solution for All
This one-stop digital solution consists of unique features designed to ensure holistic care of diabetic individuals. Supporting as a digital caregiver, the app can allow users to book appointments, connecting with medical experts through live chats and renew e-prescription service and medicines. Patients can also upload data of their blood pressure and blood sugar level through bluetooth-enabled devices to ensure live monitoring 24/7.
- Since its launch in December 2021, DigiCure onboarded more than 20 medical professionals and garnered more than 5,000 downloads from those seeking medical attention and services.

Health Plus Insurance and Telemedicine with telco core bundles
Along with data packages, Robi also provided bundled packages with health insurance to customers under the El Deno packages and "one lakh taka" life insurance coverage. Through these, Robi made access to telemedicine and insurance free for close to 350,000 El Deno customers and 120,000 users for "one lakh taka".

Health Plus and Bloodman Joint campaign 'Tour for Social Goods'
Robi, in collaboration with the ICT Division and health partners, supported the initiative by Bloodman and Embassy of Republic of Turkey to promote a culture of safe travel by engaging youths in community development activities, whilst boosting the tourism industry through free access to telemedicine consultations.

Telemedicine and Health Informatics Programme
Ncell in collaboration with Dhulikhel Hospital (DH) set up a Telemedicine and Health Informatics Centre to serve remote communities through quality healthcare services in four outreach centres. Ncell provided telemedicine equipment and infrastructure to the local community health centres of DH and supported DH for procurement of local supplies and services needed for the execution of the project.

Health Plus
Launched in 2021, Health Plus provides customers access to doctor consultations through phone calls or video calls. More than 400 consultations were successfully recorded through this service.

Data Sangai Beema
A data pack provided by the Himalayan General Insurance offering free data valid for three days and hospitalisation insurance to customers.

Access to employment
We support the creation of high-quality jobs and the development of employability programmes, many of which are targeted towards youths, that can enable them to gain access to future opportunities and engage in local entrepreneurships.

bdapps: National App Store of Bangladesh
In partnership with the ICT Division of Bangladesh, Robi launched a platform where individuals can create mobile applications, host them using bdapps as well as gain income through the platform. The endorsement by the National App Store enabled Robi to be aligned with the National Agenda of a Digital Bangladesh. bdapps was nominated in GLOMO Awards 2021, ranked as one of the top five Outstanding Contributors to UN SDG 8 (Decent Work and Economic Growth).

Appmaker+: The Future is No-Code
Robi, in partnership with Dialog and Simato Solutions, launched Appmaker+, Bangladesh's only No-Code android app creation tool to improve job seekers' coding skills. This platform allows any individual to build their own app using a range of different templates.

YEC and EduKerjaya
EduKerjaya
This online youth employability programme for Form 4 students comprises four virtual Bootcamps and a paid internship experience. Edukerjaya benefitted 100 participants that met industry experts and attended workshops on self and career exploration.

YEC
YEC gives secondary school students the chance to design innovative online lessons, guided by mentors to plan, market, and facilitate these online experiences. With training delivery from 90 students, 30 innovative lessons were delivered to 725 participants.

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Digital Inclusion

OUR KEY INITIATIVES

Uplifting Communities

We believe digital inclusion is for all and we always seek opportunities to reduce the digital divide. To this end, the Group recognises that there are various individuals, communities and businesses that can be uplifted and empowered by having access to the benefits of digital connectivity.

Empowering communities through digital financial inclusion
Axiata aspires to bridge the existing digital gaps and create an inclusive environment that promotes growth, where every individual can thrive through digital financial inclusion and e-wallets.

Boost

In 2021, Axiata Digital's fintech holding arm Boost Holdings Sdn Bhd, was rebranded to Boost, unifying financial services spanning payments, microfinancing, micro-insurance, cross-border content services and merchant solutions. The relaunched Boost brand, with the value proposition of being a full spectrum fintech player in the region, unifies all fintech businesses into four core brands to serve regional consumers and enterprise customer bases.

We combine deep fintech, in-house data and AI to meet the growing and diverse needs of our customers and merchants across the region, with the aim of becoming a full spectrum fintech player in Southeast Asia. Leveraging our full spectrum fintech presence in Malaysia, with a current growing presence in the Indonesia market (with more than 122,000 merchants), we help grow the digital economy by advancing digital and financial inclusion for micro-SMEs via fully digitised financing, payments and insurance based on rich transaction data.

Boost Life *eWallet* Focuses on consumer lifestyle offerings such as online and offline retail payments, bill settlement, insurance and transportation and transit use cases with new features constantly introduced	Boost eWallet recognised as a **leading eWallet by the Malaysian Government** for its eBelia initiative to empower youth under the PEMERKASA economic stimulus package, offering RM150 eBelia credit	**9.7 million** users One of the top three **e-wallets in Malaysia**
Boost Biz *merchant solutions* Offers a payment platform for enterprises of all sizes, through selfserve online business tools and digitalisation solutions	Under the 2021 Belanjawan programme by the Malaysia Ministry of Finance and Malaysia Digital Economy Corporation, the merchants' business was **selected for Go-eCommerce Onboarding campaign and Shop Malaysia Online**	**561,000** merchants
Boost Credit *micro-financing and micro-insurance* Formerly Aspirasi, this houses the micro-financing and micro-insurance business and is a pioneering Digital Alternative financier in Malaysia and Indonesia	Embarked on the **region's first asset-backed securitisation programme** of Boost Credit loans to sustainably secure external funding and optimise cost of capital	Disbursed **> RM900** million in loans in Malaysia and Indonesia
Boost Connect *API-based payment facilitation* Formerly Apigate, this regional cross-border payment and customer growth platform ecosystem provider is driven by innovative products and services	**Leveraging OpCo synergies** to benefit telcos from Boost Connect, including a Bundling platform for Celcom for games and entertainment offerings, and Boost Connect Storefront housing top-ranked game titles	

As a digital bank aspirant, we look forward to creating an inclusive financial digital ecosystem for users and merchants across the region and will continue to build Boost as an indomitable player that offers simplified financial services and innovative fintech solutions in Southeast Asia.

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Digital Inclusion

OUR KEY INITIATIVES

Bantuan Komuniti Digital

This is a digital food pack initiative in collaboration with Axiata. Recipients received RM60 in Boost Wallet credit to spend at local stores within the community. This programme was launched in December 2021 and piloted at five community housing areas in Klang Valley, which benefitted more than 300 lower-income recipients.

SmartPay

Customers can purchase any app on the App Store, Google Play or Codashop with their Smart main balance.

Digital wallet partnerships

Live.On, Indonesia's digital telecommunications brand, has collaborated with ShopeePay, Indonesia's leading digital payment provider, to add ShopeePay as a trusted digital payment method on the Live.On app. The collaboration will provide a 100% contactless and hassle-free digital telecommunication experience, equipped with seamless and convenient digital payment methods.

Driving Financial Inclusion

Boost Life
Customers in Malaysia (Million)
2020 : 8.8
2019 : 5.1
2021 **9.7**

Boost Credit
Number of SMEs Served by Boost Credit in Malaysia & Indonesia
2021 **> 6,200**
2020 : > 9,900
2019 : > 1,400

Boost Indonesia
Merchants in Indonesia
2020 : > 121,000
2019 : > 115,000
2021 **> 122,000**

Boost Biz
Merchants in Malaysia
2021 **> 439,000**
2020 : > 300,000
2019 : > 195,000

Boost Credit
Total Loans Disbursed by Boost Credit in Malaysia & Indonesia (RM Million)
2020 : > 200
2019 : > 38
2021 **> 900**

Boost Connect
Global Consumer Reach (Billion)
2021 **> 1**
2020 : > 1
2019 : > 0.4

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Digital Inclusion

OUR KEY INITIATIVES

Empowering the Agriculture, Fisheries and Plantation Sector across Sri Lanka

In Sri Lanka, farmers and fishermen make up some of the lower-income members of their communities. Due to the service and tools Dialog provide, these farmers and fishermen can establish digital payment processes and modernise their work, enabling greater income generating opportunities.

Govi Mithuru
- Launched in October 2015, Dialog's Govi Mithuru (Farmer's Friend or Uzhavar Thozhan) mAgri service was launched with the vision is to help smallholder farmers to "secure crop and family health" at the grassroot level. This was achieved by sharing agricultural advice for each stage of the farming cycle from land preparation to post-harvest support.
- Govi Mithuru boasts a wide range of indirect economic impacts that benefit subscribers as well as the nation's agricultural community.

Govi Mithuru Interactive Voice Recording (IVR)
- Govi Mithuru IVR, launched in 2015, continues to be the platform of Govi Mithuru sharing mass-customised, time-specified advice for farmers.
- Available in two languages, Sinhala and Tamil, the IVR service assisted more than 340,000 active users with crop-related information benefitting farmers' yield.

Govi Mithuru App
- Govi Mithuru is an app for farmers to access relevant and accurate information on their crop health. This is an innovative solution that empowers farmers to enhance the quality and quantity of their yield. Govi Mithuru app focused on providing personalised agriculture information such as agro-ecological zone, variety of crops planting dates, irrigation method, among others, to its users.

Govi Mithuru - Crop Pricing and Crop Look Service
- Crop Pricing and Crop-Look are additional features on Govi Mithuru that provide a crop forecasting system, in partnership with The Department of Agriculture.
- The system acts as an early warning to inform farmers on market price predictions prior to beginning a crop cycle.
- The service currently provides access to a wide range of information from sources such as the Hector Kobbekaduwa Agrarian Research and Training Institute (HARTI) and provides wholesale price information collected from major marketplaces and economic centres such as Pettah, Kandy, Dambulla, Meegoda, Norochcholai, Thabuthegama, Nuwara Eliya and Kappetipola.
- The service can be accessed through a mobile phone via the Govi Mithuru IVR or the Govi Mithuru App.

Saviya
- Saviya, a mobile-based advisory service, was designed to help the livelihoods of small-scale dairy farmers by improving production capacity, quality of milk produced, and livestock health. These enhance the small-scale farmers' ability to achieve business efficiencies, provide better animal care, empower its customers and the country's agriculture through novel digital technologies. Farmers receive daily voice calls and SMS's on personalised topics pertaining to farming and have 24/7 access to scientific dairy best practices, such as calf rearing, health and disease management, breed improvement, pregnancy, calving and clean milk production.

Saru
- An affordable Internet of Things (IoT) kit that automates "protected" (greenhouse) cultivation, enabling smallholder farmers to escape poverty and climate vulnerability.
- Extending the Agri-partner coverage - SARU ecosystem initiated 2 new Business Partnerships with established small- and medium-scale Agri Businesses across Sri Lanka.

- Agriculture Sector Modernisation Project – Welimada - SARU commenced the onboarding of 50 new farmers on the platform. Through the Agriculture Sector Modernisation Project, these farmers were provided with smart solutions enabling a high-productivity, climate-smart farming journey.

Sayuru
- A free trilingual and multi-platform weather and warning service for fishermen across coastal communities, powered by Dialog Axiata PLC to safeguard the lives of fishermen.
- Sayuru TV, an extension of the 'Sayuru' service, displays 24-hour weather forecasts in all three comprehensible local languages for local fishermen. Controlled remotely by the main Fisheries Department Operations Centre, with flash alerts in the event of an emergency according to locations.
- In addition, Sayuru's trilingual voice and SMS-based weather advisory services are free for all Dialog subscribers. The service can be accessed via call, texts or the MyDialog App. The service operates in collaboration with the Department of Meteorology and the Department of Fisheries and Aquatic Resources and currently serves over 70,000 registered fisherfolk.

GSMA Tea Value Chain Digitisation
- To drive rural adoption of the eZ Cash mobile money service, Dialog and the mobile-agriculture programme collaborated to develop a holistic agribusiness digital solution, which includes the facility for digitising smallholder farmer (SHF) payments.
- Services provided include:
  - Digitising procurement records and smallholder farmer profiles
  - Digitising procurement payments to smallholder farmers via mobile money
  - Offering digital advisory services, and
  - Providing digital financial services (loans, savings, or insurance)

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Digital Inclusion

OUR KEY INITIATIVES

Contributing to Empowering Fisheries Industry and Smarter Coffee Production in Indonesia

XL AXIATA

XL contributes to improving the standard of living and safety of fishermen using the digital system.

Agriculture is an important sector for contributing to national GDP and providing employment. XL has contributed to enabling digital solutions to empower and improve productivity for the sector.

Empowering fisheries with Laut Nusantara Apps

With more than 57,600 app downloads and more than 48,500 active users, Laut Nusantara app continues to be a leading tool for the fishing industry in Indonesia

- XL Axiata continues to expand the introduction of Laut Nusantara application to the fishing communities in various parts of Indonesian waters.
- In 2021, XL Axiata introduced the latest version of the Laut Nusantara digital application in conjunction with the 2021 Advanced Fisherman Village (Kampung Nelayan Maju) event by the Ministry of Maritime Affairs and Fisheries (KKP) of the Republic of Indonesia in Belitung. The updated app shows the location of the fish in the sea, facilitating the work of fishermen. In addition, the use of digital marketing tools was also introduced to increase sales of processed marine products produced by fishing communities.
- XL Axiata partnered with Marine Research and Observation Office (BROL) - Marine Research Centre, the Ministry of Maritime Affairs and Fisheries of the Republic of Indonesia to enhance some features on the app. The latest features can detect the location of yellowfin tuna, bluefin tuna and albacore, all of which are high economic value fish. This new feature was made available to fishermen in July 2021.

Empowering villages through digital tools

XL Axiata launched a new programme called Desa Digital Nusantara (DDN). The programme aims to encourage the empowerment of villages and their communities through the adoption of digital technology for the livelihood and wellbeing of life in the village.

The programme aims to gear more villages to be equipped and able to participate in the digital economy and digital ecosystem. The programme is also a form of support for the government's efforts to accelerate digital adoption by the community in remote rural areas.

Through supporting digital literacy, the DDN programme contributes to digital literacy by supporting its communities through educational activities, public facilities construction, building digital infrastructure, as well as providing donations.

Enabling smarter, sustainable coffee with SCOPI

- XL Axiata Business Solutions implemented SCOPI (Sustainable Coffee Platform of Indonesia), an Internet of Things (IoT) based solution "Smart Coffee Monitoring" to improve coffee product quality and operational cost efficiency.
- This IoT solution also acts to guide coffee farmers in the fermentation and drying process. This device has notification and alert features to ensure the coffee beans are not over-processed or under-processed, especially if there are changes in climate and weather conditions. Users can monitor the data anytime and anywhere through their mobile devices.
- This product can improve coffee production processes according to its respective regions, further enabled by data collection. Furthermore, the data can be used to conduct further research in various scientific fields in the coffee production process.

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Digital Inclusion

OUR KEY INITIATIVES

Empowering Women and Girls
Our digital programmes provide avenues for women to enhance their digital skills irrespective of age and background. We also aim to drive impact and visibility of women within the digital space.

Digital Access Gap – women and girls

Ichchedana
Ichchedana is a comprehensive service pack for the women in Bangladesh. All the features included in this service are centred around enabling digital inclusion for women as well as women's safety, connectivity, and privacy. Some features on the app include free life insurance, emergency location tracker, free emergency units, online medicines and home delivery, locations of nearby health services and health and nutritional information. Since its implementation in 2020, the programme grew by 15% by the end of the 2021, with 1.23 million monthly active users recorded.

Robi and CARE Bangladesh
Robi with an NGO called CARE Bangladesh collaborated to provide opportunities for 100 girls in Kurigram district with mobile retailer training. This is an effort to reduce the digital gender divide and expand nationwide access to digital technology.

Yeheli
Yeheli, or Thozhi, is a web and app-based free, anonymous expert advice service. The trilingual service, with the goal of supporting women and girls who find it challenging to seek advice in times of difficulty or personal crisis, saw approximately 700 queries posted per month which expert responses provided. The service showcases a series of previous anonymous queries and responses for first-time visitors to build confidence in the questions raised and responses received. The service offers advice from qualified experts in the fields of counselling, psychology, medicine, law, women's affairs and the local legal framework.

IDEAMART – Female entrepreneurship empowerment programme
Dialog promotes digital entrepreneurship among women towards improving technical skills through training and ICT facilities. The key objectives of the programme are to build financial independence and increase female participation in the ICT sector. In 2021, the focus was to continue providing technical support and mentoring to women entrepreneurs, start-ups, and students on improving ICT skills. Additionally, hackathons and virtual engagements were held to empower and upskill women entrepreneurs.

Digital Skills Gap - women and girls

Google Bootcamp
This collaboration with Google Malaysia equipped students from higher learning institutions with the necessary digital skills for employability and entrepreneurship. More than 2,300 female students participated in the programme.

Ibu Digital and Digitalpreneur for mothers
Through these programmes, engagements with mother entrepeneurs seek to provide skills and training using digital and e-commerce platforms as well as provide best practices from leading women entrepreneurs in Malaysia.

Sisternet
XL Axiata, through the Sisternet programme, collaborated with Bank OCBC NISP to organise a "Modal Pintar" competition in conjunction with International Women's Day. This competition aims to increase the level of women micro, small and medium enterprises (MSMEs) through good business management, including capital and financial management. More than 250 registrants took part in the competition and 25 participants selected to compete for over IDR150 million in business capital.

Women Adult Literacy Programme
To support women from marginalised communities across the country, Ncell collaborated with the Zonta Club to provide literacy classes to 200 women from three districts - Sarlahi, Chitwan and Rupandehi. At the end of the one-year programme, participants will attain basic literacy skills. This programme also enables them to utilise smartphones and obtain benefits from accessing the Internet in their everyday lives.

Women Empowerment Conclave
Ncell promotes topics related to diversity, equity and inclusion by partnering with stakeholders and authorities to engage on dialogue to bring about positive changes at the local and policy level for women empowerment.

Robi bdapps for women digital skills capabilities
As part of Robi's bdapps platform that empowers digital entrepreneurs, more than 5,000 active female app developers have benefitted from this programme, with 20% of the total app developers being women developers.

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Digital Inclusion

OUR KEY INITIATIVES

Empowering Diverse Users

In our commitment towards digital inclusion, we strive to make our technologies accessible to all groups of users. Digital technologies have also proven vital in uplifting groups with limited mobility and disabilities.

Krousar Thmey Foundation
The app "Words and Pictures" developed by Krousar Thmey allows children and youths, with and without disability, to access and learn over 500 words relevant to everyday life situations. The innovative application was launched in the context of COVID-19, as an educational and innovative tool designed to help children with hearing and speech impairments to continue learning at home. By linking words with images, text, sound and signs, the app facilitates communication with others.

The GSMA – Principles for Driving the Digital Inclusion of differently-abled persons
Dialog has committed to taking action to improve the digital inclusion of differently-abled individuals by joining the GSMA.

Ratmalana Audiology Centre- 2021
This non-profit social enterprise has lived up to its founding aspiration to be a centre of excellence in hearing and speech testing and therapy – supported by Dialog.

Shravya
Dialog, in partnership with the global leader in smartphone-based hearing enhancement solutions, launched the Shravya app in Sri Lanka. The app pairs mobile devices with a regular wired headset, where unlike traditional hearing aids, the solution is operated by the mobile app itself. In 2021, the app was enhanced where a new version was launched to strengthen the user experience and value add.

Jaffna Speech Therapy Centre
Dialog set up the first ever Speech Therapy Centre in Jaffna which is a state-of-the-art centre to serve the children of the Nuffield School and the lower-income individuals free of charge.

Vision 2020/Neth Suwaya
The Vision 2020 project was rebranded as "Neth Suwaya" in 2021. The programme aim is to eliminate avoidable blindness by raising awareness in Sri Lanka and promoting digital inclusion efforts across rural Sri Lanka.

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Digitisation And Modernisation

As part of our vision of becoming The Next Generation Digital Champion, we recognise the critical role of innovation and technology in our Triple Core Business. Towards this end, we strive to integrate digitisation and analytics to achieve functional and operational excellence as well as competitive advantages.

APPROACH

As we further intensify our focus on the Axiata 5.0 Vision, Group Technology will contribute towards driving greater technological synergies between our OpCos and different segments of the business. As we mature as a digital organisation, we see ample opportunities for cross-pollination of ideas, knowledge and initiatives which can be harnessed to improve Group efficiency.

Through our Collective Brain we have provided an enabling platform for us to integrate our collective knowledge, and leverage on each other's strengths to co-create solutions. The concept is the main driver of our Technology Transformation and Cost Excellence efforts. Through this initiative we are also centralising Procurement negotiations, streamlining and harmonising the Network and IT of the entire organisation. We have been able to drive vast improvements Group-wide as a result of collaborative decisions made by our OpCo leaders across ASEAN and South Asia.

Axiata's Digital Transformation Framework is a five core purpose-led strategy to accelerate our OpCos' evolution into an end-to-end digitised telco and drive effective sustainable solutions by leveraging IR 4.0 technologies.

Our five cores of digitisation				
1 Products and services	**2** External interfaces	**3** Internal processes	**4** Infrastructure & Platform	**5** Organisation and culture

OUTLOOK

Harnessing our regional footprint, our businesses gain stronger traction as we partner with global technology powerhouses and hyperscalers to provide solutions that meet the digitisation needs of society in a sustainable manner.

Towards Becoming an End-to-End Digitised Telco

Over the past three years, by ramping up focus on our five cores of digitisation, we have shown significant improvements across all our key programmes and indices. As an example, all our OpCos are now at the highest tier on Big Data Analytics as defined by the TM Forum Framework.

LEAP Digital Maturity (LDM) multi-year programme as a catalyst to drive digitisation across all OpCo functions, both front-end and back-end, as well as track its progress	**Big Data Architecture (BDA) Index** to assess our ability to process and analyse Big Data	**Digital Telco Model (DTM)**, which charts the financial outcomes achieved through digital transformation across our OpCos	**AI Maturity Index** which determines our AI Maturity levels to create and scale business impact
LDM • 3 out of 6 OpCos at 'Digital Leader' stage • 3 out of 6 OpCos at 'Driving Digital' stage	**BDA Index** • All OpCos are Innovative Leaders at Tier 5 for Big Data Analytics	**DTM** • Savings improvement of 54% from 2020	**AI Maturity Index** • 3 OpCos at Level 4 and advancing Group-wide average AI maturity increased from • 27% in 2020 to 43% in 2022

Each OpCo champions strengths in enabling digitisation and modernisation of their operational, functional and service capabilities. For further details, refer to IAR 2021 'Delivering Our Strategy' page 62.

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Digitisation And Modernisation

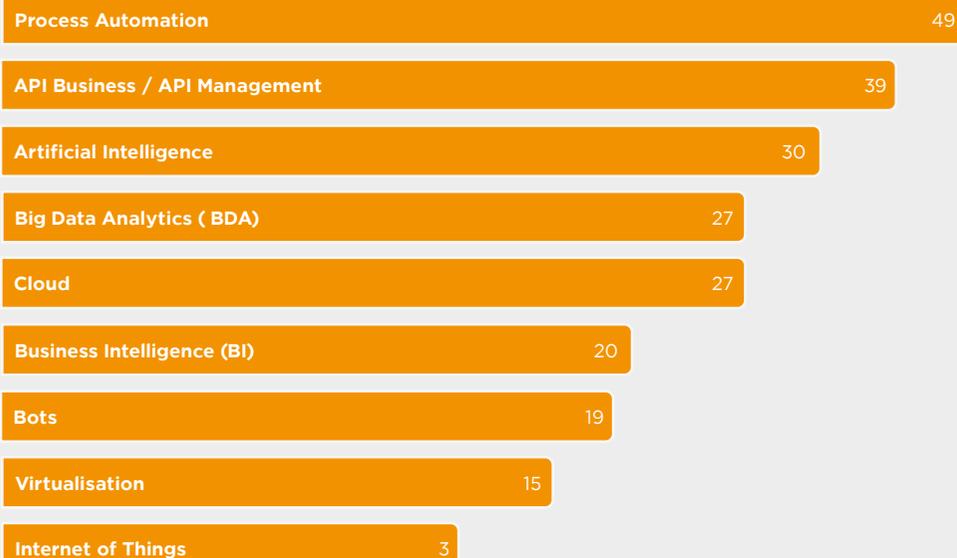## OUR KEY INITIATIVES

LEAP Programme

Digital transformation at Axiata is supported by the execution of our Learn, Engage, Accelerate and Perform (LEAP) Programme, which aims to nurture a "digital-first" mindset shift, accelerate digital maturity across our OpCos and validate their progress, as well as drive intra- and inter-OpCo collaboration.

LEAP NOW Programme 2021

The LEAP NOW competition is an initiative under the LEAP Programme to identify the best digitisation projects across OpCos and to accelerate OpCo adoption of innovative ideas through knowledge sharing. In 2021, 70 projects were submitted.

Technology Levers

More than 90% of the projects submitted leveraged more than one enabling technology lever. In 2021, the top three technology levers focused on were (i) Process Automation; (ii) API Business / Management platforms; and (iii) Artificial Intelligence.

Technology Lever	Value
Process Automation	49
API Business / API Management	39
Artificial Intelligence	30
Big Data Analytics (BDA)	27
Cloud	27
Business Intelligence (BI)	20
Bots	19
Virtualisation	15
Internet of Things	3

Business Benefits Unlocked

Projects submitted under the LEAP NOW Programme delivered multiple benefits across the business with most projects focusing on (i) enhancing customer experience, (ii) improved decision-making and (iii) improving operational efficiency.

Benefit	Value
Better Customer Experience	45
Improved Decision-Making	41
Reduced Operating Costs	40
Better Risk Mitigation	39
Improved Workplace Productivity	37
Stronger Competitive Advantage	35
Stronger Data Security	16
Additional/Improved Revenues	26
Better Asset Utilisation	16
Fail-safe Business Continuity	9

LEAP NOW 2021 Project Examples: Enabling sustainable development

IoT flood monitoring and data analytics in Jakarta by XL
As part of our product and services core, XL connected more than 170 IoT sensors across Jakarta for flood monitoring, leveraged analytics to provide solutions for early warning and preparedness for flood situations.

Enabling smart solutions to increase preparedness and understanding of climate-related risks

Distributing services and enabling data growth through social communities by Robi and Ncell
Through apps and digital channels, this social distribution initiative leveraged communities and social circles as resellers of Robi and Ncell products.

Empowering small sellers, entrepreneurs and communities to participate in digital economy

Self-Organising Networks (SON) by Celcom
As part of the "Infrastructure and Platform" core, Celcom deployed SON and automated RAN network configuration to help reduce network complexities and manual efforts as well as enhance customer experience.

Digital platform enabling power-saving features for energy efficiency

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Digitisation And Modernisation

OUR KEY INITIATIVES

ADA Rapidly Growing Into the Largest Digital Services Provider in APAC

Driven by data and AI analytic capabilities, ADA designs and executes integrated digital, analytics, and marketing solutions for more than 3,300 clients across 10 countries in Asia Pacific. Leveraging diverse capabilities in marketing technology, eCommerce, digital media and Analytics, ADA also combines strengths through partnerships with leading brands to drive their digital and data maturity.

ADA aims to digitally transform the marketing industry where in today's marketing environment, digital innovation and the use of big data are key technology enablers for empowering businesses to deliver meaningful business outcomes and reach their marketing and business operations goals.

Cutting-edge capabilities enabled by data and digital solutions to deliver business growth

- Synergies with investors such as SoftBank Corp to develop AI models for precision targeting, investments in content analytics, establishing data platforms to deliver better insights and data solutions for clients to help their businesses grow
- Enhance capabilities by building strategic partnerships with various players in the digital landscape, including Facebook, Google and their ecosystem of telco partners

Guiding businesses in their digital transformation journey

Marketing technologies, together with eCommerce enablement, have been strengthened as capabilities of ADA towards enabling businesses to better navigate opportunities for end-to-end eCommerce solutions

Enabling meaningful business outcomes through digital, data and AI

Contributing to business recovery through data insights

Launched Southeast Asia's first ever Recovery Index Dashboard, a data-driven dashboard to help brands navigate post-pandemic recovery by measuring activity levels through footfall and app usage

Axiata Digital Labs – The technology hub for innovative digital solutions

Axiata has set up its own DevOps company, Axiata Digital Labs (ADL) delivering a wide range of IT services through a digital engineering skill set. With over 1,000 digital telco software professionals, ADL also plays a catalysing role in providing the DevOps support required to drive the development of Enterprise solutions within all our regional Digital Telcos.

Axiata Digital Labs works with the latest developments and advancements in technology to constantly innovate and provide solutions that enhance Axiata's service offerings.

Cloud resources and expertise in DevOps, IT infrastructure, Automation & Security

Track record with delivery of Cloud solutions in Telco, IoT platforms, fintech & applications

Equipped to provide range of Enterprise Cloud solutions including presales, demonstrations & workshops

Axonect contributing to digital transformation regionally

Axiata Digital Labs launched Axonect to offer a suite of enterprise products that enable enterprises to be agile digital service providers simultaneously allowing them to meet evolving digital business needs. The Axonect Product Suite launched eight customisable products designed to fast-track digital transformation and allow enterprises to capitalise on new market opportunities. Axiata Digital Labs expects to onboard their other products, platforms, and services onto the Axonect product suite over the course of 2022.

In 2021, ADL obtained 2 Catayst Awards at TM Forum's Digital Transformation World Series for its Catalyst Projects:

- "Cross-industry marketplace for CSP collaboration, Phase 3" in Visionary Impact category
- "Measurements of Trust in AI" in Sustainability Leadership category

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Digitisation And Modernisation

OUR KEY INITIATIVES

Smart Solutions across Our Business and for Society

We provide innovative enterprise grade solutions to digitise businesses and ensure they remain at the cutting-edge of technology. These include applying artificial intelligence, robotics, and other IR 4.0 principles across our digital products and services, external interfaces, internal processes, as well as infrastructure and platforms as part of an ongoing Group-wide digitisation exercise.

Opco Enterprise ICT and connectivity solutions

Through connectivity and the growing capabilities of our digital ecosystem, we aim to leverage on our value proposition as a digital telco and ICT business to enable and accelerate our stakeholders towards digitisation. We also seek to improve operational and resource efficiencies for environmental management, contributing in more ways digitally to advance socioeconomic developments. Additionally, we will ensure responsible and good governance is practised. This Enablement Effect potential for Axiata will be derived from the enterprise solutions that provide opportunities for, and solutions to, sustainable growth and development.

We leverage our presence across more than 185,000 enterprises towards building new capabilities to unlock opportunities, accelerate growth and meet evolving business needs. Driven primarily through IoT, cloud capabilities, cyber security and smart-enabled solutions, there are significant enablement factors from our business to the global ESG agenda.

Environment

Enhancing efficiencies in how businesses operate, resources are consumed and disposed, as well as how contributions to climate science can be made

Smart City
Jakarta Smart City utilises smart sensors and data analytics to monitor floodgates around Jakarta contributing to better flood risk management and flood response systems

Smart Buildings
Powering buildings with energy efficiency initiatives, programming and features for smarter consumption of electricity and water

Smart Fleet
Fleet management solutions with efficient routing recommendations for shorter journeys and faster delivery times

Smart Agriculture and Food
Leveraging IoT to improve production, crop performance, increase resource efficiency and reduce losses for the agriculture industry

Smart Grid
Lanka Electricity Company (LECO) includes Sri Lanka's first smart metering deployment for remote monitoring of distribution grid, smart meters and analytics to detect faults and reduce time to rectification, for grid efficiencies

Smart Supply Chain
Enabling smart cold storage solutions through automated monitoring to improve operational efficiency, ensure food quality, high safety standards and reduce food wastage

Social

Enabling society to prosper through digital inclusivity, digitised and modernised processes aligned with sustainable development

Digital Education
Collaboration with public and private sectors to enable access to education for students across varying levels

Smart Healthcare
Contributions to national healthcare hospitalisation management systems to efficiently distribute patients with bed capacity visibility and utilisation. Also, providing telepresence infrastructure to deliver centralised healthcare, and monitoring solutions for fitness analysis

Digital Inclusivity
Cloud partnerships to strengthen remote working capabilities and supporting SMEs and micro-SMEs during pandemic through digitalisation kits as well as digital matching grants

Smart Safety and Wellbeing
Vehicle telematics and drowsiness detection system to enhance road safety, driver wellbeing and reducing risks along logistics

Governance

Enabling safe, secure and responsible business practices

Smarter cyber protection
Leveraging data analytics to provide greater insights, and protection from, data privacy and cyber security risks

Bringing Smart Farming To Smallholders

Creating an IoT technology based low-cost automated "precision agriculture" kit that is engineered to maximise productivity and efficiency

DIALOG SARU

SMART FARM ENABLED
HUMIDITY   : 41%
TEMPERATURE : 31°C

Environment

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Environment

The climate science is clear and the call for climate action is undeniable. Environmental management has been part of our overall ESG agenda and responsibility towards our future generation. Since 2020 we have taken a heightened approach to climate action, knowing that the failure to react will be detrimental to the future generation. We aim to lead by example across our footprint as a digital company that proactively manages environmental risks and impact.

Our solutions – digital, connectivity and infrastructure – help society by providing access to digital opportunities. We are well positioned, as an enabler, to contribute to and encourage the transition towards a lower-carbon economy. The context of an evolving technological landscape provides opportunities for 5G, IoT, modernisation and innovation to further contribute to planetary solutions. Industry platforms and forums such as GSMA, UN ITU and GeSI drive, guide and bring together the insights and collaboration to enhance our industry's environmental response.

We operate with a responsible and risk-driven mindset on how we impact, or are impacted by, environmental issues. With the majority of our energy consumption attributed to our networks' use of electricity, we are also mindful of the natural resources we consume in tower development and seek to manage the waste we generate across our operations and that of our supply chain. But these efforts are not confined to the responsibility of our networks. Holistically, as an organisation, we encourage our workforce to participate within their respective capacities as employee and citizen, embodying a whole-of-society approach.

Axiata's commitment to transparent disclosure of our identified environmental material matters is supported with the ambition to do better. The commitments we have made in 2021 strengthen the actions that will follow in years ahead. Across our regional footprint, and in line with global and localised regulatory pressures and opportunities, our efforts across the Group aim to reduce our environmental impact and contribute to the climate agenda.

Climate Action

Key Highlights:

- Developed Axiata Net-Zero Carbon Roadmap, with carbon emissions reduction pathway to 2030

- Strengthened carbon data governance and capabilities

- Increased energy efficiency across operations through initiatives including electrification, artificial intelligence and IoT, and tower site optimisation, among others

- Increased deployment of on-site solar adoption at towers

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Resource and Waste Management

Key Highlights:

- Gearing up effective product end-of-life circularity programmes for material efficiencies and managing e-waste

- Strengthened employee awareness on waste management practices

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Climate Action

13 CLIMATE ACTION

The impacts of climate change are becoming more evident each day, and the latest Intergovernmental Panel on Climate Change (IPCC) Report shares climate science showing the earth is close to exceeding the 1.5°C temperature limit beyond which there is irreversible impact on our climate.

The mobile sector directly contributes to 0.4% of global carbon emissions. Yet, as an industry, we have the ability to avoid emissions 10 times greater. Responsible climate action and environmental management include improving environmental outcomes across our regional footprint and reducing the impact of technological advancement on the environment while we continue to deliver on our purpose of Advancing Asia – balancing social and environmental needs and expectations. Through mitigation (reducing carbon) and adaptation (adjusting systems in response to risks of climate impact, enabling climate opportunities) we work towards an end-to-end approach.

APPROACH

Axiata's Sustainability Steering Committee oversees climate action and environmental management across the OpCos – where each OpCo is driven by their own localised environmental agenda, regulatory landscape, policies and systems nationally, to deliver responsible operations that reduce negative impact on the environment for digital telcos to operate on greener, efficient and more sustainable energy and systems. Our carbon reduction strategy focuses on areas of operational control.

OUTLOOK

As the footprint of our network expands to connect more people, we are committed to continue developing systems, processes, and cadence to strengthen our climate ambition and agenda, by collaborating with partners, vendors, peers, across our industry. In 2022, we aim to strengthen our Scope 3 management and embark on our TCFD journey to better understand the risks and opportunities to our operations in the face of a changing climate.

OUR KEY INITIATIVES

Strengthening Carbon Data Governance and Capabilities

In 2021, we focused on reviewing and updating our carbon inventory by using a newly developed Environmental Data System to ensure that our internal data collection process is standardised and regulated by Group. This data is critical to support the formulation of internal targets aligned with our Net-Zero Carbon Roadmap goals.

1 Tracking energy consumption across the different energy sources in our operations

2 Tracking energy costs to keep an eye on regional electricity tariffs

3 Incorporates dynamic factors such as improved emission factors as regionally there is less fossil-fuel powered electricity

4 Managing single-source and multiple-source energy sites for site planning aligned to climate ambition at Group

Our carbon data governance, and accompanying visual interactive dashboard, were strengthened as these form an important reference point to steer our short- and long-term targets as well as action plans. However, with increasing technology, digitisation and remote monitoring, we hope for our data collection, monitoring and tracking to continue to improve.

At Group level, oversight of all OpCos' emissions performance has been enabled with an interactive tool that facilitates the decision-making process. This helps in identifying what any given rate of increase in renewable energy or rate of energy efficiency improvement can contribute towards the 2030 target.

The dashboard will be a key communication platform that provides an overview of the sources and total amount of emissions from across the Group. It will also serve to create awareness amongst employees by helping them to understand emissions and measures required to reduce emissions towards net-zero.

Developing the pathway to a net-zero future for Axiata

As a company, we have pledged to set a long-term science-based net-zero target, in line with the Science Based Targets Initiative (SBTi). We are committed to achieving net-zero no later than 2050, and to reach halfway by 2030 with a near-term target to reduce operational carbon emissions by 45% from a 2020 baseline.

Leveraging the operational carbon inventory exercise conducted in 2020, we have enhanced data processes and credibility which enabled us to develop the three key objectives as part of our Net-Zero Carbon Roadmap, towards ensuring a pathway to net-zero no later than 2050.

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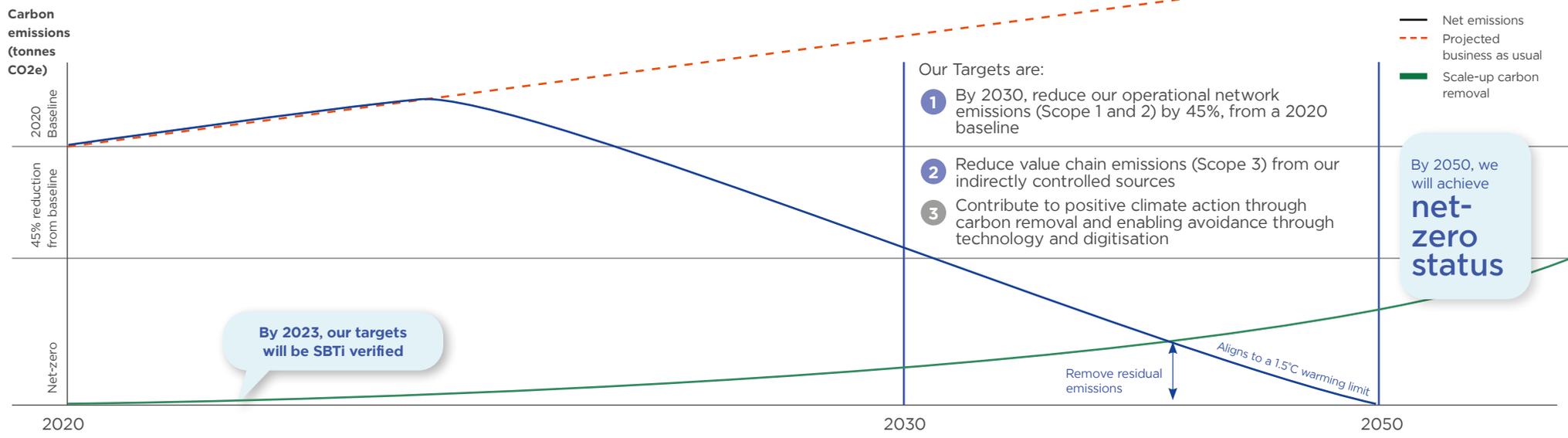## Climate Action

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ADVANCING TO ZERO - OUR NET-ZERO CARBON ROADMAP

Axiata is committed to achieving net-zero emissions no later than 2050, and to reach halfway by 2030 with a near-term target to reduce operational carbon emissions by 45% from a 2020 baseline.

Our net-zero carbon pathway to reach our goal encompasses a three-objective strategy, including **carbon emissions reduction** and **carbon emissions avoidance and removal.**

NET-ZERO BY 2050	**① ACCELERATE DECARBONISATION OF OUR NETWORK OPERATIONS**	**② ACCELERATE TRANSFORMATION OF OUR VALUE CHAIN**	**③ DELIVER AN INCLUSIVE CLIMATE AGENDA**
	Target: Reduce our operational network emissions (Scope 1 and 2) by 45%, from a 2020 baseline by 2030	**Target: Reduce value chain emissions (Scope 3) from our indirectly controlled sources**	**Target: Contribute to positive climate action through carbon removal and enabling avoidance through technology and digitisation**
	Approach • Reduce network energy consumption by enhancing **energy efficiency** • Increase network **renewable energy** consumption from self-generation or purchased electricity	**Approach** • Contribute to positive climate impact across our value chain • Include tracking of our supplier's operational carbon emissions (as our main focus) as we progress	**Approach** • Remove carbon emissions through natural or technological solutions • Contribute to decarbonisation solutions by enabling efforts across society

Carbon emissions (tonnes CO2e)

— Net emissions
--- Projected business as usual
— Scale-up carbon removal

Our Targets are:

① By 2030, reduce our operational network emissions (Scope 1 and 2) by 45%, from a 2020 baseline

② Reduce value chain emissions (Scope 3) from our indirectly controlled sources

③ Contribute to positive climate action through carbon removal and enabling avoidance through technology and digitisation

By 2050, we will achieve **net-zero status**

2020 Baseline

45% reduction from baseline

Net-zero

By 2023, our targets will be SBTi verified

Remove residual emissions

Aligns to a 1.5°C warming limit

2020   2030   2050

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OUR KEY INITIATIVES
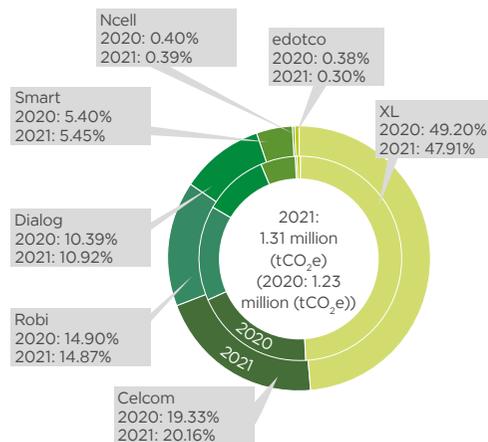
Carbon Emissions across Group

Although there was an overall increase in carbon emissions at Group in 2021 compared to 2020 (6%), these can be attributed to the efforts in the year to enhance 4G coverage and quality across our operating markets against the 2020 performance which was affected by the pandemic. There is continuous effort to ingrain energy efficiency into our network operations through technological advancements and the procurement of products and services that are more efficient. Where practical, increasing the use of renewables is an approach that the Group will assess for adoption where there are opportunities across our footprint.

Data Collection Enhancements

As part of our plan to continuously track and monitor our performance, in 2021 we reviewed the boundary and data collection of our carbon emissions. This resulted in a revised 2020 baseline that represents more accurately how we view emissions from a perspective of control across our OpCos.

Among material enhancements from this exercise was the exclusion of pass-through energy consumption from edotco's Scope 2 emissions in accordance with the definition of the Greenhouse Gas Protocol. The pass-through energy consumption represents the energy consumed by mobile operators through edotco's tower infrastructure. This will now be reported as part of edotco's Scope 3 emissions[1] and our mobile operators' Scope 2 emissions.

Total carbon emissions by OpCo (tCO$_2$e)

Ncell
2020: 0.40%
2021: 0.39%

edotco
2020: 0.38%
2021: 0.30%

Smart
2020: 5.40%
2021: 5.45%

XL
2020: 49.20%
2021: 47.91%

Dialog
2020: 10.39%
2021: 10.92%

Robi
2020: 14.90%
2021: 14.87%

Celcom
2020: 19.33%
2021: 20.16%

2021:
1.31 million
(tCO$_2$e)
(2020: 1.23 million (tCO$_2$e))

Group Total Carbon Emissions

	Scope 1	Scope 2	Total
2020	47,864	1,183,658	1,231,523 tCO$_2$e
2021	74,017^ **+55%**	1,235,817^ **+4%**	1,309,834^ tCO$_2$e **+6% from 2020**

Notes:
[1]   We are in the midst of defining our Scope 3 emissions baseline value
^   This data has been externally assured. Refer to the Independent Limited Assurance Report on pages 130 to 132

Energy Consumption across Group

Close to 99% of energy consumed across our operations is used to power our network. This encapsulates our Scope 2 emissions. Environmental performance across networks is measured in the KPIs of senior management as part of operational excellence.

Total Energy Consumption by Source

2020: 6.98 million GJ		2021: 7.59 million GJ	
Direct: 0.55 million GJ	Indirect: 6.43 million GJ	Direct: 0.87 million GJ	Indirect: 6.72 million GJ
Network fuel – 7.88%	Network electricity – 90.92%	Network fuel – 11.32%	Network electricity – 87.84%
Facilities fuel – 0.04%	Facilities electricity – 1.16%	Facilities fuel – 0.09%	Facilities electricity – 0.75%

Energy and Carbon Intensity

In 2021, we observed an improvement in carbon intensity by 24% compared to 2020. The total data traffic grew by 41% in the year, but energy consumption, and thus emissions, was more efficient per bit of data produced.

Energy and Carbon Intensity (Digital Telcos Only)

14,585 million GB data

10,352 million GB data

674.6

520.1

118.5

89.5

2020   2021
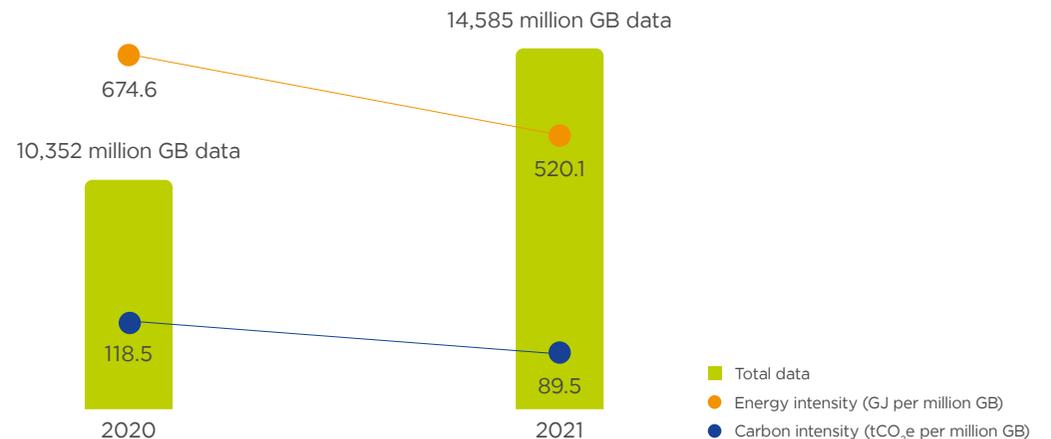
- Total data
- Energy intensity (GJ per million GB)
- Carbon intensity (tCO$_2$e per million GB)

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OUR KEY INITIATIVES

Energy Efficiency Initiatives Strengthened across MNO Operations

Data capabilities - Data management guiding better decision-making across operational improvements is key to enabling progress based on an understanding of current energy consumption trends.

Digitisation - Remote monitoring sensor (RMS) technology will be deployed across areas of tower sites where feasible, to ensure remote capabilities of managing consumption and executing commands in real-time.

Artificial Intelligence and IoT - AI management software enables seamless, efficient operations including network maintenance. Leveraging innovative 'zero-touch provisioning' with data analytics, we identify anomalies in energy-intensive and energy-inefficiencies to remedy

Electrification - The phase-out of diesel consumption for back-up generators at remote and non-connected sites will be addressed through electrification of these sites and/or on-site small-scale solar generators for a zero-emissions energy alternative.

Tower-site optimisation - The phase-out of energy-intensive hardware equipment is a challenge due to the dependency of certain communities on legacy equipment and this may interfere with connectivity and reliability. The speed and intensity in which we replace these require a balance of social considerations to labour, e.g., battery regeneration and battery replacements, outdoorisation to reduce AC use.

celcom

Celcom: Energy savings and increased efficiency towards reducing carbon emissions

Energy-efficient practices and adoption of renewables to manage energy consumption

- Decommissioned 63 diesel generators
- Converted 24-hour generators to Commercial Power Supply (CPS) at more than 50 sites
- Installed Advanced Metering Infrastructure (AMI) at more than 150 sites for smart grid, reducing electricity consumption for better energy management
- Installed solar-hybrid solutions at more than 40 sites for significant savings in energy usage
- Installed charge-discharge (CDC) batteries for more than 20 sites to reduce diesel consumption

Ncell

Ncell increasing efficiency of operational energy consumption

With grid electricity being mostly renewable energy, the focus in Nepal is on reducing diesel generators for sites and increasing energy efficiency

- Conversion of diesel generators to grid, reduced energy use with target savings from this energy efficiency initiative
- Optimisation of temperature at air-conditioned sites to set at optimal temperatures that will reduce energy consumption for cooling
- Enabled efficiency modes on rectifiers at sites and power-off features to conserve energy

XL axiata

XL representing telcos in a renewed national country commitment to net-zero by 2060

Contributing to the country's national commitment through increasing opportunities for renewable energy projects as well as with energy efficiency technology innovation

- Dismantling of unused equipments, antennas and towers – based on its utilisation and profitability. By 2022, XL expects to shut down 1,603 unused network elements (NE) as well as dismantling 1,000 antennas and 250 towers.
- Configuration of a power saving feature on equipments – to allow equipments to switch off automatically during idle traffic. XL targets to deploy the feature at 4,000 sites by the end of 2022
- Electrification of sites, converting the use of diesel generators to grid-connected BTS in remote areas.
- Outdoorisation; reducing usage of AC by modernising BTS RAN devices from those that need shelter and AC to RAN devices that can be installed outdoors

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Renewable Energy Developments Regionally across MNOs

A transition to a net-zero future will require renewable energy to be adopted more aggressively, yet sustainably, across the board. Our MNOs are the consumers of high amounts of electricity from the grid, while our current regulatory landscape hinders the development of projects for large-scale renewable solutions in the required transition to cleaner energy.

However, there remain some projects across our operations in which the feasibility of increasing the adoption of renewable energy requires further study. Concurrently, we are advocating to policy-makers and decision-makers for avenues that could enable better feasibility of large-scale infrastructure for renewable energy.

Increasing on-site solar solutions atop towers to serve as:
- Back-up supply during grid power disruptions
- Wholly-solar operated tower sites in rural areas, with limited or no connectivity to grid
- Alternative energy solutions to grid – a direct contributor to reducing carbon emissions

Our OpCos are exploring and conducting feasibility studies and ROI assessments to ensure the adoption of the most viable renewable energy solutions per country, and per region

Advocacy towards regulations favouring renewable energy projects
- Telco as a user, and advocator, for lower carbon grid electricity
- Presence in decision-making level policy forums
- Presence in industry forums, devising regulatory reforms to encourage an uptake in energy market liberalisation

Increasing on-site solar adoption

Following the success of installing solar grids across identified sites in 2020, Smart continued to increase its adoption of solar last year. In 2021, solar was active across 615 sites. In 2022, Smart plans to install solar across 225 more sites as they continue to champion on-site renewable energy solutions to reduce electricity consumption for lower carbon emissions.

Smart

Increasing coverage supported by solar

Ncell's landmark base station situated at the Mount Everest base camp is powered mostly by solar energy and stand-by batteries. Strengthening energy sources through renewable energy enables continuous coverage to rural, or high-altitude, sites to ensure reliable mobile network services across Nepal.

Ncell

Tower-mounted solar deployment

As part of Robi's efforts to increase its proportion of consumption of renewable energy, it was the first telecom operator in Bangladesh to introduce tower-mounted solar solutions to power their equipment. Deployed across 35 sites, these generate roughly a sum total of 195.5 kW, ranging from 4-6.6 kW per site based on the site's power requirements. In addition, Robi is also working on a project to ensure 3.8 MW solar deployment across its sites.

robi

The value in solar deployment for operating its network has been contributing to:

- Optimum utilisation of space on towers from thorough tower strength analysis
- More sunlight clearance from towers, resulting in highest possible electricity generation
- Reduced and eliminated risk of theft and external damage due to the height of the solar technology placement on the towers
- Support of equipment load during daylight hours, resulting in enhanced back-up support

These efforts have contributed to Robi's recognition in the Innovation Leadership Award and Green Telecom Award at the 19th Global Edition of the Business Leader of the Year Award in India.

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OUR KEY INITIATIVES

Provider of Greener Telco Infrastructure Regionally

edotco is a provider of best-in-class tower infrastructure which has transitioned towards building environmentally-friendly telecommunication structures. As part of taking ownership of environmental stewardship, edotco is also developing a preliminary Carbon Neutrality Framework in alignment with recognised standards.

For its tower build and use, edotco undertakes a lifecycle approach to assess how to build green infrastructure, improve energy efficiency and invest in renewable technologies. edotco's carbon reduction strategy tracks and monitors the reduction of embodied and operational carbon of their towers. These figures are compiled, assessed and verified externally.

Carbon footprint per tower

2021: 63%[1]
2020: 58%

Solar adoption at sites

2021: 2,208
2020: 1,677

Electrified sites[2]

2021: 93%
2020: 92%

Lithium battery sites[2]

2021: 87%
2020: 61%

BUILDING GREEN TELCO STRUCTURES

By designing and building leaner and lighter structures, exploring alternative construction materials aside from steel, combined with investing in renewables, and increasing efficiency, edotco Group has been able to reduce its emissions by 63%[1] per site, from programmes introduced from 2013 up to 2021.

Design and construct 3-legged towers, which use
30% less steel
→ **25%** reduction in carbon emissions per site

Sleeker and innovative tower designs using less materials
→ **25%-66%** reduction in carbon emissions per site

20 carbon fibre towers
→ **20%** reduction in carbon emissions per site

29 towers built using bamboo
→ **70%** reduction in carbon emissions per site

SWITCHING TO RENEWABLES

Across our operations, we turn to renewable energy where it is commercially viable. Our renewable energy portfolio has increased from 1,692 sites in 2020 to 2,350 sites in 2021, which is now close to 10% of our overall sites. We have installed ~2,000 kWp of solar in 2021 across edotco's operating markets.

2,208
solar-powered sites (1,677 in 2020)

60%
increase in renewable energy by edotco Group from 2020

12
wind turbine sites

5 solar-wind hybrid sites

37,696
GJ of energy produced via renewables

2
methanol fuel cell sites

Notes:

[1] Calculations on carbon emission reductions are based on in-house estimations which are currently undergoing an external audit and verification process which will be completed by the end of the second quarter of 2022

[2] These reflect the proportion of sites based on the total number of tower sites for each respective year

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Leveraging Leadership to Contribute to National Climate Ambition

Our adoption of renewable energy and overall climate management aim not only to achieve our climate ambition in our operating markets, but are also leveraged to drive adoption of cleaner climate solutions to reach national goals.

Value chain-wide climate advocacy (Government, Employees, Suppliers) - Driving climate-positive policies and behaviour for a multiplier effect

robi

- To meet and exceed the regulatory requirements in Bangladesh for RE proportion in operations, Robi empowers suppliers through procurement to adopt renewable energy to achieve 10% by 2023 and 20% by 2028
- Implemented green initiatives across Robi corporate office - solar power generation of 10kW capacity installed and energy efficient light systems
- Robi's quest to drive policy advocacy sees it working together with Bangladesh's Sustainable and Renewable Energy Development Authority (SREDA) to study the feasibility of large-scale solar solutions through a long-term action plan via the installation of multiple 5MW solar plants in Bangladesh for better renewable energy accessibility for the country

Increasing opportunities for solarisation across Cambodia - Contributing to solar uptake to meet national climate agenda

Smart

- At the end of 2020, solar grids had been installed at 210 Smart sites that produces a total of 386 MWh of power. As part of Phase 2 of the solarisation initiative, Smart added solar to 115 new coverage sites and 500 existing sites
- Smart increased solar panels to 615 sites in 2021 (across 115 new sites and at 500 existing sites). In 2022, Smart is planning to deploy solar at 225 more sites to reduce its energy consumption from grid
- Through Smart Axiata Digital Innovation Fund (SADIF), Smart invested in Okra Solar - a company that helps rural communities access affordable solar using its advanced distributed energy technology

edotco Malaysia collaborates with Malaysian Meteorological Department (MetMalaysia) to form the National Greenhouse Gas Monitoring Network

e·co
enabling connectivity

- In line with its focus on sustainability, three edotco telecommunications towers in Malaysia will host greenhouse gas monitoring stations under MetMalaysia
- These new stations, together with an existing station in Danum Valley, will form the National Greenhouse Gas Monitoring Network
- The MoU signed in November 2021, supports the nation's commitment to international climate change issues prescribed by the United Nations (UN) and World Meteorological Organization (WMO), as well as its subsidiary, the WMO-Global Atmosphere Watch (WMO-GAW) programme

Partnering for Sustainable Development - Increasing opportunities for low-carbon mobility

Ncell

Ncell has partnered with United Nations Development Programme (UNDP) for the Go Green Initiative to promote cycling as a sustainable mode of urban transportation. This programme leverages technology to track, map, credit and reward cycling for healthy cities, as well as promotes the initiative through gamification and rewards. By promoting cycling, Ncell aim to contribute to the city's approach to sustainable, lower-carbon mobility in line with promoting a healthy lifestyle and urban environment.

Natural Solutions to the Climate Challenge – Preserving our Natural Resources

As an important carbon removal initiative to the global climate challenge, natural solutions are increasingly becoming an important factor towards a net-zero future. However, these solutions tend to be dynamic and are dependent on multiple parameters to ensure its viability. Nonetheless, they are still a contributing solution to which progress across OpCos has been made.

Since 2018, as part of edotco's efforts to support its carbon neutral aim, tree planting across its operating markets has been successful as an employee engagement programme. The initiative will be strengthened in 2022 as it will potentially strongly contribute to edotco's carbon neutral ambition by 2030.

e·co
enabling connectivity

In 2021, **500** trees were planted, bringing the total trees planted to date to **38,500**.

Landscaping, planting and greening of the 10.2 km Koteshwor to Kalanki stretch of the Ring Road Green Belt was completed in the middle of 2021. The activity was initiated in 2020 under a public private partnership between Ncell and the Department of Forest and Soil Conservation (DoFSC). Ncell has been taking care of over 6,000 trees and maintaining greenery in the stretch to create long-term impact and contributing to greenery in the city.

Ncell

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Resource And Waste Management

We continue to take into consideration how our business and operations manage resource and waste management. This is undertaken through a holistic approach to environmental management including efforts to procure, use and dispose of materials responsibly, while advocating for positive infrastructure and behaviour shifts across our value chain.

APPROACH

Each of our OpCos implements various measures and systems for the management of waste and resources according to national and international regulations and standards.

Generally, across our OpCos, the management of resource consumption and waste is divided between network equipment and non-network IT equipment, in which an e-waste agency or vendor is usually appointed for its disposal. These adhere to formalised processes and procedures for handling waste between the waste generation site and the method and site of waste disposal.

Although across our OpCos there are varying levels of waste management practices, there is an overall commitment to ensure that managing waste and resource consumption is an area addressed meaningfully from internal office use to how suppliers, vendors and business partners manage it too.

OUTLOOK

As waste increasingly becomes an area in which the industry, including telcos and wider digital ecosystem participants, seeks to manage, we recognise that partnerships with specialised waste disposal authorities, as well as working with our wider stakeholders (customers, suppliers and regulators) will lead to a more concerted and effective approach.

Waste Management

As part of addressing resource and waste management, efforts are executed across our OpCos to ensure monitoring and sorting of waste as well as initiatives to reduce waste generation. Overall, we have put in place measures to increase the Group's understanding of the importance of waste management, and cross-functional programmes to ensure better waste management practices at relevant touchpoints where waste is involved – operations, building facilities and employees waste behaviours.

Dialog began its ISO 14001 journey in 2020 and ensured continuous momentum on its environmental performance in 2021. Driven by the ISO steering committee, the environmental management plans developed as part of the ISO14001 journey cover aspects related to waste management and are supported by KPIs for management across Dialog. For vendors, contract amendments in the year ensured proper waste management and toxic waste disposal, stipulated as part of supplier performance management.

Dialog also continued to implement the following waste management measures:
- Ongoing efforts towards digitising energy and environmental performance monitoring using automated systems (including IoT based systems) and digital waste tracking
- Eliminating single-use plastics at all Dialog premises and reducing waste to landfill for all waste types. In 2021, there was an 80% reduction in cardboard, plastic and polyethene waste entering the landfills. This end-to-end waste management is supported by waste audits as well as having licensed vendors to handle the waste collection
- Initiatives to divert waste from disposal by reusing (60% of collected food waste was sent for reuse for animal feed) and recycling (43% of collected paper was sent for recycling)

edotco's OHS Environmental Management plan as well as the edotco Green Framework govern overall waste management and waste minimisation efforts. For suppliers, this is supported through the Supplier Sustainability Code of Conduct.

Operational Waste Management
Waste management is tracked as part of each of edotco's operating markets' Green Scorecard, during construction of a site and during regular operation maintenance. Throughout the tower lifecycle, edotco implements initiatives including:
- The tower will be decommissioned at the end of its service and parts are sent to be recycled or refurbished depending on its condition
- e-waste from energy systems such as VRLA batteries and rectifiers will be refurbished or recycled
- Ensure tower structures and civil works are designed and executed to the Green Framework, managed by the CODE team

Office Waste Management
Waste management within edotco offices are driven by Green Champions elected across each of edotco's operating markets. During the year, activities undertaken include:
- edotco Corporate Centre and edotco Malaysia conducted monthly recycling programmes for offices in Axiata Tower with the collaboration of Trash4Cash and Global Peace Mission (GPM)
- edotco Corporate Centre and edotco Malaysia are also collaborating with the Malaysian Communications and Multimedia Commission (MCMC) on e-waste collection programmes in the office

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Resource And Waste Management

OUR KEY INITIATIVES

Driving resource management and environmental awareness among employees

Across our OpCos, we champion events, programmes and initiatives that ensure employees act as our change agents for executing positive environmental and societal change.

Trainings that had been conducted across OpCos and at Group involved inculcating a sustainability culture, providing use cases and best practices for individual practices as well as integrating sustainability within their role at Axiata.

Platforms in which these were shared were unique and had successfully rallied employees for the cause.

Smart participated in the Cambodia Energy Efficiency Competition, a one-year long programme with the goal to save energy within its offices. The programme started in 2021, calling on the effort and participation from Smart employees. Guided by the Green Team, these efforts have raised awareness and are driving participation in energy-saving practices in the office as well as to integrate into home practices too.

In 2021, Axiata launched its GoGreen App function, hosted on MyAxiata App portal for employees of Axiata Corporate Centre. Through three phases, the gamified function has developed into a challenge-driven platform, encouraging the adoption of sustainable lifestyle practices in order to level-up on the App. With interactive content, regular information on Axiata's sustainability journey is also shared, inculcating a culture of awareness and support for the company's ESG vision.

Through managing office-based waste generation and disposal, Dialog ensured employees' contribution to the waste management solutions had contributed to company-wide environmental awareness.

- Waste Collection: - 5.29 tonnes of e-waste collected; 7.36 tonnes of waste paper and cardboard; 2.7 tonnes of Polythene and Plastic; 216 kg of Regi form; 6 tonnes of food waste
- Reduced paper use by 80%
- 76% of total waste sent to landfill
- 66% of waste recycled for animal food; 43% of paper recycled

Contributing to Value Chain Environmental and Resource Management

Efforts across OpCos in enabling a wider value chain effort to managing environmental issues and challenges have been diverse and unique to the challenges faced locally.

In XL, zakat contributions from XL Axiata Employees were utilised for training and equipment to South Sumatra Farmers as part of the SmartFarm Academy. The training provided was on best farming practices and ways in which farmers can better market their products. Basic farming equipment was also provided. The year-long programme ensures sustainable efforts to community development, working collaboratively with the farmers for long-term community empowerment.

edotco together with Global Peace Mission (GPM) in Malaysia have launched the 'Love Initiative for Earth', or LIFE project, to preserve the ecosystem and foster environmental sustainability. The project covers five states in Malaysia and targets the collection of 50 tonnes of recyclable waste for a sustainable future. On the launch day, as much as 120 parcels of recyclable waste materials were collected by the villagers of Kampung Sungai Kajang in Tanjung Karang, Selangor, amounting to 26,820kg of waste collected and benefitting 1,084 people. Also, the launch day involved planting 20 Bucida trees at one of the sites of the earliest palm sugar processing factories in Malaysia.

Starting with awareness, the programme focuses on driving the importance of a sustainable environment, before it progresses to enhance recycling programmes in which food supplies are exchanged for the community's recycling efforts. These programmes encourage recycling while providing basic food staples to the community. This programme will soon be rolled out in Sabah.

Smart supported the Ministry of Education, Youth and Sport to conduct the National Eco-Schools Award Ceremony that awarded six schools in Cambodia that excelled in adopting eco-practices. As education and environment are two key priorities in Smart, it was meaningful to support the recognition of schools for innovative and sustainable practices, which should be commended to drive a sustainability mindset within the future generation.
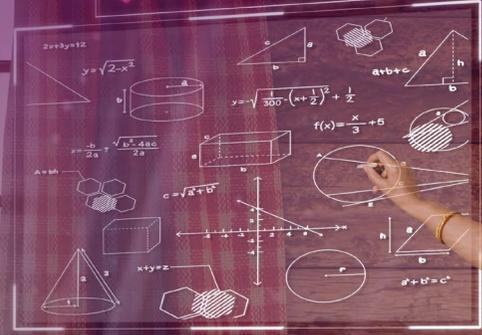
Enabling Bangladesh's Largest Online Classroom

Online educational platform serving more than 2.5 million students and covers the entire academic syllabus of the Bangladesh schooling system, a broad spectrum of university admission subjects and skills training

ROBI 10-MINUTE SCHOOL

Social

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Social

We leverage on the multiple touchpoints across our organisation to ensure we maintain trust and transparency to create meaningful value and strengthen our relationships with our stakeholders.

Our diverse employees who are equipped with the appropriate capabilities, skills and experience have enabled us to develop a future-ready region. During the year, we strengthened our organisation as well as synergies across our businesses and Group towards unlocking capabilities identified in our Organisation 5.0 framework. Supported by Our Winning Culture, we also strengthened the trainings offered to ensure an all-of-organisation approach to upskilling and working responsibly. Other achievements recorded centred on diversity and inclusion, in which the Axiata Group People Division developed the Diversity, Equity and Inclusion (DEI) Framework.

In addition to our workforce, our customers also continue to be the central point to our business excellence. We have maintained our top-rated performance across our customer satisfaction indices, leveraging our operational excellence and modernisation capabilities to provide a seamless and digitised customer journey.

Across our supply chain, we prioritise the responsible dealings between ourselves and our suppliers. Governed by the Axiata Supplier Code of Conduct and rigorous supplier compliance parameters for fair contracts, we work with suppliers to also enhance ESG practices within their own businesses.

We also engage with society through our community investments and contributions, which are a Group-wide priority and ensure we can build stronger relationships with society. To this end, we have introduced multiple programmes and initiatives to uplift our communities as well as continue to operate existing successful programmes that provide value to society.

Employees

Key Highlights:

- Launched Organisation 5.0, supporting a future-ready mindset

- Axiata Corporate Centre signed the United Nations Women's Empowerment Principles Charter

- Inculcating responsible behaviours with Axiata Code of Conduct training

SNCR page 59.

Customers

Key Highlights:

- More OpCos ranked #1 in their markets in 2021 across customer satisfaction metrics

- Enhanced digitised customer experience, from sales to after-sales support modernisation

SNCR page 69.

Suppliers

Key Highlights:

- Conducted a virtual supplier forum 'Collaboration to Unlock Value' with Group's 33 key suppliers

- Spent 52% of total spend on local suppliers

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Society

Key Highlights:

- Contributions to society regionally in areas of education, access to healthcare and community empowerment

- Launched refreshed Axiata Foundation

- Strengthened community contribution in disaster response and relief

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Employees

Our employees are one of our key stakeholders. They are essential to the successful delivery of the Group's strategy to sustain business performance over the long term. We rely on our international workforce of 13,181 employees to provide best-in-class digital experiences for our customers.

OUR PEOPLE IN 2021

GENDER DIVERSITY

female
32%

male
68%

EMPLOYEES
13,181

WOMEN IN LEADERSHIP[1]:
20%
[1] Women in Senior Management Teams (CEO-1)

DIVERSE WORKFORCE:
More than
40
nationalities employed across OpCos

SENIOR MANAGEMENT
70%^
local senior management[2]

[2] Senior Management is defined as CEO and CEO-1. Local country refers to citizens of respective OpCo country
^ This data has been externally assured. Refer to the Independent Limited Assurance Report on pages 130 to 132

We welcome talents from different walks of life and currently employ workers from more than 40 nationalities around the world. In turn, we strive to provide an empowering and unparalleled environment in which they can grow professionally and personally.

Fair Employment and Welfare

5 GENDER EQUALITY   8 DECENT WORK AND ECONOMIC GROWTH

As part of managing our employee relations, we are committed to recruiting, retaining and rewarding our employees in accordance with fair and equal employment practices. As a responsible employer, we place value in investing in our workers to ensure sustainability of our business and are dedicated to promoting a culture that strives for excellence and beyond.

APPROACH

Our management of employee relations is conducted in accordance with Group-wide standards institutionalised in our guiding principles including our company values UI.EP and Code of Conduct, and workplace policies covering recruitment, benefit policies and standards. These are tailored within each OpCo, outlining our commitment to trust-based collaboration with employee representatives. We also extensively review and revise these policies each year to reflect relevant developments. Generally, our policies and standards encompass:

Recruitment

Ensuring recruitment activities are fair and non-discriminatory, recognise opportunities, initiatives, and rapidly evolving skill profiles of functions across divisions, the Organisation and its OpCos.

Working conditions

Enabling fair, non-discriminatory working conditions that promote individual growth in compliance with health and safety standards while also governed by our core values and Code of Conduct.

🌐 **Employee Code of Conduct**

Compensation and benefits

Providing great benefit packages to full-time employees to ensure their wellbeing, while contributing to fair workplace conditions through provisions for parental leave, employees with families and employees with dependents among others.

Performance management

Equipping our employees with the right tools and access to resources for employees to perform to the best of their abilities and to provide them with fair opportunity to grow and excel within and across the Organisation.

OUTLOOK

Our Axiata 5.0 Vision is anchored on the emphasis that we continue to place on our people on how we can strive towards operational excellence and service delivery through fair employment practices and ways of working. Towards this end, we aspire to collaborate better, closer and more effectively as one team towards ensuring an inclusive and well-respected workplace.

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8 DECENT WORK AND ECONOMIC GROWTH

OUR KEY INITIATIVES

Culture of Integrity in the Workplace

We are guided by our values: Uncompromising Integrity, Exceptional Performance (UI.EP). These values continue to guide us and form the core of our ethical principles and actions. Also, our Axiata Code of Conduct governs our behaviour towards our colleagues and stakeholders within our workforce and across our value chain. The Code of Conduct also encompasses universal human rights and the International Labour Organisation (ILO) Core Labour Standards.

Respect for the ILO Convention

Freedom from
Forced Labour

Freedom from
Child Labour

Freedom from
Discrimination at Work

Freedom to
form and join a union,
and to **bargain collectively**

2 digital telcos have employee unions
Unions represent **3.4%** of our employees

Our **Speak Up Hotline** facilitates the reporting of actual or suspected misconduct and illegal or unethical behaviour without risk of victimisation, retribution, and retaliation. The channel is open to all stakeholders to whistleblow on any employee across Axiata. Available 24 hours a day, seven days a week via the web and a toll-free number, reports can be made in the native languages within the Group's footprint.

A central, unified platform across the Group and OpCos to enhance governance, transparency, integrity and management of whistleblowing cases	Available in all local languages of our operating markets	Anonymous channel managed by an independent third-party service provider, under the administration of the Group Chief Internal Auditor

UI·EP
Uncompromising Integrity
Exceptional Performance

Uncompromising Integrity
Always doing the right thing and fulfilling promises made to earn the trust of our stakeholders. We are committed to upholding the highest standards of lawful and ethical conduct, and in demonstrating honesty, fairness and accountability in all of our dealings

Exceptional Performance
Always pushing ourselves to deliver benchmarked outstanding performance. We are determined to be the best-in-class in what we do. Whilst we are tough with performance standards, we are compassionate with people - we call it "Performance with a Heart"

Our core UI.EP values serve as the foundation of our operations, driving us to provide agile, quality and reliable services and conduct business with integrity, honesty and transparency. We have defined the positive and negative behaviours of UI.EP to cultivate the right behaviours in our organisation.

In 2021, we completed a refresher of our Culture Framework, which now focuses on The Winning Culture. The Winning Culture is supported by the Axiata Way, our unique identity of taking a balanced approach in how we do business anchored on our UI.EP values.

To further instill UI.EP values within our employees, we held our Axiata Integrity Month at the end of 2021. The programme included a refresher workshop and specialised training on UI.EP. Risk, Compliance and Governance on UI.EP was also carried out to ensure we constantly integrate UI.EP values across all operating companies for targeted stakeholders.

In 2022, we plan to communicate the refreshed Culture Framework to create awareness and increase alignment across the Company. We will also conduct design labs with selected members of the Company to help ideate and proposed for solutions in inculcating the right behaviours.

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OUR KEY INITIATIVES

Enhancing Group-wide Collaborative and High-performing Standards

Our Group People Division implemented revised and new strategies in the year to enable stronger governance towards people management that leverage on the skills and capabilities across our operating markets. This new way of working, which nurtures a collaborative and synergised workforce between and among OpCos, strategically positions digitisation and a winning culture.

Organisation 5.0 – People Strategy: The Winning Culture

Our People strategy will leverage on organisation effectiveness, nurturing people capabilities and maximising potential of our workforce to create an inclusive and winning culture.

This strategy has identified five strategic priorities, driven by execution in two focus areas.

PEOPLE STRATEGY → PEOPLE STRATEGIC PRIORITIES → FOCUS AREAS

Sustaining an inclusive and winning culture through high organisation effectiveness, nurturing people capabilities and maximising potential in becoming a Digital Champion, and positively impacting our communities

1 Amplify Winning Culture

2 Build Organisational Effectiveness

3 Cultivate Learning Organisation

4 Drive Talent Management

5 Embed Digital HR & Analysis

- Building meaningful career progression, leveraging strength in talent management to build bench strength

- Digitising HR through providing enriching and productive employee experience

Optimising Collaboration in our Workforce Management - People Function Circles

Across the Group, our People function activated and re-energised various 'circles' anchored on operating principles to share knowledge, leverage on each other's strengths and co-create leading solutions. The circles serve as a mode of engagement that abides by the design principles to bring harmonisation while taking into account the individual nuances of our business and markets

There are 7 circles that make up the People Function

Performance Management & Reward To drive in the delivery of revamped Ignite and Rewards	**Learning** To leverage seven Axiata FastForward academies for building capabilities, competencies and capacities
Talent Leads To accelerate building talent bench strength and Succession Management	**Young Talent** To accelerate building young talent programmes (AYTP model)
Wellbeing To provide the continuous care for COVID-19 management and New Ways of Working	**Governance** To align on the principles of risk and compliance, and cyber security

Culture, Engagement & Diversity, Equity & Inclusion (DEI) To drive inclusive culture and development on the four facets of DEI (gender, generation, ethnicities and abilities)

Amplifying Winning Culture

We continuously strive to create a winning culture as a key driver towards our goal of becoming The Next Generation Digital Champion. The Winning Culture is supported by three pillars:

- The Axiata Way
- Our Core Values
- Axiata Modern, Agile, Digital (M.A.D.) culture

The Axiata Way is our unique identity which allows us to take a balanced approach to work, with our agility and innovation acting as a catalyst to meet our targets and achieve our vision and purpose without compromising ethics and integrity.

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OUR KEY INITIATIVES

Diversity and Inclusion

We strive to create an environment that is conducive to collaboration and excellence built on diversity and inclusiveness across. This is not just limited to age, gender, race, nationality, culture, and skills. We also define diversity as providing our employees with a range of opportunities to advance professionally and personally; and leverage on inclusion to build diversity in our workforce.

Our approach to diversity and inclusion is formalised by our Code of Conduct, which is informed by our core values and incorporated in our operations, interactions with stakeholders and the way in which our suppliers are expected to conduct themselves while doing business with or for us. To further promote diversity and inclusion, our Code of Conduct also prohibits all forms of discrimination.

We are dedicated to creating an environment that promotes collaboration across an ecosystem of differences regionally, recognising that diversity is a business imperative that provides us with a competitive advantage. We have put in place a Group-wide strategy on diversity, equity and inclusion.

Axiata Code of Conduct - Governs our behaviour within our workplace and fosters respect and consideration among all employees regardless of gender, age, ethnicity, language, cultural background, physical ability, religious belief, and lifestyle choice.

Axiata Diversity, Equity and Inclusion Framework

In 2021, we developed our Diversity, Equity and Inclusion Framework (DEI Framework). Strengthened by internal assessments and our signing to the United Nations Women Empowerment Principles Charter early in 2022, we will continue to roll out initiatives supporting our DEI agenda.

The framework establishes Axiata's key focus areas via 4 pillars. These are:

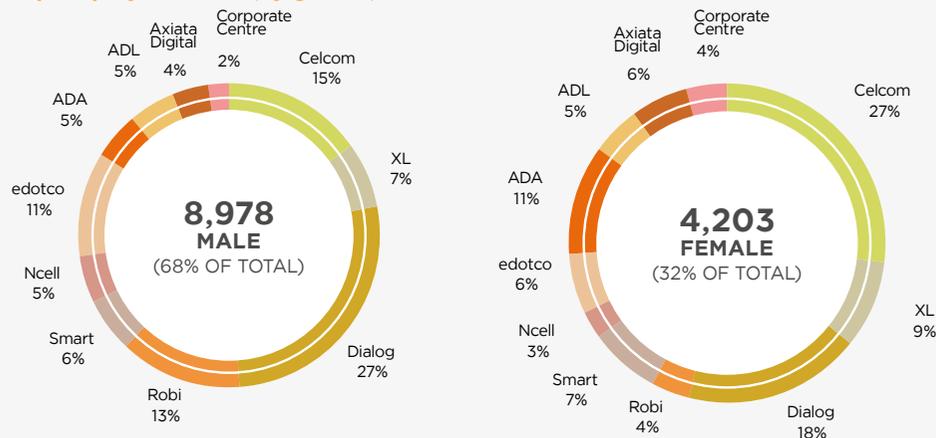| **Gender** | **Generational** | **Ability** | **Ethnicities** |

The framework has also identified Capabilities as an enabler which cuts across all four pillars.

The DEI Framework is also aimed at influencing change beyond our workplace into our marketplace and community. This will entail considering best practices which can be embedded into our supply chain as well as working to improve diversity, equity and inclusion in the community that we operate in. We have also established a Culture, Engagement and DEI Circle with representatives from all OpCos to aid us in ensuring its in all our markets, as well as drive its adoption.

Group Employee Profile (by gender)

8,978 MALE (68% OF TOTAL)

ADL 5%
Axiata Digital 4%
Corporate Centre 2%
Celcom 15%
XL 7%
ADA 5%
edotco 11%
Ncell 5%
Smart 6%
Robi 13%
Dialog 27%

4,203 FEMALE (32% OF TOTAL)

Axiata Digital 6%
Corporate Centre 4%
Celcom 27%
ADL 5%
ADA 11%
edotco 6%
Ncell 3%
Smart 7%
Robi 4%
Dialog 18%
XL 9%

32%
Female employees Group-wide

20%
Leadership positions[1] held by women

2.0:1
Average Group-wide ratio of standard entry level wage vs local minimum wage for women

+54% increase from 2020

Note: [1]   Women in Senior Management Teams (CEO-1) across OpCos and Group. Indicator in 2021 expanded to now cover all under Group.

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Fair Employment And Welfare

OUR KEY INITIATIVES

Gender Inclusivity

We believe that gender diversity inspires innovation and creates opportunities for our business. To this end, we continuously strive to create a culture of equality committed to greater female representation in senior leadership and key technical roles across the Group.

In supporting gender inclusivity, and in driving female representation in our workforce, during the year we initiated several measures as well as organised and participated in women empowerment events including:

Women of Axiata and Male Allies

- Established women circle including male advocates, Women of Axiata and Male Allies (WAMA)
- Selected two senior women employees to Leadwomen's Women in Leadership Programme to prepare them for leadership roles
- Selected WAMA members attended the Leadwomen's UN Women Implementation Training to increase their knowledge in creating a safer and more inclusive workplace

Women leadership

- Axiata Group Berhad joined the 30% Club - represented by Axiata President and Group CEO Dato' Izzaddin Idris
- 30% Club subsequently joined by ADA CEO, edotco CEO, Chief People Officer and Director of Risk and Compliance, as well as representatives from Boost and Axiata Digital

Institutionalising gender diversity and inclusion into policies, practices and standards

- edotco enhanced HR policies and procedures (for paternity and marriage leave). Three days of leave for paternity and two for marriage leave
- edotco also established Diversity Council to prioritise and discuss diversity-related matters with greater emphasis

Upskilling on gender policy and practices to integrate into business

- Celcom developed a Women Empowerment Principles Implementation Training to develop diversity policies and practices

Axiata Young Talent Programme (AYTP) championing diversity

- AYTP partnered with Girls 4 Girls Malaysia to promote change in the community by helping young women starting out in their career
- Organised the Axiata Virtual Girls Coding Challenge (AVGCC) Programme under the AYTP umbrella, through which we successfully empowered 50 undergraduate women to pursue career opportunities in ICT fields

Empowering Male Wellbeing with Movember

- An awareness campaign on men's health issues to encourage edotco male employees to take proactive steps in taking care of their wellbeing, with a webinar and speaker from the National Cancer Society of Malaysia (NCSM)

Age Diversity and Inclusivity

As a digital company, we recognise our responsibility for equipping our employees with adequate digital skills across all generations, irrespective of age and experience.

Age Diversity

Below 30	24%
31-49	68%
Above 50	8%
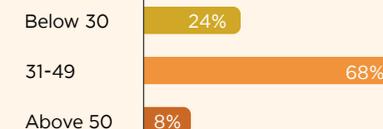
With the diversity in age across our footprint, we value the contributions that intergenerational collaboration can have on workplace innovation and success. In 2022, as part of our DEI commitment, we began roll-out of Axiata's First Intergenerational Mentorship Programme. Teams are formed based on interested participants, with each team consisting of one Senior Leader, one Middle Manager and one Junior Executive. The programme aims to provide the opportunity to connect and collaborate to foster and embrace intergenerational values.

We are also committed to developing emerging talent while simultaneously preserving the intellectual wealth of previous generations. Our flagship talent development programmes, such as AYTP, XL Future Leaders and SmartEdu have established structured pathways that aim to empower and grow aspiring CEOs even outside of Axiata's doors. These programmes have also enabled us to adapt and implement our workplace strategy for developing future leaders, in line with our philosophy that nation-building begins with the development of young, gifted persons into tomorrow's CEOs.

Skills Diversity

Skills diversity are of ever-increasing importance both at the workplace as well as in daily life. In line with our target of becoming The Next Generation Digital Champion, we also require skills diversity to enhance our business and culture. While some skills are innate, others are learned. At Axiata, we always welcome talents with the right skills and values who will bring the greatest value to our workforce. In turn, we offer employees exposure and training in the latest technological developments in line with our digital-ready identity.

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OUR KEY INITIATIVES

Employee Engagement

With pandemic restrictions gradually being lifted, our employee engagement initiatives for 2021 centred on finding ways to provide employees with a sense of normalcy amid new normals.

We continued to conduct our regular townhalls Group-wide and regionally to engage with our employees.

We also carried out targeted engagement sessions to enhance employee morale including Group CEO meetings with divisional departments, webinars/hybrid events such as mental health webinars and Axiata Champions, which showcases individuals that lead through their words, actions and values, as well as advance their organisations and nation in their day-to-day roles. In the year ahead, we aspire to continue with employee engagement programmes, as well as increase the number of our targeted engagement activities.

Employee Satisfaction

Employee satisfaction is crucial for promoting growth that is directly linked to company performance. Engaged employees are committed, motivated and creative, which translates to excellent customer service, enhanced value creation and an inclusive culture where everyone feels valued.

We conduct employee surveys annually to gain employee feedback and improve their experience. The surveys cover a range of issues relating to our workplace culture, business strategies, needs and expectations from our key stakeholder group: Our employees. In addition to surveys, we utilise other methods to collect employee feedback, including conducting pulse surveys across the year, annual formal employee satisfaction surveys, townhalls and smaller channels of appraisals.

In 2021, we conducted surveys across our Group with the following results:

91%
engagement score

93%
participation rate for Group Employee Engagement Survey[1]

The surveys were conducted by external vendors, delivered online and available in the languages of OpCo markets. Results were then consolidated at the Group level to maintain oversight on employee satisfaction across our footprint.

Note: [1]   Group-wide survey conducted by an external party, excluding Celcom, ADA and Axiata Digital that conducts their survey on a separate platform

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Talent Development

8 DECENT WORK AND ECONOMIC GROWTH

Axiata invests in hiring, training and retaining the best talents to embody our identity as a digital-first organisation that is at the forefront of technological advancements. In our quest of further embedding exceptional performance across our organisation, we foster a culture of innovation that not only advances the company, but also ensures employee satisfaction.

Our approach to talent recruitment, training and retention are set out in our Organisation 5.0 – People Strategy.

GROUP AVERAGE TRAINING HOURS PER EMPLOYEE IN 2021, BY CATEGORY
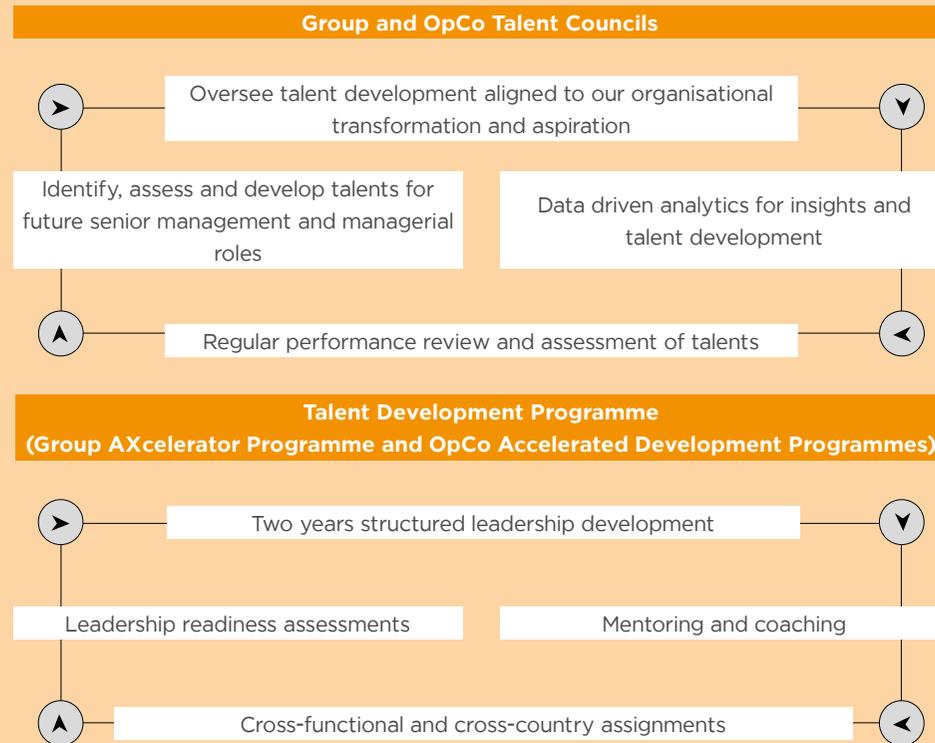
Male   **34.0^**

Female   **31.1^**

For a full breakdown of employee category across Group, see page 126.

Note:
^ This data has been externally assured. Refer to the Independent Limited Assurance Report on pages 130 to 132

APPROACH

Axiata Talent Management Framework

Group and OpCo Talent Councils

Oversee talent development aligned to our organisational transformation and aspiration

Identify, assess and develop talents for future senior management and managerial roles

Data driven analytics for insights and talent development

Regular performance review and assessment of talents

Talent Development Programme
(Group AXcelerator Programme and OpCo Accelerated Development Programmes)

Two years structured leadership development

Leadership readiness assessments

Mentoring and coaching

Cross-functional and cross-country assignments

Our Group Talent Management team is responsible for finding qualified talents who are capable and motivated to uphold Axiata's standards. To encourage employee retention, we implement rigorous talent development programmes oriented towards empowering staff to respond to rapidly changing customer demands and work processes. We also undertake continuous employee engagement, offer attractive performance-based recognitions and ensure the provision of a safe and healthy work environment.

In line with our Group Strategy, our OpCos have also crafted policies and strategic frameworks designed to attract, identify, develop and retain the best talents. The policies outline the OpCos' execution of ensuring development of talent towards a high potential workforce.

AXcelerator Programmes
Our Axiata Group Accelerated Development Programme, AXcelerator, and OpCo Accelerator Development Programmes (OADP), identify individuals that have the potential to enter leadership roles.

AXcelerator (Top-level) identified:
128
OADP (Middle-level talents) identified:
637

OUTLOOK

Our goal for employee development is the creation of a Modern, Agile and Digital (M.A.D.) culture. This is enabled by digital-based platforms which empower employees to learn and address any competency gaps to achieve career progression.

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Talent Development

8 DECENT WORK AND ECONOMIC GROWTH

OUR KEY INITIATIVES

Truly a Talent Factory

Our commitment to human capital development has resulted in the delivery of our UI.EP values and progress towards being The Next Generation Digital Champion, making Axiata a true "talent factory." To date, the following accomplishments have been documented:

42% of leadership positions filled internally in 2021

9 out of **12** CEOs appointed internally

External:internal hiring ratio has shifted from 17:83 when we first started, to **58:42** in 2021

RM195 million (USD47 million) spent on talent development as at Dec 2021

Leadership composition is **20%** female representation

Nationalities of our leadership - **28**

4 female leaders appointed in 2021

Group Chief People Officer
Telco - Chief Consumer Business Officer
Digital Business - Chief Executive Officer of Boost Life
Digital Business - Chief Marketing Officer

Enabling a Modern, Agile and Digital (M.A.D) Culture

Employee trainings focus on key scopes defined for our respective OpCos' year-long training strategy. These are based on our M.A.D pillars as well as other critical pillars in our organisation's employee life cycle. To further integrate a M.A.D culture within our employees, we have invested in digital online learning platforms, which have become central to our staff training and development. These platforms have made learning available to all workers across our OpCos:

Axiata Fast Forward

Our virtual university of seven academies offers curated learnings based on competencies and career development opportunities. For example, Data Citizen programmes cultivate digital and data savviness in the wider workforce, regardless of roles, as part of collective skills towards developing Digital Champions.

Fuse

A digital platform that enables wider access and reach on training content and learners' communities. A platform that offers blended, contextual and personalised learning, enabling employees to participate in focused-learning communities in one seamless ecosystem. To allow Fuse to offer more to each of our OpCos, the platform will be used to curate customisable and personalised learning journeys based on employees' skills profiles. This initiative is currently adopted for Axiata Digital Services (ADS), where we plan to pilot a Fuse ADS Community Champion programme to further encourage the culture of learning across the organisation.

Building business knowledge libraries through synergy

Synapse

In line with Axiata's ambition to be a Digital Champion, we have been enhancing our knowledge sharing and retention platform to ensure sustainability of our group. As part of our of our enhancement, we have taken a user-centric product-driven approach resulting in improved engagement Group-wide of 25% YoY.

Opcos have been actively sharing and learning from each other with information being shared onto the portal having increased by 36% compared to 2020. Information consumption also increased significantly by more than five-fold from 2020.

One of the most shared knowledge across the group with a dedicated section in itself has been "Axiata New Norm – COVID Response for Business Sustainability", in which OpCos share best practices, learnings and ideas they have implemented to ensure business sustainability amidst a pandemic.

Recognising exceptional performance among our workforce

100%^

employees receiving regular Performance Reviews

We recognise achievements among our staff as part of our UI.EP core principles. To extend our gratitude for our best performers, we celebrated our top performing employees at our annual Axiata Champions recognition awards via a virtual event. Axiata Champions is a Group-wide programme where employees compete based on key performance indicators (KPIs). The awards are given within each OpCo and across the Group, serving as a way for us to acknowledge and validate outstanding individuals for their accomplishments and value that they offer to our organisation.

Note:
^ This data has been externally assured. Refer to the Independent Limited Assurance Report on pages 130 to 132

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Employee Health, Safety And Wellbeing

8 DECENT WORK AND ECONOMIC GROWTH

We recognise that a healthy and safe workplace is crucial to employee wellbeing, particularly amid the prevailing pandemic environment. At Axiata, our employees are provided with access to a range of wellness programmes such as exercise classes, health assessments and healthy living benefits aimed at building a healthy work environment that promotes work-life integration, physical and mental health and safety.

OUR KEY INITIATIVES

Health and Safety

Safety is integrated across our operations through the implementation of Environmental, Safety and Health (ESH) systems and monitoring processes. Every year, we ensure that knowledge and awareness are reinforced through training programmes that cover general topics as well as skill-targeted topics. Refresher courses are also made mandatory for job roles that experience higher risk hazards, such as working at heights or on-site and emergency response, among others. Site supervisors are also required to complete Competency Programme sessions.

Across OpCos, information pertaining to general health and safety is also frequently communicated for employee-wide understanding and practice of workplace health and safety. Additionally, we have implemented digital systems to monitor risks and hazards, including accident-occurrence data as well as put in place organisational performance measures toward meeting targets set in our health and safety plan.

Average Lost Time Injury Frequency Rate across OpCos from

0 – 0.40

0   0.40   1

telco industry benchmark is 0.8

APPROACH

Axiata is committed to complying with all applicable environmental, health and safety laws and regulations, and to maintaining and improving management systems to ensure environmental responsibility and employee safety. Our Group Health and Safety Policy is cascaded to each OpCo, which are responsible for reviewing their respective policies annually and understanding its provisions, on top of ensuring that employees 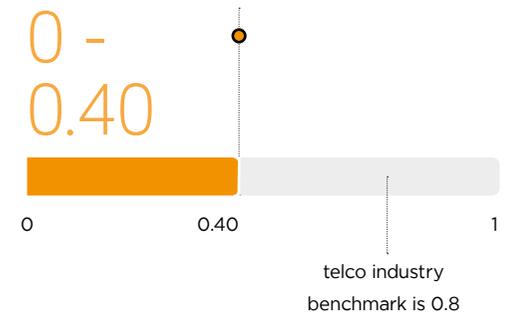comply with the rules and regulations. Workplace risks are identified through regular reviews and internal assessments of our operations followed by any necessary remediation and risk mitigations.

In addition to meeting local regulations, our OpCos also comply to international standards and management systems, ranging from Occupational Health and Safety Assessment Series (OHSAS) certification to ISO45001:2018.

OUTLOOK

We will continue to prioritise the health, safety and wellbeing of our employees. This will cover the care we provide to our workforce Group-wide as well as managing and monitoring our health and safety indicators to ensure rapid and appropriate action. As we continue to adapt our workplace to the new normal, we will also update our programmes to respond to our employees' expectations.

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Employee Health, Safety And Wellbeing

8 DECENT WORK AND ECONOMIC GROWTH

OUR KEY INITIATIVES

Employee Wellbeing

AxiataCares – Strengthened Axiata Cares from 2021, reflecting our Employer Value Proposition (EVP) of total wellbeing, health and safety, career and personal growth and connectivity to the communities via volunteerism and sustainability initiatives. This embodies our philosophy of People First, Always.

AxiataCares caters for the employee experience through channels that nurture mutual trust between the employee and the company, fosters a conducive environment of partnerships and friendships amongst colleagues and enables them to meaningfully contribute to communities externally.

axiata cares

1. Wellbeing : Physical, dietary and mental
2. Safety : Physical and psychological
3. Work : Modern, agile, digital ways of working
4. Growth : Personal growth and professional development
5. Environment : Sustainability
6. Community : Volunteerism, diversity & inclusion

celcom

Celcom conducted various employee wellbeing initiatives throughout the year, including townhalls, 'Jom Hangouts', department-specific conversations and specialised celebratory events such as International Women's Day.
- Health talks included speakers from Health Advisors on topics such as managing stress and anxiety at work
- Wellness programmes, such as 'Fight2Fit', were delivered to employees to ensure commitment to wellbeing in the workplace is managed and maintained
- The introduction of a 'Focus Hour' for a one-hour slot twice weekly to allow time for deep work was successful in that 57% of employees used this slot at least once a week since its launch

XL axiata

Across XL, regular engagements and communications were maintained to prioritise its workforce's wellbeing.
- Through digitised communications, XL leveraged on apps such as Xlife, covering employees' needs and maintain dynamic communications among the workplace environment
- Employee volunteerism was also strengthened, especially during the challenges of the pandemic on the country, with programmes including employee participation in the Sentra Vaksinasi Indonesia Bangkit (SVIB) vaccination drive

Dialog

Dialog's employee wellbeing initiatives focused on the provision of safe and secure work places, stringent health and safety policies, learning and development and the protection of the employees' livelihoods. Also, efforts were placed on empowering its workforce during the challenges of the pandemic
- Invested significant efforts into implementing a comprehensive awareness and training regime on stress relief, ergonomics and similar topics related to securing employees' physical and mental wellbeing, while adapting to the 'Work From Home' model

robi

Robi conducted various employee wellbeing initiatives, mostly through online platforms, yet with success in outreach and participation.
- A month-long wellbeing campaign was launched, on ways to effectively prioritise wellbeing as a lifestyle. This was also supported after the programme through the launch of a wellness newsletter to employees
- Digital engagement initiatives embraced the hybrid work culture with strengthened end-to-end workplace solutions offered digitally. These included HR Chatbots and digitised claim portals to facilitate a digitally-driven workforce

Smart

Smart addressed wellbeing initiatives through programmes that supported hybrid work environments
- Employee wellbeing and wellness initiatives included weekly wellbeing contents on Yammer, Lunch Box delivery to employees' home, Food Support Pack during the lockdown, Food and Fruit support to employees in quarantine
- Smart Identity Workshop provided to employees to create understanding, commitment and ownership to live Smart's mission, vision and Core Values
- Supported employee wellbeing and wellness by posting weekly wellbeing contents on Yammer, lunch-box delivery to employees' homes, Food Support Packs to employees who are in quarantine, in lockdown areas and to those who tested positive for COVID-19

Ncell

Ncell's employee engagements encompassed initiatives from mentorship programmes to nurturing principles of care and communication.These were through townhalls, pulse surveys, traineeships, mentorships and idea labs.
- Introduction of 'Zero Hour' to facilitate focused time for self engagement
- Special Communications with updates and guidelines while Navigating COVID-19
- Yoga retreat sessions with experts
- Health sessions with renowned doctors on topics including preparing for second wave of COVID-19, COVID-19 and Dietary Recommendations, COVID-19 and Child Care, Coping with COVID-19 and Risks of New Variants, Taking care of eyes in digital era, among others

edotco

edotco continues to encourage employees to volunteer for our Corporate Social Responsibility (CSR) activities through our Employee Voluntary Engagement (EVE) programme. These activities allow employees to be personally involved with our sustainability programmes/efforts and give the opportunity to contribute back to the society.

COVID-19 Response

We continue to support our employees' wellbeing amid the persisting COVID-19 pandemic by maintaining hybrid working arrangements and health screening prior to entering the office. We also conduct safety training and online awareness sessions using virtual formats, and new training on COVID-19 related risks.

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Customers

Serving more than 163 million subscribers across the region, our customer experience management is a high priority to us, ensuring that as a group of companies we are able to contribute to society by enabling quality connectivity for all - affordably, safely and reliably. We have seen an increasingly growing demographic globally that expects continuous connectivity for work or play. Whether a result of the pandemic's new way of living or reaching for greater opportunities through digital or telco means, customers now expect to remain online and participate in the digital ecosystem one way or another.

Customer Service

As a digital telco, the cornerstone of our business is to ensure we provide the tools for society to remain connected in the regions we operate. In tandem with this, we also place emphasis on providing holistic services by managing the risks and opportunities of customer experience and satisfaction and incorporating these into our processes, products, services and solutions wherever possible.

APPROACH

We have created digital lifestyle products as well as modernised and designed seamless digital platforms to meet the needs of an increasingly digital economy and provide a customer experience in line with society's expectations. In tandem with the provision of connectivity, we have also embedded our commitment to cyber security across all our digital platforms to ensure the privacy of customers is safeguarded. We seek to deliver a safe and secure network, driven by multi-channel touchpoints to provide seamless customer convenience and bring us closer to our customers.

As part of our Axiata 5.0 Vision, we have identified digitisation and modernisation as our means to achieve operational excellence for customer value creation. In the face of the prevailing economic landscape and shifting societal pressures on connectivity, our OpCos have demonstrated operational excellence to capture new normal opportunities across the region arising from higher data consumption and growth in digitalisation. To enrich our customer's experience and capabilities through connectivity, we conducted holistic internally-led initiatives, under the LEAP NOW Programme, on our products and services, taking into account a user's UI-UX journey experience. For more information on the solutions submitted through LEAP in 2021, see page 43.

OUTLOOK

As part of the execution of Axiata 5.0, we will continue to emphasise digitisation opportunities for our customers to anchor their experience.

Committed to offering our customers excellent **network reliability** and access for the best network and service experience

↓ See Network Quality and Coverage in **SNCR** for more information, page 25.

Responsibility to **protect the data** that our customers, employees and other stakeholders have entrusted us with

↓ See Data Privacy and Cyber Security for more information in **SNCR** for more information, page 91.

For our customers

Provision of services that ensure **we maintain trust and confidence** of our customers

↓ See our Operational Excellence performance in **IAR** for more information, page 37.

Promotion of **ethical business activities** in how we operate internally and with our business partners and suppliers

↓ See Business Ethics and Compliance for more information in **SNCR** page 88.

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Customer Service

8 DECENT WORK AND ECONOMIC GROWTH

OUR KEY INITIATIVES

Customer Sentiment as a Driver of Performance

In understanding customer expectations, requirements and their challenges, we are constantly tuned into the feedback they share across our platforms. Primarily, we undertake a range of surveys across our markets, as well as leverage **data analytic capabilities**. In this way, we are better able to analyse and identify problems using our internal systems and capabilities that are driven and supported by data analytics. For example, we have been able to undertake customer profiling, segmentation and track customer sentiments for better performance representation. These AI-driven insights prompt swifter data processing, efficient and better-guided decision-making on the forums which we use to evaluate our performance. We then incorporate feedback into the design of newer or refined service solutions.

We also place emphasis on collecting better feedback from our customers. Across our OpCos, we continue to provide diverse channels for enabling customer feedback across the relevant touchpoints on the customer journey. These include our website, app or accompanying portals and physical or digital sales and support hubs. This feedback is actioned into continuous refinement of our services and quality to better serve our customers.

Digitising Customer Experience

We leverage on our analytics community across Group to offer products and services that enrich the digital lifestyle of our customers. We harness tools such as process automation, data analytics and intelligence to enhance customer onboarding, shorten turnaround time and offer relevant and improved services. These tools have also proven insightful in analysing purchase behaviour, response to our products and services as well as brand perception, among others.

Digitising the customer experience

PURCHASE OF OUR PRODUCTS	**QUALITY IMPROVEMENT EFFORTS (AFTER SALES SERVICES)**	**PRODUCT QUALITY CONTROL**	**PROMOTING THE SAFE USE OF PRODUCTS**
Support through web platform, apps, chatbots In-app gamification for campaign engagement	Sales support, automated or assisted with data analytics and portals UI/UX journey enhancement to maintain standard of online portal performance Bill payment automation and accessibility	Ensuring product or service has met the customer's need with value-added services and capabilities Enhanced Interactive Voice Response (IVR) capabilities with improved call retention performance	Information sharing online, through the website and apps, on responsible and safe use of online services (multilingual in some OpCos)

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Customer Service

OUR KEY INITIATIVES

Customer Satisfaction

We have put in place multi-channel touchpoints to provide seamless customer convenience and bring us closer to our customers. These touchpoints also allow us to respond to their feedback quickly as well as review and improve our customer experience. As a key metric for the Group, we continuously track relevant customer satisfaction scores and performance indexes across OpCos to maintain an eye on our performance and fulfilment to societies in the countries where we operate.

The customer experience (CX) is a key component of our identity. We have put in place the appropriate systems to measure our progress in meeting our customers' needs and expectations. Every year, we define mutually agreed CX KPIs with our OpCos which are benchmarked against their peers. Performance is monitored on a quarterly basis.

Building on the strength of our networks, platforms, services and people that help us deliver our brand promise, our customer experience metrics have improved on average. More of our OpCos are ranked number 1 in their respective markets across the three different scores. This demonstrates the degree of customer satisfaction in our services and we are committed to continue this positive trajectory.

OpCo Rankings in Respective Markets

Net Promoter Score

#1	#2
celcom Dialog	robi XL axiata
Ncell Smart	

Digital Reputation Score

#1	#2	#3
robi Ncell	XL axiata	celcom
Dialog Smart		

Brand Power Score

#1	#2
Dialog	robi
Ncell Smart	XL axiata celcom

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Suppliers

Our suppliers are fundamental to our operations, providing us with the products and services that support the continuity of our daily operations. In line with our sustainability agenda, we also hold our suppliers to high standards of business conduct, including ensuring sustainable practices.

Supply Chain Management

Globally, the Group works with an extensive network of over 5,600 suppliers. This supply chain covers categories from equipment and infrastructure vendors who support our back-end operations, through to device suppliers that enable us to meet society's connectivity needs and the IT services that drive our operations.

APPROACH

Our supply chain management is governed by Axiata's Procurement Policies and is driven through OpCo management operations. Supply chain management across OpCo procurement supports purchasing, manages vendor-related risks, monitors vendors performance and develops new relationships to reduce dependencies on individual suppliers.

To ensure reliability and continuity of our services, we manage the different social, environmental and ethical risks to our supply chain and ensure we can screen, evaluate, empower and monitor our suppliers to meet not only our requirements, but also the expectations of the industry in operating responsibly for society.

Axiata Procurement Centre

1. **Sources and procures** strategic Network and IT equipment, solutions and services for Axiata

2. **Ensures compliance** of processes across suppliers with Axiata's policies

3. **Adapts procurement process** to improve agility in our business

4. **Engages with suppliers ethically** - treating suppliers fairly and building relationships

In addition to our accountability to our Procurement Policies, our conduct with our suppliers is also governed by our Whistleblowing/Speaking Up Policy and Procedures. The Whistleblowing Policy and Procedures facilitate our **Speak Up** channel, which is available to our suppliers to voice and register their concerns, including any actual or suspected act or conduct that is in violation of the Supplier Code of Conduct, illegal or unethical behaviour, without fear of retaliation or unfair treatment.

In upholding standards of operating that are aligned to sustainability and in empowering quality of delivery, suppliers that work with us are expected to adhere to the **Axiata Supplier Code of Conduct**. The Code enables us to screen and monitor how our suppliers adhere to sustainable business practices in their operations and dealings, as well as empower suppliers to meet these standards continually in the event these standards are not met. Mitigation measures to assist with compliance to the Code and address issue remediation encourages a dynamic process which enables suppliers to continuously improve and ensure they adhere to or exceed these standards.

We are also committed to working with our suppliers on Environment, Social and Governance (ESG) sustainability factors to ensure continuity and stability of their businesses, our operations and responsible global connectivity needs. This also maintains Axiata's competitiveness and operational standards while incorporating ESG elements across all aspects of our business dealings, and dealings of those we work with.

OUTLOOK

Effective supply chain management plays a vital role in managing our performance and exposure to supply chain risks. The performance and responsibility of our suppliers also impact our own services and extend across our ecosystem. In view of this, we will continuously collaborate with our suppliers to enhance industry standards across our value chain and beyond our supplier community. We intend to integrate more positive attributes to our suppliers through our supply chain dealings, such as increasing their attention on sustainability management. With the increased efforts in the year ahead on understanding and reducing our Scope 3 emissions (emissions of our suppliers) we aim for a collaborative approach towards meeting larger industry and national climate goals.

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Supply Chain Management

8 DECENT WORK AND ECONOMIC GROWTH 　 **9 INDUSTRY, INNOVATION AND INFRASTRUCTURE**

ESG elements across our supply chain from compliance with Axiata Supplier Code of Conduct

Environment

Ensures due diligence and monitoring of environmental parameters in the course of their operations and dealings

Social

Ensures workers in our supply chain work under safe conditions, are treated with respect, dignity and non-discrimination in accordance with labour standards, and avail to freedom of association

Governance

Ensures compliance to the relevant laws, regulations and legal requirements, ethical business conduct as well as ethical and responsible data privacy with cyber security management

OUR KEY INITIATIVES

Supplier Engagement, Screening and Performance Management

Supply Chain Collaboration to Unlock Value

During the year in review, Axiata Procurement Centre conducted a virtual supplier forum which brought together 100 participants from 33 of the Group's key suppliers across our mobile network operations. Through sharing of best practices and insights to areas of collaborative partnerships for the industry, the forum aimed to identify opportunities on how the suppliers can partner with us on collaborative optimisation, develop synergies and bring additional value in delivering high dividends promised to our shareholders. Topics covered during the forum included cost optimisation, efficiency improvement, digitisation and revenue generation.

Strengthening Skills and Responsible Business Operations

Our OpCos provide their suppliers with training on various areas in contributing to delivery of products and services and empowering supplier capabilities. These trainings are specialised to on-the-ground management of suppliers and utilise engaging platforms to upskill and develop relationships. These efforts are targeted at raising our suppliers' operational excellence as well as ensuring alignment of their performance with our own goals and performance.

Throughout the year, various engagements were held on operational excellence, including labour standards and contracting efficiencies. The engagements also focused on compliance and integrity as a business imperative across all supplier activities and transactions, ensuring fair, equal and transparent business practices across our organisation.

Value-add to suppliers through engagements and trainings

- Health, safety, security and environment awareness and training for **safe, responsible ways of working**
- Process and risk mitigation awareness to suppliers for **heightened risk management** along our supply chain
- Awareness and briefings on conducting business fairly with ethics and integrity, in compliance to Axiata's policies (eg, No Gift Policy, No PO no work)

- Anti-bribery and anti-corruption awareness and training for compliance to Axiata's strengthened focus on **ethical business conduct**
- Training on **digitising processes** of suppliers from supplier registration to screening documentation and contracting

As part of supplier screening for compliance with the Supplier Code of Conduct, suppliers are screened against environmental and social parameters. Following an update of the rigour and terms of our Supplier Code of Conduct in 2020, which added Anti-Bribery and Anti-Corruption (ABAC) and data protection as areas to strengthen the growing risks of ethical business conduct and data privacy, we have been empowered by the compliance of our supply chain partners to strengthen their practices and enable continued relationships and delivery of quality, reliable services within our ecosystem. During the supplier screenings, where risks may be identified, we conduct on-site audits to work with suppliers on addressing and remediating these issues. These audits and annual reviews also enable us to update and review our screening process during the course of our supplier relationships.

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Supply Chain Management

OUR KEY INITIATIVES

Common Platform for Enhanced Supplier Data Analytics

To better manage our operational risks, including monitoring continuity and safety of our products and services from across our supply chain, we increased our focus on centralising our supplier process with digital capabilities for strengthened visibility of data across our supply chain. In line with the replacement of existing supplier databases towards a common platform for Group, we transitioned five out of six OpCos onto this system in 2021. We expect to continue this for all other OpCos to provide us with better oversight on our suppliers by identifying strengths and addressing any potential risks.

Driving strengthened risk management, risk visibility and compliance to regulations

Monitoring supplier performance to offer customised trainings and awareness

Automated follow-ups and retention of documentation for transparent system flows

Innovators have begun to **embrace next-generation systems,** that benefit direct operations but also indirect operations including those in supply chain. Modernising with technology, data and softwares speed up decision-making and pave the way for autonomous, better-guided planning

For OpCos that have yet to be onboarded onto the transformation programme, we encourage advancements in digitising their supply chain operations and practices in ways they have identified to harness operational and resource efficiencies.

Empowering Local Vendors in our Operating Markets

We strive to maximise local suppliers in each of our footprint markets to reduce the transport of goods and services, lower emissions and improve environmental outcomes. We also seek to contribute to socioeconomic multipliers in our local economies, where local suppliers can benefit from employment and business opportunities. Being closely located to our suppliers has also allowed us to develop more meaningful relationships with them, in addition to reducing risks related to our suppliers' labour conditions, as we are able to exercise more oversight on the treatment of their workforce when they are located in our market.

Spent **52%[1]^ of total spend** on **local suppliers across Group**
(MNOs, TowerCo and Corporate Centre)

Notes:
[1] Proportion of total spending on suppliers above represents an average percentage across the Opcos. Refer to page 126 for details
^ This data has been externally assured. Refer to the Independent Limited Assurance Report on pages 130 to 132

Supplier spend across MNOs and Corporate Centre

80%
of suppliers are local

60%
of spending is on local suppliers

NUMBER OF SUPPLIERS — 20%, 80%

TOTAL SPENDING ON SUPPLIERS — 40%, 60%

TOTAL SPEND BY CATEGORY — 19%, 5%, 7%, 8%, 61%

- Local
- Foreign

- Local
- Foreign

- Network
- IT & Billing
- Sales & Marketing
- Devices
- Other
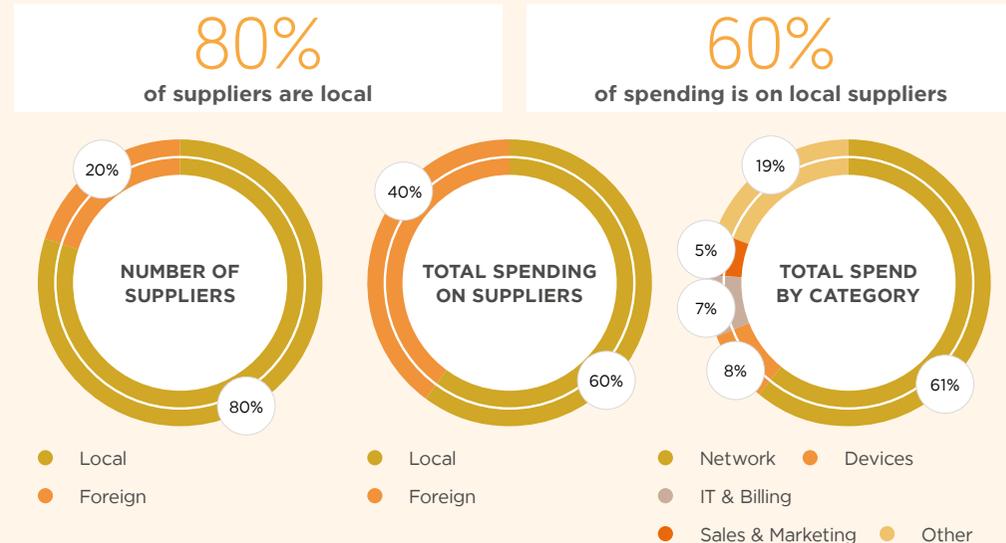
Note: Graphs represent spending accounted by Axiata Procurement Centre which excludes edotco

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Supply Chain Management

OUR KEY INITIATIVES

Vendor Development Programmes in Our Home Country

As a home-grown champion in Malaysia, we value our responsibility of contributing to vendor development in our home country.

While the pandemic has impacted our regular vendor development programmes, we continued to strive in support of our vendors during the year. This included activities undertaken through edotco and Celcom:

In 2021, focus for VDP vendors was to make them a competitive vendor for the local market through competitive pricing
- Grass 2 Route was awarded Civil Mechanical & Engineering (CME) works under Colo and B2S contracts
- Virtech Engineering was awarded CME works under Colo and B2S contracts
- Both vendors have been given business opportunities in other business streams to boost their business growth and profitability.

Celcom Vendor Development Programmme supports and develops local vendors within the digital ecosystem. In 2021, one vendor, Grass 2 Route was awarded RM950,000 that matched with the Ministry of Finance (MoF). We also proposed the use of their Tuleva product to MoF.

50 vendors in Celcom Vendor Development Programme
- 7 National Champions and 1 Global Champion from the programme
- RM595K value of training courses from technical agencies
- 10 business matching events organised for more than 120 vendors
- RM2 million in research and commercialisation grants awarded to three vendors

Empowering Suppliers to Reach Global Climate Goals

Effective climate action and the attainment of net-zero emissions goals require global engagement to address and reduce emissions from all parts of the value chain.

With net-zero as well as Scope 1 and 2 targets addressed through our operational oversight, we are now committed to addressing our entire value chain, where a significant proportion of our environmental impact arises from the manufacture, purchase and use of our products (upstream and downstream).

Through Axiata Procurement Centre (APC), we possess oversight on our mobile network operations OpCo suppliers, supplier spend and direction. This enables appropriate supplier engagement for capacity-building and national contribution in the countries we operate.

We are currently undertaking Scope 3 screening of our suppliers to determine our areas of control towards developing a Scope 3 inventory and baseline. This will subsequently allow us to identify a science-based Scope 3 target for 2030. This exercise builds on our work with our suppliers to evaluate their level of sustainability and support them to better manage their sustainable and responsible business practices.

We also recognise that a circular economy requires redesigning the supply chain around circular principles to reduce raw resource use and ensure the development of a holistic climate strategy. While there currently exist barriers such as regulatory challenges in resource extraction and e-waste management and reuse, we will seek updates, research and methodologies from our industry peers and associations in this emerging field.

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Society

Social relationships are the foundation of society. We take pride in the relationships we have with our communities. Axiata makes a positive contribution to society by developing critical digital services, providing modern infrastructure, on top of generating employment.

In fulfilling our responsibilities to create value for society, we have invested in developing the various communities we engage with. Our regional presence puts us at the heart of diverse, local communities striving to participate in rapid socioeconomic growth. To meet the unique socioeconomic needs of each country we operate in, we undertake various community development programmes across our Group, from providing access to education, basic utilities and healthcare, among others.

Community Development

Through financial and non-financial contributions to support local communities, underprivileged and underserved groups, we are committed to supporting the principles of UN SDGs, calling for the achievement of holistic sustainable development for all and leaving no one behind. Across our markets, we recognise the value of education and have developed programmes and offered scholarships to support and empower the youth of the next generation. We identify and work with local partners on unique programmes that leverage our OpCos' individual strengths and assets in connectivity, infrastructure and digital services to meet the specific needs of local communities.

AXIATA FOUNDATION

Axiata Foundation has expanded its reach, impact and commitment to providing for our local communities by expanding its pillars to now encompass Education, Environment and Community Investments.

In 2021, the Foundation pledged RM115 million for the next 10 years to be channelled towards its **Education** pillar, including its flagship Axiata Young Talent Programme that will continue to provide immense opportunities for nurturing local talent.

Leveraging the impact and societal value creation from the existing Education pillar, the new pillars of **Community Investments** seek to enrich and empower communities through digital inclusivity, while **Environment** seek to empower communities to do their part towards green and sustainable development.

Driven by ESG, built on 3 Pillars with A Clear Purpose

Community Investments

Education

Environment

APPROACH

We create and implement programmes and employee initiatives that leverage the Group's pooled resources of digital services, business competence, and the expertise of our staff to establish a purposeful impact to our communities. This involves digital enablement initiatives to advance a more digital society, providing access to fundamental resources that are a human right, support for disaster management and response and ensuring an overall effort in developing our social license to operate with added value to communities across our footprint.

OUTLOOK

Connecting people to social and economic resources for sustainable development is not just good for business, but ultimately it is the right thing to do. With a strong foothold across our diverse business streams, we recognise the capacity for connectivity and aim to leverage on our expertise to reduce inequalities through SDG impact initiatives. On top of educational programmes and our programmes for community contributions, we strive to build strong partnerships globally with governments, businesses, non-profit organisations, independent firms, and civil society.

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Community Development

OUR KEY INITIATIVES

Building Future Leaders

Our investment in talent development among youth comprises one of our flagship community initiatives across our Group. Across our footprint, we continued to implement various youth talent development programmes aimed at building a pipeline of the leaders of tomorrow.

Axiata Young Talent Programme

Since 2011, we have committed RM100 million over 10 years to focus on young talent leadership through the AYTP. To date, **2,693 young talented Malaysians** have benefitted from this programme, implemented in the following leadership development tracks:

School Leadership Development Programme (SLDP)

A five-year programme in partnership with Kolej Yayasan Saad

University Leadership Development Programme (ULDP)

A two-week summer camp for young Malaysian undergraduates

Young CEO Development Programme (YCDP)

A two-year leadership development programme

AYTP Alumni Association

Emerging Leaders Asia in 2020 for alumni to engage in lifelong learning

To date, **1,863** students have graduated from AYTP

A total of 2,693 have benefitted from the various programmes conducted at all levels

XL Future Leaders (XLFL)

XL Axiata's XLFL programme aims to meet the learning needs of the new generation of leading talent, to contribute in various fields to a stronger, more advanced Indonesia. Today, XLFL has more than 1,000 alumni. The initiative carried out the following activities:

Future Skills Programme

XL Axiata Future Leaders were selected as partners in the Future Skills programne organised by FISIPOL UGM in the context of implementing the "Kampus Merdeka" Programme

Ruang Merdeka Inspirasi

Participants of this programme contribute to advancing the surrounding environment according to the localised needs of the area they live in. Close to 200 students attended, from 67 organisations, under 19 campuses across the region.

#Generasi Gigih

As the learning partner, XL collaborated with Yayasan Anak Bangsa Bisa (YABB), and held skills training for young people. The training programme themed #GenerasiGigih was attended by 1,000 participants from various regions.

To date, **1,100** talented Indonesian youths have benefitted from the XLFL programme

SmartEdu

SmartEdu represents the talent development initiatives executed in Cambodia by Smart. Anchored on Axiata's vision for talent development, SmartEdu supports secondary school students to continue their college education and provides talent youth with the skills and abilities to become future leaders. SmartEdu currently operates the following programmes:

SmartEdu University Student Development Programme (USDP)

This programme aims to nurture and equip young Cambodians with values, critical competencies, and skills needed to become resilient corporate digital leaders of the future.

- 144 participants from three cohorts
- 48 students successfully participated in 13-day stay-in Bootcamp
- Three winning teams were awarded cash prizes, whilst eight top performing students received a two month internship at Axiata Group

SmartEdu Scholarship Programme

This programme encourages bright Cambodian high school students, particularly students who struggle financially, to pursue higher education.

- 20 exceptionally bright and talented students from various backgrounds selected in 2021

To date, **41** talented Cambodian youths have graduated from the SmartEdu Scholarship programme (21 in 2021) and **144** graduated to-date from SmartEdu USDP. In total, **185** students have graduated from the SmartEdu programme.

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Community Development

OUR KEY INITIATIVES

Value Creation to Society through Digital Inclusion and Long-term Sustainable Community Development

As a digital business with three distinct business streams, our sustainable business growth is possible because of our value proposition to society. Through connectivity and digital, we are able to ensure communities and overall society can thrive socioeconomically, given the tools to maintain livelihood, employment and access to services.

Within our ambition of becoming The Next Generation Digital Champion, digital inclusion is embedded into how our business can benefit society.

Digital Inclusion

Driving the new digital ecosystem by supporting digital skills development and supporting digital companies

Uplifting communities through digital financial inclusion, business empowerment and providing opportunities for women and girls, as well as diverse users

Providing access to vital services through connectivity, such as healthcare, education and employment

However, as a corporate citizen, the contribution to community development does not end with our services. Through our presence, leveraging our employee volunteers and making full use of our brand and trust with consumers, we contribute in more ways than connectivity to our society.

Community Development

Supporting education through access to quality education, scholarships and school learning programmes

Connecting to basic utilities through providing rural and underprivileged communities with access to water, power and building urban shared spaces for communities

Contributing to healthcare through donations of healthcare equipment, investments in healthcare providers for communities in need

Employee volunteerism to instil corporate citizenship among our workforce and share values for good contribution to society

Committed to Long-term Sustainable Community Development

One of Axiata's key purposes is to empower societies. The pandemic has made Axiata's role in empowering societies especially clear. We have provided critical connectivity and will continue to do so by capitalising on our OpCos' strengths and expertise, infrastructure, and digital services to bring about impactful changes. Supported also by Group level efforts, we hope to present a united Axiata in contributing to society as a whole in ASEAN and South Asia. In 2021, we continued to focus on programmes encompassing education, connection to basic utilities and humanitarian causes.

Supporting Education

As a technology company, we have the potential and responsibility to pave the way for a digital future, where the next generation is geared towards a future-ready mindset that we apply in our own workplace. To this end, we support the following education initiatives to provide youth with future-ready skills as well as basic education.

Dialog Merit Scholarship

The Dialog Merit Scholarship programme provides financial assistance to high performers at the General Certificate of Education (G.C.E.) Ordinary Level (O/L) and the G.C.E. Advanced Level (A/L) examinations each year. With the aim to encourage students to pursue higher education, the scholarship scheme has assisted over 900 talented students since its inauguration.

Ncell Scholarships and Excellence Awards

- Ncell has continued conferring Scholarships and Excellence Awards to top performing students in Nepal's renowned engineering college – Pulchowk Engineering Campus.
- Ncell aims to inspire young talents, promote academic excellence, and contribute to the development of human resources in the country
- Through this five-year collaboration, Ncell will provide scholarships and excellence awards to 120 top performing students studying in five different faculties over the period of five years.
- Each year, 18 students will receive the scholarship and six students amongst the five faculties will be awarded with Ncell Excellence Awards.

SmartStart High School Edition

The SmartStart High School Edition is a programme aimed to provide basic knowledge of business plans and canvas, including the ideation process. It aims to expose high school students to reflect and brainstorm issues faced by the community, turning them into business opportunities through practical execution. At the end of the programme, participants will be able to gain diversified knowledge and important stakeholder engagement skills.

180 high school students from three different provinces joined the Bootcamp and they were exposed on the concepts around digital business, entrepreneurship, and soft skills. The top three finalists will then be awarded with cash prizes and access to further learning materials.

SmartStart Unipreneur Learning Platform

SmartStart Unipreneur Learning Platform is an educational initiative between Smart Axiata and Impact Hub Phnom Penh. It is the first local online learning and interactive platform that introduces entrepreneurship to Cambodian students via partnerships with universities using a blended-learning approach. The goal of the learning platform is to develop the technical capabilities and entrepreneurial mindsets through the practical implementation of related concepts.

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Community Development

3 GOOD HEALTH AND WELL-BEING

OUR KEY INITIATIVES

Connecting to Basic Utilities

Basic utilities are essential services that play a vital role in economic and social development. Lack of access to safe, sufficient, and affordable basic facilities can impact the health and wellbeing of people negatively. Axiata acknowledges the barriers some communities face to obtaining basic facilities and recognises its significant role in tackling these issues. Along with our OpCos, we will continue to work towards initiatives that enhance these services, with the common goal of extending access to services to all communities.

edotco Tower 2 Community (T2C)

T2C - Laptops for students in need

Benefitted:

1,600

Malaysian families within the vicinity of their towers

Benefitted:

20

students of various vocational education in Myanmar received used laptops

Benefitted students

across SIX learning centres in Bangladesh, including multimedia classroom setups

edotco lent a helping hand in providing ICT and IT-related equipment to students in need with the goal of enabling students to obtain good education, in order to become leaders of tomorrow and progress the development of Malaysia.

Bangladesh: T2C - Water and Power programmes

Benefitted:

2,196

people across Habibpu, Nurnagar village

edotco Bangladesh provides safe drinking water to the distressed community in the coastal area where the drinking water is scarce due to salinity. edotco Bangladesh established a Reverse Osmosis Water Treatment Plant in partnership with Bangladesh Rehabilitation Assistance Committee (BRAC) in the area. A grant was issued to BRAC to execute their regular programme for water, sanitation and hygiene.

Benefitted:

2,800

people across 700 families

edotco Bangladesh also provided solar streetlamps for communities in 2021, impacting 2,800 people (700 families) from underprivileged communities from Ramu and Kutubdia streets with access to sustainable lighting.

Pakistan: T2C - Power programme

Benefitted:

64

people across 16 families

edotco provided lighting to communities in Ematagoda Housing Scheme, Agalawatta North and Meesalai South.

Sri Lanka: T2C - Power (lighting and security) programme

Benefitted:

1,600

people across 400 homes

edotco provided lights to communities in Dematagoda Housing Scheme, Agalawatta North and Meesalai South. With the existence of these street poles, community security is strengthened as part of edotco's support to connecting the unconnected and under-connected communities.

Upgrading of Multi-Purpose Lainchaur Ground

Ncell has completed the reconstruction of the iconic Lainchaur Ground at the heart of the city as a part of its Corporate Social Responsibility (CSR). The newly rebuilt multi-purpose ground features sport facilities, shared areas, resting sites, public restrooms and solar lights, among other facilities covering an area of 54,921 sq ft. The multipurpose ground will contribute to a healthier wellbeing and environment of the community. The ground is now open for the general public after its handover to the Kathmandu Metropolitan City (KMC), This benefits over 45,000 Lainchaur residents, and also indirectly benefits over 2 million people within the Kathmandu Valley.

Installation of Solar Lights at walkways and highways

- Ncell has installed 50 solar lights in Nakhhu area, benefitting daily commuters.

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Community Development

3 GOOD HEALTH AND WELL-BEING

OUR KEY INITIATIVES

Contributing to Healthcare for Communities

Ncell Telemedicine and Health Informatics Programme

- Ncell in collaboration with Dhulikhel Hospital (DH) has set up Telemedicine and Health Informatics centres to serve remote communities through quality health care services in four outreach centres under DH that benefit over 60,000 beneficiaries. Under this initiative, Ncell provided telemedicine equipment, established connectivity infrastructure at the local community health centres of DH and supported DH for procurement of local supplies and services needed for the execution of the project. DH, on the other hand, supported the allocation of and utilities, qualified Medical Doctors and Consultants on top of conducting periodic training sessions to ensure the project runs smoothly.

Maternity Centre in Hetauda

- In collaboration with Nepalese Army Wives Association (NAWA), Ncell has supported the construction of maternity centre in remote village of Makwanpur- 8, where easy access to a maternity centre was not available.

Ratmalana Audiology Centre (RAC)

Dialog's longest standing commitment to address the marginalised issues of hearing, sight, and speech impairments is embodied by the Ratmalana Audiology Centre (RAC). The centre is operated in partnership with the School for the Deaf in Ratmalana. It provides regular free testing and speech therapy for school students, as well as members of the public bearing letters from government ENT specialists. Since RAC's inception, Dialog has invested more than LKR 70 million rupees in it. As of 2021, the Ratmalana Audiology Centre has extended its services to over 100,000 clients over the past 12 years.

Services provided by Ratmalana Audiology Centre in 2021	For students and staff with disabilities in school	Free Community services	Services Provided at a cost
	• Administered different tests and fitted hearing aids for necessary students. – 64 students • Conducted speech therapy for students as well as school staff 97/112 students had utilised this therapy.	• Test newborn babies from both Kalubowila and Kethumathi Hospital (110 infants) • Free tests and other services conducted at RAC for low-income communities	• Total Hearing tests • Total Hearing aids and accessories Speech Therapy • Special Education

Empowering Sri Lanka's Health Sector Through Dialog Axiata's Critical Care Infrastructure Enhancement Initiative

Dialog supported the Ministry of Health (MOH) to enhance the nation's critical health infrastructure through its latest project, the Critical Care Infrastructure Enhancement Initiative.

Dialog continues to assist a range of medical institutions through this initiative. The Anuradhapura Teaching Hospital will be equipped with state-of-the-art equipment of seven High Dependency Unit (HDU) beds. The Eheliyagoda Base Hospital, which currently does not have HDU facilities and treats over 150,000 patients in the OPD and 20,000 indoor patients a year, will also be equipped with an HDU facility. The Puttalam Base Hospital, serving a population of over 400,000 with only one Continuous Positive Airway Pressure (CPAP) machine (required for treating diseases and conditions affecting the respiratory system) will receive another life-saving CPAP machine under this commitment.

333 National Information Centre and Public Helpline

Through an existing partnership with the ICT Division in Bangladesh, Robi supports the 333 National Information Centre by sponsoring the platform from design to implementation. Within the last two years, there has been an increase in support from Robi through its AI capabilities enabled crowdsourced information. This allowed the services to be the main portal for access to pandemic-related health advisory, emergency food relief support and medicine and grocery delivery support, among others. The platform enabled more than 74 million calls, of which 6.87 million were telehealth calls. Robi's 333 programme obtained an Honourable Mention for the Best Innovation Public Service at Bangladesh Innovation Awards 2021.

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Community Development

OUR KEY INITIATIVES

Employee Volunteerism

Celcom and Axiata -
Recipients received RM60 in Boost Wallet to get access for their needs at local stores within the community.

Bantuan Komuniti Prihatin
Foodpacks, hot meals as well as cash and devices assistance were provided, benefitting more than 3,500 lower income families, riders and frontliners.

Bantuan Siswa Prihatin -
Food Assistance (Food packs and Hot Meals) to B40 students at higher learning Institutions nationwide. This programme reached and benefitted more than 12,000 students.

edotco group continues to encourage employees to volunteer for our Corporate Social Responsibility (CSR) activities through our Employee Voluntary Engagement (EVE) programme. These range from festive related programmes to humanitarian relief, provision of necessities and infrastructure to underprivileged communities.

Provision of necessities to underprivileged communities
Through donation drives, providing basic back-to-school items and food, through edotco food bank, employees across edotco operating markets contribute to providing for livelihood for communities.

Humanitarian relief - In Malaysia, edotco employee volunteerism programmes supported communities for flood relief, supporting a total of 1,307 families throughout the year with essential food parcels.

Aid for communities with people with disabilities
In Malaysia, edotco employees contribute to supporting the blind with braille Al-Quran donations, and supporting facilities for people with disabilities such as wheelchair donations and enabling access to support for people with wheelchairs.

Employee volunteerism for tree planting
edotco Cambodia's "Let's plant 1 tree today" programme - 500 rare wood trees were planted in the community forest (Samaki Community) at Kampong Spue province. The community was actively participating in this tree planting along with edotco's employees and their family members.

Sentra Vaksinasi Indonesia Bangkit (SVIB)

- A programme carried out by XL Axiata to support the government in speeding up the acceleration of the implementation of the COVID-19 vaccination programme for the people of Indonesia.
- XL Axiata took a collaborative approach by leveraging on their respective competencies. Employees also volunteered and took turns to help the vaccination process.
- All processes for implementing the drive-thru vaccination programme were under the coordination of the Ministry of Health and other authorised institutions. All residents of Depok City were welcomed to receive their vaccinations.

XL Axiata Baik

- A programme which represents commitment and goodwill from the board of directors and employees of XL Axiata
- This activity was in collaboration with the Indonesian Red Cross (PMI) of the Province of DKI Jakarta.
- Collected blood from donors will be handed to the institution to be distributed to individuals suffering from COVID-19 in need of convalescent plasma assistance.

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Emergency And Disaster Response

3 GOOD HEALTH AND WELL-BEING

Disasters can disrupt communities, negatively impacting people, property, economies, and the environment. They often stretch a community's capacity to cope. As a digital business, we value the capacity we possess to reach wider communities. We serve as a crucial function in times of calamities and disasters through our digital services to enable widespread multimedia and digital messages through our platforms.

APPROACH

Information is crucial for effective disaster management. At Axiata, we are equipped with the right tools, infrastructure, and resources to assist with the stages of disaster management, i.e., risk reduction, preparedness, response, and recovery. With our OpCos, we strive to aid in information sharing, offering dependable connection especially to key services, with the aim to ensure society's overall safety and protection.

OUTLOOK

We aspire to improve and grow the scope of our digital services. Not only are we open to expanding our partnerships, but we will also continue to strengthen our relationships with our current partners which include disaster local network agencies, foundations, non-profit organisations, as well as the government.

OUR KEY INITIATIVES

Leveraging Digital Technology to Contribute to Natural Disaster Monitoring

With some of our footprint countries located in disaster-prone areas, we continued to lend our support to natural disaster preparedness through the provision of timely information and connectivity access through our Digital Telcos. This is our contribution to adapting to the region's climate adaptation capabilities, ensuring data, digitisation and modernisation can support our resilience to the threats of climate change.

Ncell and Department of Hydrology and Meteorology (DHM) collaboration on Early Warning System (EWS)

Ncell

- Provided connectivity support to DHM, which has enabled the department to efficiently transfer data between hydrological/meteorological stations installed across the country and central server.
- Ncell upon DHM's request will continue to broadcast early warning alerts to the people living in flood-prone areas.
- As DHM installs new telemetry devices and expand hydro-meteorological stations, Ncell will continue to provide similar connectivity support to those stations, to enable more to access and benefit from this warning system initiative.

Dialog Disaster and Emergency Warning Network (DEWN)

Dialog

Leveraging digital technology
DEWN is an early warning mechanism with the aim of minimising the risk and impact of disasters through an early-warning system.

Ensuring purposeful connectivity
Designed and developed through a partnership between Dialog, Microimage Mobile Media (Pvt.) Ltd. and the Dialog – University of Moratuwa Mobile Communication Research Laboratory, along with the Disaster Management Centre (DMC), DEWN uses the latest mobile communication technology to transmit alerts through a GSM network to issue customised alerts to the public and first responders, warning them of impending natural disasters.

Our contribution to community
The DEWN app offers a mobile cell-level alert facility, enabling media channels and other authenticated services to pull alerts of potential disasters for dissemination to the public.

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Emergency And Disaster Response

3 GOOD HEALTH AND WELL-BEING

OUR KEY INITIATIVES

Ensuring Purposeful Connectivity and Contributions during Natural Disasters

The sharing of official information and warnings as well as effective coordination of humanitarian relief are crucial to reducing the potential loss of life. Our efforts in this area are in line with our responsibility as a signatory of the GSMA Humanitarian Connectivity Charter.

During the year in review, we participated in the following disaster relief efforts:

Floods in South Kalimantan

XL axiata

- Ensured that services remained normal in most areas in three regencies hit by the flood in South Kalimantan.
- Maintained the quality of telecommunication and data networks in disaster-affected areas by ensuring adequate operations of infrastructure and network engineering.
- Provided emergency assistance required by the victims, such as food, medicines, and clean water, charging post and free Wi-Fi.

Seroja Hurricane in East Nusa Tenggara (NTT) and East Java Earthquake

- Provided free telephone and SMS services in areas affected by the two disasters.
- To this day, the technical team continues to restore the network that was affected by the disaster, especially in several areas in NTT.

Smart Food Support Programme

Smart

A fund relief programme Smart launched to help Cambodians with difficulties accessing food supplies amid the lockdown in Red Zones by engaging subscribers to donate money. Smart subscribers could donate from USD1 to USD10. A total of 300 vulnerable families in Banteay Meanchey received support from this programme.

Rally to Care

Dialog

The Rally to Care initiative by the Dialog Foundation was launched to aid those affected by the tragic incidents of Sri Lanka Easter Bombings. The initiative continues its mission of long-term educational support for 500+ children and psychosocial rehabilitation for 250+ families, together with its partners World Vision Lanka, the Sarvodaya Shramadana Movement (Sarvodaya), My Doctor, Vision Care and the Ratmalana Audiology Centre.

A key part of Rally to Care was the scholarship programme created to support the long-term education of 353 children affected by the tragic Easter Sunday attacks. The initiative aims to help children through their education, ensuring that they have the access, resources and skills for finding employment.

In 2021, the Dialog Foundation ensured the quarterly disbursement of the Scholarships to 365 children in Katuwapitiya, Kochchikade and Batticaloa.

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edotco Malaysia

e:co enabling connectivity

- Sarawak flood Aid and COVID-19 relief - contribution of food and essential parcels. Contributed to a total of 150 families
- Kedah Flood and COVID-19 relief - contribution of food and essentials parcels. Contributed to a total of 150 families
- COVID-19 Relief - contribution of food and essentials parcels to a total of 1,000 families.
- COVID-19 Relief - edotco Malaysia and Immaret contributed 500 sets of PPEs to Klinik Kesihatan Gombak (Sep). A total of 500 employees volunteers were involved in Red Zones by engaging subscribers to donate money. Smart subscribers could donate from USD1 to USD10.

Early Warning Services

celcom

SMS broadcasts were sent to alert the public and raise the level of preparedness of communities for floods. This was done in collaboration with National Disaster Management Agency (NADMA). More than one million early warning SMSes were sent.

Flood Relief for Monsun Timur Laut (MTL) with Malaysian Relief Agency

Food assistance, cleaning assistance and mobile clinics were provided to communities affected by the Timur Laut monsoon. Seven affected states were aided with RM2 million allocated for emergency and recovery initiatives.

Flood Relief Mission with Malaysia Ministry of Communications and Multimedia

Cleaning and post-disaster assistance was provided by 100 Celcom employees of the Celcom Volunteer Squad.

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Emergency And Disaster Response

OUR KEY INITIATIVES

Our Contribution to Community Resilience in the Face of the Pandemic

As societies continue to grapple with challenging pandemic impacts, it is encouraging how the global mobile industry has come together to accelerate digital adoption within our societies, and create inclusive solutions to support a swift socioeconomic recovery. Telcos anchored by strong ESG frameworks are better prepared to respond to struggles confronting communities and small businesses trying to get back on track. The SDGs are mission critical in guiding the industry forward with the right focus as we support revival and resilience through these unprecedented tough times.

Contributed RM5 million in medical equipment to Malaysian medical frontliners via the Greater Klang Valley Special Task Force under the Ministry of Health

- Provided > 21,000 SIMs, and 300 laptops and dongles to > 21,000 students from lower income families to attend school online
- Bantuan Komuniti Prihatin gave food packs, devices and cash to > 3,500 low income earners, delivery riders and frontliners
- Donated food packs for > 12,000 students at institutions of higher learning via Bantuan Siswa Prihatin
- Distributed > 250 devices to frontliners to provide them Internet connectivity
- Provided vaccination assistance at five national vaccination centres
- Contributed oxygen tanks and concentrators to > 5 hospitals nationwide
- Continued extending free daily 1GB Internet for people to access education, employment and other online platforms
- Ensured employees safety and containment of COVID-19 through measures such as staff vaccination programmes, strict adherence to COVID-19 SOPs at the workplace, and equipping our frontliners with COVID-19 safety kits

- Provided 160 units of high flow oxygen concentrators to Ministry of Health and Population for distribution to different remote health institutions, health posts, isolation centres where it is not feasible to ensure supply of oxygen cylinders
- Collaborated with UNDP to manage COVID-19 vaccinations by providing free access to vaccination registration portal
- Supported the government in the dissemination of COVID-19 vaccination messages leveraging our infrastructure and network
- Collaborated with UNDP to manage COVID-19 vaccinations by providing free access to vaccination registration portal
- Launched Ncell COVID-19 Hotline Service with Dhulikhel Hospital providing 24/7 free health teleconsultation on COVID-19
- Continued giving free access to government hotlines 1133 and 1115

- Dialog with Manusath Derana' provided relief to hospitals and families in areas under lockdown
- Partnered with Bank of Ceylon and Wavenet International to establish the National 1390 COVID-19 Integrated Home-based Care Solution, a digital platform and outreach centre for COVID-19 patient homecare
- Donated a National Patient Bed Management Solution to the Ministry of Health to minimise admission time
- Enhanced urgently required critical care infrastructure in 18 hospitals

- Launched Smart Axiata Food Support Programme to raise funds and provide food donations to vulnerable families in remote areas
- Used network to send automated messages that supported national COVID-19 awareness campaigns
- Worked with Phnom Penh Municipality and Ministry of Post and Telecommunications to set up 21 vaccination centres capable of administering vaccinations to 4,200 people per day

- Held drive-through and walk-in vaccinations at XL's Indonesia Bangkit Vaccination Centre (SVIB) to simplify and speed up the vaccination process. The SVIB in Depok vaccinated more than 61,000 people, while the SVIB in Medan vaccinated more than 28,000 people
- AXIS Vaccination Programme held at universities, institutes and schools with more than 18,200 students vaccinated
- XL employees collaborated with Indonesian Red Cross to hold a convalescent plasma donation drive to help COVID-19 patients

- Robi engaged in a collaboration project with the WHO (World Health Organization) and IEDCR (Institute of Epidemiology Disease Control & Research) as the telecommunications partner, with the project leveraging volunteer health professionals to collect COVID-19 data nationwide
- Established an emergency COVID-19 fund comprising employees' and Company's contribution, with food donation drives to COVID-19 affected/vulnerable rural communities
- Provided registered doctors of Directorate General of Health Services from across Bangladesh with 33GB data for free for a six-month period
- Extended Tk 8.5 mn emergency support to distributors and vendors during the pandemic
- Robi collaborated with NGOs Songjog and Footsteps to donate oxygen cylinders to the public

- Contribution of food and essentials parcels to a total of 1,000 families
- edotco Malaysia and Immaret contributed 500 sets of PPEs to Klinik Kesihatan Gombak. A total of 500 employees volunteers were involved in Red Zones by engaging subscribers to donate money
- edotco Bangladesh helped the COVID-19 affected community by providing cooked meals to around 3,500 children in Dhaka, Narayangonj, Rangpur, and Rajshahi District

Empowering Merchants With Smart Logistics Solutions

TheLorry is a Malaysia-based smart logistics platform supporting small merchants fulfil orders affordably at the touch of a button

AXIATA DIGITAL INNOVATION FUND

Governance

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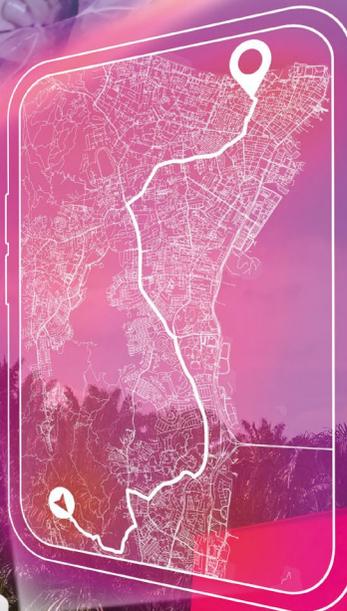
Governance

With our Group present in 11 countries across ASEAN and South Asia, we continuously focus on implementing policies, standards and systems that enshrine best practices throughout the value chain and across borders. We view the adoption of these best practices as central to the creation of sustainable, long-term value for all our stakeholders.

It is imperative that good corporate governance is ingrained from the highest levels of our organisation, with our Board of Directors playing a pivotal role in this regard. As the link between our shareholders and our diverse business units, they are responsible for establishing clear policies and procedures that drive discipline and accountability at all levels of the organisation. Guided by our Corporate Governance Framework, they ensure that the best interests of the Group, its shareholders and other stakeholders, are prioritised in the decision-making process at all times.

To ensure that we can appropriately and effectively manage resources, ensure compliance and manage our risks and opportunities, our Corporate Governance Framework executed by cross-functional management councils and Board-level committees, provide oversight on strengthened accountability throughout our business processes.

Business Ethics and Compliance

Key Highlights:

- Revised Axiata Code of Conduct and Axiata Supplier Code of Conduct

- Launched supporting policies (Anti-Bribery and Anti-Corruption Policy and Gift, Donations and Sponsorships Policy)

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Data Privacy and Cyber Security

Key Highlights:

- Executed Privacy Commitment across OpCos

- Conducted mandatory training and awareness on updated data privacy policies

- Completed year-1 execution of DT&R2023 Strategy

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Regulatory and Political Risk

Key Highlights:

- Strengthened regulatory and political risk management at Group and OpCos, with strengthened risk governance frameworks
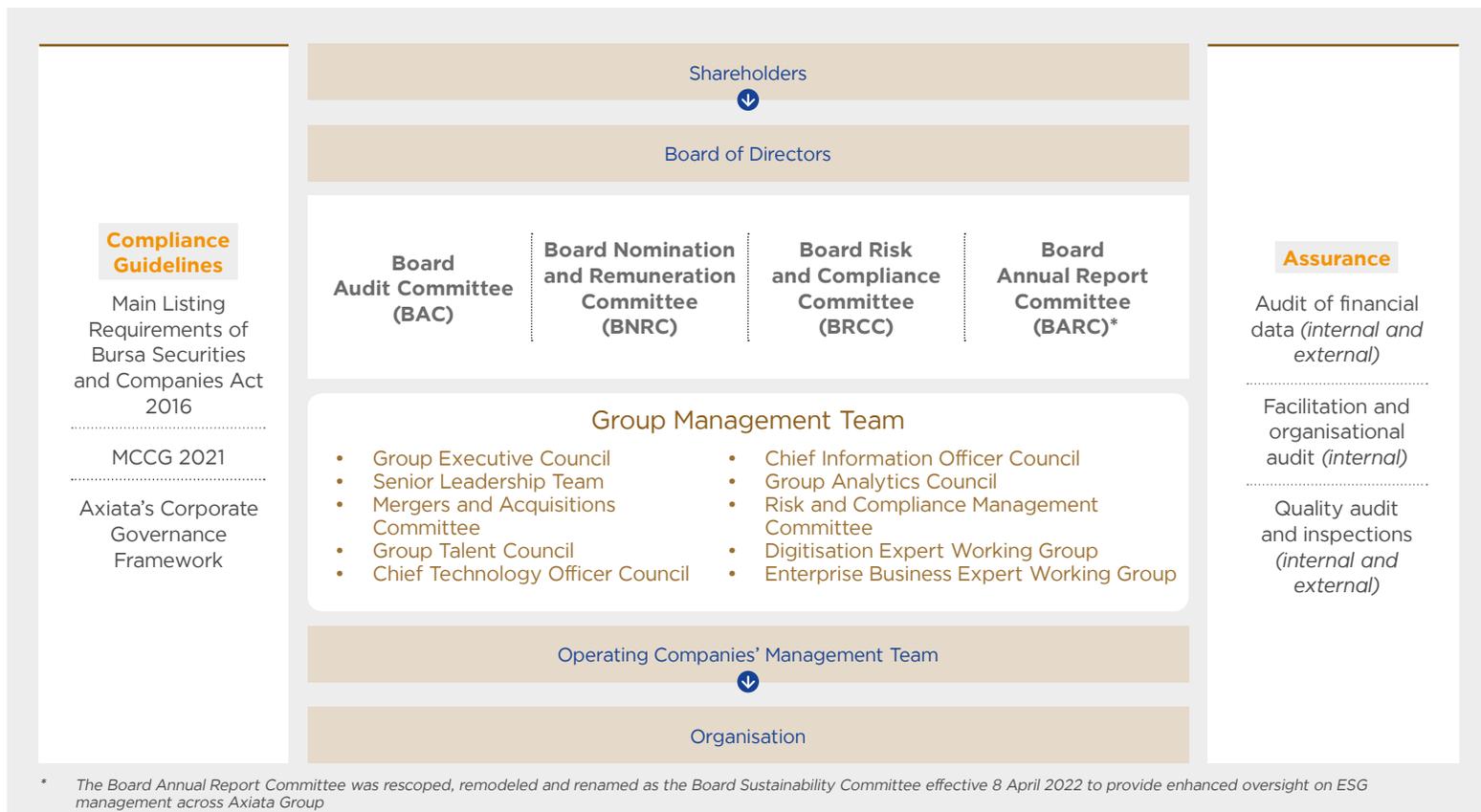
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Our Corporate Governance Framework

At Axiata, we continue to uphold the highest standards of corporate governance as part of our sustainable and long-term value proposition for all our stakeholders. Mirrored in the Group's strengthened ambition towards sustainability and ESG management, the Board ensures that starting from the top, there is an oversight on how we are geared towards addressing these challenges for sustainable growth.

Through Axiata's Corporate Governance Framework, we continuously enhance our approach to ensure its applicability to current developments and evolving regulatory requirements. In 2021, we made a conscious effort to embed sustainability into Axiata's governance mechanisms, starting with the addition of sustainability on the President and Group CEO's scorecard. This followed strengthened recommendations from the Malaysian Code on Corporate Governance (MCCG) in their updated amendments issued in 2021. The revised amendments recommended enhanced oversight, accountability and transparency of the Board on sustainability.

The integration of sustainability management across our organisation, supported by our Sustainability Governance Structure, depicts our synergistic approach to sustainability at the Management level. At the Board level, matters related to our ESG are discussed, which form part of the Board's responsibilities and agenda items. For example, the Board Risk and Compliance Committee's (BRCC) regularly scheduled updates on ESG risk ranking in the risk register is accompanied by management and Board oversight on data privacy and cyber security – an identified material matter within our Governance pillar.

Compliance Guidelines

Main Listing Requirements of Bursa Securities and Companies Act 2016

MCCG 2021

Axiata's Corporate Governance Framework

Shareholders

Board of Directors

| Board Audit Committee (BAC) | Board Nomination and Remuneration Committee (BNRC) | Board Risk and Compliance Committee (BRCC) | Board Annual Report Committee (BARC)* |

Group Management Team

- Group Executive Council
- Senior Leadership Team
- Mergers and Acquisitions Committee
- Group Talent Council
- Chief Technology Officer Council
- Chief Information Officer Council
- Group Analytics Council
- Risk and Compliance Management Committee
- Digitisation Expert Working Group
- Enterprise Business Expert Working Group

Operating Companies' Management Team

Organisation

Assurance

Audit of financial data (internal and external)

Facilitation and organisational audit (internal)

Quality audit and inspections (internal and external)

*   The Board Annual Report Committee was rescoped, remodeled and renamed as the Board Sustainability Committee effective 8 April 2022 to provide enhanced oversight on ESG management across Axiata Group

Our recent efforts have focused on developing a structure across the Group where sustainability can be integrated meaningfully throughout and across every level.

Against this backdrop, we believe that our value proposition lies in leveraging individual and collective strengths from our diverse business streams among our group of companies, with the support of governance from a diverse management team and Board of Directors.

People

We leverage the Board's diversity in gender, race, and professional backgrounds to achieve constructive deliberations which take into account the interests of our equally diverse stakeholders.

Process

We have adopted an iterative process of transparent reporting and disclosure, as well as rigorous risk and performance management, underlined by transparency and ethical and effective leadership

Excellence

Collectively, these corporate governance measures provide safeguards to our company strategy and contribute to value creation for our business and for all our stakeholders in the short, medium, and long term.

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Business Ethics And Compliance

Ethics and compliance management form the core features of our operations. We ensure that the Group remains compliant with all applicable laws, regulatory requirements, and policies, across the countries we operate. From our home country, the Group's established procedures are in line with the introduction of the MACC (Amendment) Act 2018 (S.17A) from June 2020. Embedded across our operations, we ensure we mirror the values of good business conduct in treating and working with our stakeholders.

APPROACH

Our policies, procedures and standards define a set of minimum requirements and practices that ensure the same level of professionalism, ethics and integrity are applied consistently with all stakeholders. With the highest oversight at the Board Risk and Compliance Committee (BRCC), driven through the Risk and Compliance divisions set up at Group and across OpCos, there is a Group-wide, concerted effort to ensure compliance is regulated. These manage:

Key business risks to safeguard shareholders' investments and the Company's assets

Cyber security risks and risks relating to data privacy

Risks arising from non-compliant practices and behaviours, particularly relating to ABAC and regulatory compliance matters

Through enhanced efforts in institutionalising policies across our Group during the year, we were able to enforce, revise or develop three key policies to strengthen business ethics and compliance for good business conduct. The following policies are applicable to all employees of the Axiata Group consisting of the Group, subsidiaries and all OpCos:

Axiata's Code of Conduct, revised in 2021, records the Group's commitment to conduct its business operations in a manner that is efficient, effective and fair. All stakeholders are mandated to avoid any activity that might constitute, lead to, or be perceived as, bribery and/or corruption and/or breach of any laws and regulations. The Code of Conduct includes provisions against anti-competitive conduct by suppliers, with our employees also required to comply with the relevant competition laws.

Axiata's Anti-Bribery and Anti-Corruption (ABAC) Policy, revised in 2021, governs the Group's internal and external stakeholders' practices in conducting business for and on behalf of the Group. This is in line with our UI.EP values, enforcing a zero tolerance policy towards bribery and corruption. Group-wide, all MNO OpCos have revised the ABAC Policy to align with Group and published the ABAC Policy Statement and ABAC Policy on their corporate websites.

Axiata's Gifts, Donations and Sponsorships (GDS) Policy, overseen by the Group Risk and Compliance Division, provides guidelines to all stakeholders on how to manage and respond to gift donation and sponsorship related matters. This includes the process of handling gifts, donations and sponsorships that can or may be perceived as improper, unethical or related to bribery and corruption. The Axiata Gifts, Donations and Sponsorships Policy prescribes the "No Gift" policy. The Gifts, Donations and Sponsorships Committee (GDSC) was established to ensure that any gifts, donations and sponsorships transactions are properly assessed and verified to ensure that any possible risks of bribery and corruption are mitigated.

Axiata Whistleblowing/Speaking Up Policy governs the whistleblowing process, establishing a mechanism to encourage everyone who has a relationship with the Group to voice and register their concerns, including any act that violates the code of conduct, actual or suspected misconduct, illegal or unethical behaviour, without fear of retaliation of unfair treatment.

OUTLOOK

While we have already heightened efforts in the year to standardise and ensure compliance to operating responsibly, with integrity and professionalism, we are cognisant that good business conduct is an 'always-on' imperative. A corruption risk register is being enhanced at Group and OpCos and will be completed within the year. We will continue to strengthen the execution of our business commitment to ethical standards and ensure appropriate mechanisms are well understood and solidified to manage, identify and control breaches.

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Business Ethics And Compliance

OUR KEY INITIATIVES

Strengthening Awareness and Understanding with Axiata Corporate Compliance Programme

Axiata Group takes pride in its beliefs and core values of UI.EP and is committed to conducting business with zero tolerance of any forms of bribery and corruption. As part of the Corporate Compliance programme, the revised Code of Conduct together with the recently endorsed Axiata ABAC Policy (revised in 2021), were implemented across the Group with a series of accompanying procedures, standards and guidelines to ensure correct practice of the policies and commitment. Additionally, as part of the Corporate Compliance programme, we increased controls with the introduction of third-party due-diligence, the launch of the ABAC and GDS Procedures and the approval of the three-year ABAC Plan up to 2023.

Training

Mandatory trainings in 2021
- Anti-Bribery and Anti-Corruption
- Data Privacy
- Code of Conduct
- Enterprise Risk Management

Engagements

- Axiata Risk & Compliance Conference 2021 – 200+ participants
- Axiata Integrity Day 2021 (AxIM 2021) Theme: Serve with Integrity

Procedures and guidelines

- Anti-Bribery & Anti-Corruption Procedures
- Gifts, Donations & Sponsorships Procedures
- Anti-Money Laundering Guidelines
- Third-Party Due Diligence Guidelines and Checklist
- Corporate Social Responsibility SOP

Execution Plans

A three-year Axiata Anti-Bribery and Anti-Corruption Plan
were approved by the Group BOD in 2021

To date, our corporate compliance has successfully attained a Level 3 "established" rating in

21 of the 24 components
of the Compliance Maturity Framework, and "advanced" for one component

To maintain continuous engagement around ethics and compliance amongst our employees, we have been proactive in sharing information across our platforms for our employees. These include quarterly newsletters, awareness sessions tailored for Group business units and functions, circulars on policies and updates, including quizzes to ensure employees are clear on the do's and dont's in carrying out their daily roles and responsibilities.

Leveraging on our digital champion ambition, we seek to incorporate digitisation into our processes where there is value in an automated, systems-driven approach to working. To operationalise the GDS Policy and Procedures, the introduction of the VITAL system automates the process of review, document traceability and reduces approval lead time to ensure transparency, accountability and offer valuable insights and analysis of the GDS transactions across Axiata.

Department-specific Additional Compliance Standards

Due to the nature of certain business operations, risks relating to bribery and corruption may be heightened without appropriate mitigation. As risks of bribery and corruption is known to exist in activities relating to branding, advertising and marketing, Axiata developed the Branding, Advertising and Marketing Policy (BAMS) in 2021. The BAMS Policy is a cross collaboration effort between the Group Brands and Marketing Division and the Group Risk & Compliance Division. A six-assessment criteria together with the VITAL principles methodology was established to ensure that proper risk assessment is carried out to mitigate any risks of bribery and corruption from occurring in any BAMS related activities.

Similarly, certain business activities that may pose higher risks of bribery and corruption were also given targeted ABAC trainings, these include Finance, HR, Procurement and Sales. The targeted trainings were conducted to reinforce the culture to "always do the right thing" and to ensure employees understand the risks upfront to be able to manage them better.

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Business Ethics And Compliance

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

OUR KEY INITIATIVES

Human Rights Risks Management

Pursuant to Axiata's Supplier Code of Conduct, human rights risks cover matters relating to labour rights, working conditions and fair treatment of stakeholders.

We expect our vendors/suppliers to comply with the applicable labour laws and regulations and international labour rights and principles as established by the International Labour Organisation (ILO) in the 1998 Declaration on Fundamental Principles and Rights at work.

No forced labour	**Child labour avoidance**
Wages and benefits	**Working hours**
Respect and Dignity	**Non-discrimination**

Similar Supplier Codes of Conduct are adopted at our OpCos.

Stakeholder	Human Rights Risks
Customers	• Artificial Intelligence and Big Data analytics • Privacy and freedom of expression • Online safety
Workforce	• Freedom of association, collective bargaining • Non-discrimination • Fair remuneration • Forced labour
Suppliers	• Child labour • Forced labour • Conflict mineral standards
Community	• Community impacts from building and maintaining infrastructure

Tax Transparency

Axiata recognises the importance of taxation and contributes direct and indirect taxes as well as fees to the economies, nation building and socio-economic development of all the countries where we operate.

Approach to Tax

Our approach to taxation is outlined in the Axiata Group Policies – Taxation Chapter which establishes the policies related to Axiata and the OpCos' tax affairs in order to properly address and comply with relevant tax laws, regulations and tax management. Supplementing the policy, thresholders for decision-making are guided by the Group's and OpCos' Limit of Authority.

We are committed to operate our businesses in compliance with the relevant tax law of the respective countries in which we operate in, act responsibly to society by paying the fair share of taxes as well as meet obligations to our shareholders.

Tax Governance, Control and Risk Management

At Axiata, the Group Chief Financial Officer (GCFO) shall be responsible for Group tax compliance matters. The Group Tax Department will monitor and coordinate on tax matters of Axiata and its OpCos. Similar to the Group, OpCo CFOs are responsible for ensuring compliance to tax law and obligations. All OpCos also have either a designated personnel or Taxation department to handle respective country's tax matters (referred to as OpCo Tax function).

With regard to tax management, the OpCo Tax function or designated personnel shall undertake tax risk assessment in order to manage tax risk exposures for the legal entity. The tax risk assessment and tax management shall be approved by the OpCo CFO and is communicated to the Group Tax Department.

Based on information received from OpCos, the Group Tax Department shall assess aggregate tax risk in order to determine and report on the overall tax position for Axiata Group and its OpCos.

The Audit Committee of the Board deliberates and approves Axiata's financial reporting, including the review of tax matters that are material to the financial statements. The respective Opco Audit Committee of the Opco Board plays the similar role at the Opco level.

The Group reports its annual taxes and fees contributions by country and OpCo in our National Contribution Report. The Group also reports its taxes paid to the Government in our Group Audited Financial Statements. In 2021, Axiata contributed USD1.7 billion in direct and indirect taxes and fees to the governments of all countries where we operate.

For further disclosure on our tax contributions according to countries, refer to our latest National Contribution Report on page 95

Approach to Engagement with Tax Authorities

In all dealings with the tax authorities, Axiata and its OpCos shall maintain the highest standard of professional ethics. There shall never be any attempt to be inaccurate or evasive in dealing with tax authorities. Where tax legislation is not clear on matters concerning taxation impacting Axiata and its OpCos, appropriate tax advisory and consultation shall be sought.

Where the opportunity arises, we endeavour to participate in tax consultations that impact our business or industry to ensure that our views are considered and may in fact, shape the future.

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Data Privacy And Cyber Security

As a digital company, we recognise that our customers, employees, and other stakeholders' data privacy is paramount, and we ensure it is handled with the highest level of respect, due care and diligence in line with our robust Group-wide data privacy practices. In ensuring data privacy, uninterrupted services and reducing the risk of breaches, management of data privacy and cyber security as a material matter continues to play a significant role in today's digital society.

APPROACH

In view of the heightened risks of data breaches, we continue to strengthen and ensure due care and diligence when dealing with personal data. To ensure a unified approach to the security of information assets across the Group, our established governance pertaining to data privacy and cyber security is overseen by the Board Risk and Compliance Committee, supported by the Risk and Compliance Department. Our OpCos have also appointed a Data Privacy Officer (DPO) responsible for enhancing their respective data privacy capabilities.

To ensure regulatory compliance is upheld throughout the Group's business processes, we will continue to demonstrate the strictest vigilance and conduct due diligence exercises over our vendors' data-handling processes and activities, ensuring our employees are equipped to manage these risks and that our vendors are well aware of how we prioritise these risks. Our employees, vendors, and business partners must comply with data privacy and cyber security compliance standards and adopt our Code of Conduct.

During the year in review, we undertook the following key activities to strengthen our approach towards data privacy and cyber security:

Employee Code of Conduct

Updated our Employee Code of Conduct details, Axiata's data privacy and cyber security requirements, and underlined the Group's commitment to these areas.

Supplier Code of Conduct

Reviewed our Supplier Code of Conduct, to further enhance third-party data processing by our vendors. This included strengthening the Group's expectations on vendor obligations in processing stakeholders' data and information.

OUTLOOK

Now in Phase Two of our Privacy Programme, and completing the first year of execution of our cyber security Digital Trust & Resilience 2023 (DT&R 2023) programme, our improvements in cyber and privacy maturity ratings have reaffirmed our efforts in data privacy and cyber security. However, we will continue to execute, capacity-build and enhance awareness of this risk to our business, service reliability and safety for our customers.

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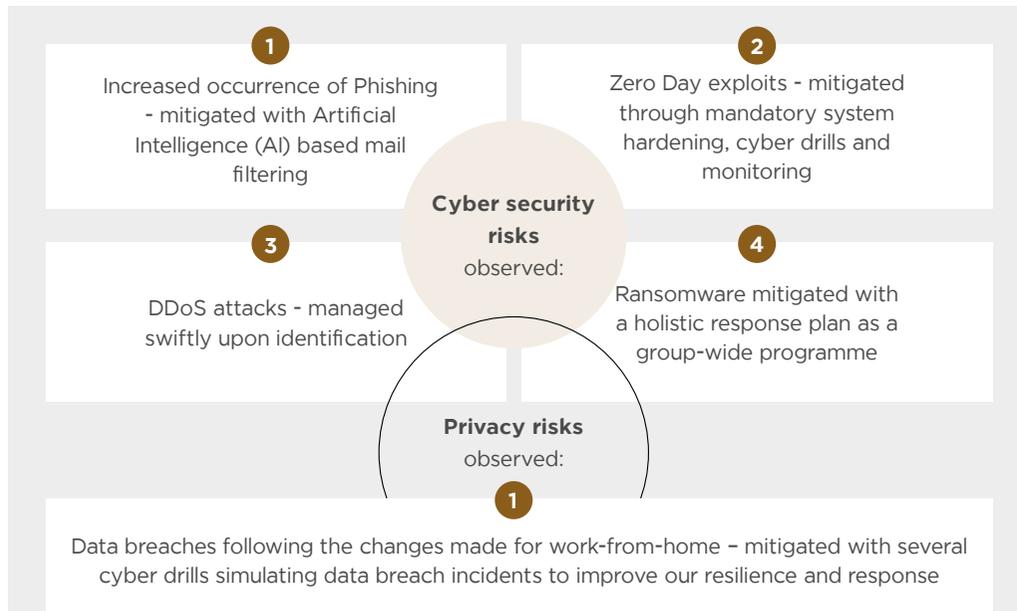
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Data Privacy And Cyber Security

OUR KEY INITIATIVES

Keeping Pace with Technical Capabilities and Risk Awareness and Management

We recognise that our DPOs play an important role in understanding privacy risks. To this end, almost all Privacy Champions have been trained as Certified Information Privacy Managers, and we ensure new Privacy Champions within the Group are also trained. Regular mandatory trainings, group-wide meetings and seminars ensure that the privacy maturity programme is maintained and advancements in data privacy technology and data breach techniques and procedures are continually enhanced.

Risks surrounding data, digitisation, connectivity and consumer privacy have heightened in the wake of COVID-19, as more users spent more time online. Fortunately, the focus on strengthened data privacy and security measures was maintained, with a significant shift in priority in how continuous, reliable and safe connectivity is ensured by operators. We remain ever vigilant on the cyber security and privacy risks we may face.

Cyber security risks observed:

1. Increased occurrence of Phishing - mitigated with Artificial Intelligence (AI) based mail filtering

2. Zero Day exploits - mitigated through mandatory system hardening, cyber drills and monitoring

3. DDoS attacks - managed swiftly upon identification

4. Ransomware mitigated with a holistic response plan as a group-wide programme

Privacy risks observed:

1. Data breaches following the changes made for work-from-home – mitigated with several cyber drills simulating data breach incidents to improve our resilience and response

We engage external analysts and think tanks like GSMA, ITU, Gartner and the World Economic Forum for insights into emerging risks and industry risk trends towards adopting corrective actions and programmes to protect the Group.

Privacy Commitment Strengthening Group-wide Awareness and Implementation

Axiata's Privacy Commitment, based on the principles of T.R.U.S.T (Transparent, Rights, Use, Security and Transfer) emphasises the Group's standing as a trusted regional digital telecommunications and digital services provider. These principles articulate Axiata's Privacy Commitment to embed strong security and privacy governance in our technology, processes, and people.

Supporting this commitment, accompanying policies and procedures (Group Data Privacy Policy and Privacy Notices) enable the responsible and governed execution of operations, tailored to ensure Data Privacy is ingrained into process of when programmes are deployed. Concurrently, we incorporate this same concept into Contracts and Agreements when engaging vendors to ensure a holistic supply-chain approach to our Privacy Commitment principles.

Across the Group, efforts are similarly mirrored at each OpCo for a consistent, holistic and concerted effort on the Privacy Programme's implementation to enhance data protection capabilities across our operations. Throughout the year, OpCos focused on a risk-based approach in identifying and managing localised risk, with actions and mitigation supported by Group strategy and Privacy Commitment programmes. Efforts also centred on Group-wide, proactive engagements to increase awareness of the importance of data privacy, risks of unmanaged data privacy and use-case scenarios for employees to navigate situations in which they may be privy to sensitive data during their work and dealings with vendors.

Privacy programme maturity across the group has also focused on implementing Data Subject Rights, Privacy by Design and implementing Privacy Enhancing Technologies through a collaborative approach across the OpCos.

Privacy Maturity Level at Group average of
2.67/5.00, an improvement of 91%
from last year

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Data Privacy And Cyber Security

OUR KEY INITIATIVES

Cyber Security Strategy Execution, with a Focus on Capability Development

In line with the increasingly digital society and rapid digitisation for work and play, with connections in almost all transactions of society presenting targets for nefarious activity, the threat landscape has grown significantly. Escalating attack numbers, social engineering exploits, supply chain vulnerabilities, and ransomware have raised the corporate risk level. Vigilance to cyber security is addressed by strengthening our technical and organisational aspects of our cyber security strategy.

Axiata's cyber security strategy, Digital Trust and Resilience 2023 (DT&R2023), is a coherent, defensible cyber security programme based on a clear vision and strategic goals to build customer trust and Axiata's cyber resilience. The Cyber Security Programme focuses on maintaining a strong foundation and implementing common standards and processes in DT&R2023. Axiata is focused on building our value creation function by ensuring we are right-sized, collaborative, future-fit, cost-conscious and making data-driven decisions to enable business agility.

DT&R 2023

Our Vision:
To inspire trust and confidence in Axiata as The Next Generation Digital Champion

Our Mandate:
To secure information assets against cyber threats across the Group, in line with Axiata 5.0 Strategy

Our DT&R 2023 Strategy in its first year of execution had focused on common converged capabilities and introduced a risk-based approach to protect and apply security controls to the infrastructure and processes.

We have leveraged advanced technology to elevate our cyber capabilities with machine learning and artificial intelligence (AI) tools for swift detection and response, more automation and data driven analytics in our activities to improve response time, reduce cost, as well as maintain consistency and repeatability of common activities. Synergy programmes, to promote collaboration, resulted in developing new technical standards for Cloud, Telco and Application Development.Baseline security controls were applied to critical IT assets, with 91% compliance.

Our Group Security Operations Centre (GSOC) has provided consistent monitoring and timely updates on internal and external threats. To measure our capability to respond to incidents, we have tracked the time taken to respond and contain an identified threat. Across the Group, we achieved a 73% improvement for 2021.

As the cybersecurity threat landscape continues to evolve, we remain committed to protecting against sophisticated attacks and threats globally through our people. Supporting awareness within the organisation for operational excellence, cyber drills are

conducted for increasing cyber resilience towards a cyber savvy culture. Training and awareness initiatives in 2021 were based on promoting awareness of policies and standards with current best practices to build an informed workforce. The coverage and completion of training modules for staff and vendors stood at more than a 90% completion rate.

In line with our digital champion ambition, we continuously undertake collaboration, knowledge sharing, crown jewel monitoring and protection as well as the adoption of new technologies into our processes. To ensure we can develop and maintain a mature security programme, we monitored our programmes while improving the controls based on the National Institute of Standards and Technology (NIST) framework.

In measuring our progress and effectiveness of programmes and initiatives, we monitor our maturity on the internationally recognised, independently assessed NIST Cyber Security Framework. The five areas of its assessment - Identify, Protect, Detect, Respond, Recover - provides an effective framework for Axiata's cybersecurity maturity programme. Axiata's 2021 aggregated NIST maturity index was 3.7 on a five-point scale and now exceeds the regional averages of companies across Asia Pacific, Europe and Latin America.

In the subsequent two years of the strategy, we seek to enhance our capacity, resources and skills to allow a scaling up of our cyber security coverage to ensure we are agile, self-reliant, and capable of addressing current and emerging risks.

Cyber Security Maturity average was
3.7/5.0, an improvement of 6% from last year

Ensuring customers' data safety and security in the digital ecosystem

We continued to strengthen our efforts in data privacy management and execution of Group-wide performance monitoring for our customers to high standards. We also ensured that we are able to mitigate cyber threats to ensure customer safety while connected. In tandem with safeguarding our infrastructure and systems, we also recognise our responsibility to create awareness on data safety and security. Hence, we are transparent to our customers about our policies and practices, publishing awareness information on the websites of our digital telcos to build our customers' awareness of cyber threats (phishing, financial and commercial scams, fake online shopping scams, and social engineering scams on their mobile services).

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Regulatory And Political Risk

Operationally, we have long recognised the importance of regulatory and political risks in our business due to conditions in the markets where we are present, which have historically shown a propensity for uncertainties in their regulatory and political landscapes. In light of this, we continue to take appropriate steps to improve our response to these risks.

Capacity-building Regulatory Teams Towards Protecting Integrity of the Telco Sector

Our industry is fast evolving in nature, and while this creates value through innovation in product service and delivery, we are also governed by practices to ensure our operations can be delivered responsibly in balance with national agendas and industry ambition.

To ensure readiness and awareness of the shifting regulatory landscape, Group Regulatory and OpCo Regulatory Teams participate in regular workshops and trainings to align with best practices and standards in navigating regulatory challenges and opportunities effectively. Throughout 2021, a series of engagements were held for Regulatory divisions, as well as collaborations between OpCos for specific topics, towards upskilling and refreshing common telco regulatory areas:

- Spectrum management (evolution and outlook)
- 5G policy & 5G trials best practice
- Access and pricing regulation
- Competition law and anti-competitive behaviour
- Licensing and authorisation best practices
- Number Portability
- Financial Inclusion initiatives
- TowerCo developments

Regulatory Risk

The industry we operate in remains highly regulated by a broad range of telecom regulations. In some markets, these regulations may also be uncertain or subject to change as the markets mature. Major regulations we are required to comply with include core operating licenses, spectrum usage, subscriber registration and tariff approvals. Additionally, we are subject to telco-related taxes and levies imposed across the Group by relevant telco regulatory bodies, including service taxes, excise duties and Value Added Tax (VAT).

These regulations create uncertainties in our operations and may impair business returns and long-term growth prospects, limit our flexibility to respond to market conditions, competition and new technologies. Through a regulatory compliance framework, under Group Regulatory, there is a structured approach in monitoring regulatory compliance applied.

Externally, we collaborate with other telco industry players to represent one voice in advocating strict compliance, fair and transparent policies in addition to knowledge-sharing of best practices. We also conduct close engagement and active participation in regulatory and government officials' dialogues to anticipate emerging regulations, address and highlight concerns/obstacles/challenges that telco players may face. Additionally, we engage with regulatory officials in implementing sustainable regulatory regimes that will lead to the development of healthy regimes for the telecoms sector and participate in government consultations and industry association events to foster collaboration and knowledge sharing for best industry policies and practices.

Supported by these measures, we improved our regulatory compliance monitoring and insights during the year. This enabled greater agility in adopting and adapting to adverse changes in the regulatory landscape.

Political Risk

The markets we operate in are prone to political instabilities, civil unrest and other social tensions which may cause business disruption, exposure to adverse changes in the regulatory landscape, and uncertainty of policy-making. These may undermine market sentiment and investor confidence.

Our mitigation of these risks focuses on collaborating with all our OpCos to track the development of risks, including geopolitical tensions that may arise, leveraging their local expertise, local familiarity and relations, to assess changing scenarios continually. In ensuring business resilience amidst any instability, all OpCos are equipped with a comprehensive Business Continuity Plan (BCP) that shall be activated when a crisis is triggered.

To manage and maintain good relationships with a broader group of stakeholders, we adopt a neutral stance towards politics and foster healthy relations with the governments of the day. To further demonstrate our long-term commitment to our markets, we also contribute to each country's wellbeing through various CSR programmes that contribute to socio-economic development.

Our efforts in political risk mitigation have resulted in better monitoring processes of key political and geopolitical events as well as improvements in anticipating emerging risks.

Nurturing Pioneers Championing Data Driven Technology

Malaysia-based Aerodyne Group is a leading global DT3 (Drone Tech, Data Tech, and Digital Transformation) enterprise solutions provider and pioneer in using artificial intelligence in drone data technology

AXIATA DIGITAL INNOVATION FUND

National Contribution Report

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National Contribution Report

National Contributions across the Group

As a leading regional telecommunications Group with a presence in 11 countries and a customer base of approximately 163 million, Axiata makes a substantial contribution to the countries in which the Group operates. Through its investments in its portfolio of operating companies across the region, Axiata is recognised as one of the largest Foreign Direct Investors, best employers, significant taxpayers, and substantial purchasers of local services where it has a digital telecommunications presence.

Over the past eight years, Axiata has published an annual National Contribution Report to continuously measure the economic impact and value creation in the markets and communities served. Our national contributions represent the long-term value we have created through our investments in the local telecommunications industry, network infrastructure, talent development, environmental conservation and in society. In 2020, we added edotco into our national contribution study as we enhanced our level of disclosure of the contributions we have provided to the countries in which we operate.

The 2021 National Contribution Report (NCR2021) should be read in tandem with Axiata's Integrated Annual Report and the Sustainability Report to understand the context in which we operate and our holistic value-creation initiatives.

Long-Term Good Corporate Citizen

Our national contributions represent the long-term value that we have created through our investments in the local telecommunications industry, network infrastructure, talent development, environmental conservation and in society. The National Contribution Report consists of economic impact assessments for seven OpCos across the 11 countries we operate[1].

**USD11.1 billion
Total GDP contribution**

13,181
total direct employees

Total capital and operating investment of
USD5.0 billion

Approximately
700,000 jobs supported in the region

Total taxes and fees paid
USD1.7 billion

Note:
[1]   The seven OpCos and 11 countries included are Celcom (Malaysia); XL (Indonesia); Dialog (Sri Lanka); Robi (Bangladesh); Smart (Cambodia); Ncell (Nepal); edotco (Bangladesh, Cambodia, Laos, Malaysia, Myanmar, Pakistan, Philippines, Sri Lanka). For each OpCo, the report presents the economic and financial assessment of Axiata Group and its subsidiaries' contributions to national economies

Axiata Has Been A Long-Term Investor and a Major Economic Contributor in ASEAN and South Asia

ACHIEVEMENTS ACROSS THE GROUP IN 2021

34 years*
celcom
Investments in 2021:
USD1,162 million
• 49,124 jobs supported
• 0.7% of Malaysia GDP in terms of GVA contribution

17 years
XL axiata
Investments in 2021:
USD1,634 million
• 293,392 jobs supported
• 1.6% of Indonesia GDP in terms of GVA contribution

27 years
robi
Investments in 2021:
USD790 million
• 117,412 jobs supported
• 0.5% of Bangladesh GDP in terms of GVA contribution

Supporting around
700,000
job opportunities across Asia

27 years
Dialog
Investments in 2021:
USD573 million
• 95,446 jobs supported
• 1.7% of Sri Lanka GDP in terms of GVA contribution

24 years
Smart
Investments in 2021:
USD244 million
• 57,100 jobs supported
• 1.6% of Cambodia GDP in terms of GVA contribution

6 years
Ncell
Investments in 2021:
USD166 million
• 24,940 jobs supported
• 1.4% of Nepal GDP in terms of GVA contribution

9 years
e.co enabling connectivity
Investments in 2021:
USD432 million
• 40,882 jobs supported

● Years of Investment

Notes: Investment in the forms of capital expenditure and operating expenditure
           Ncell's financial year ends on 15 July 2021, which is different from other OpCos (31 December 2021)
*   Celcom: Incorporated in 1988 under TM, then sold to Axiata during TMI demerger in 2008
Source: External consultant analysis

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National Contribution Report

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MALAYSIA

Celcom is Malaysia's first private mobile operator, with over 9.6 million customers. Established in 1988, its national 2G, 3G and 4G LTE networks cover over 98% of the population. Celcom is now moving towards integrated multi-access and multimedia services and Internet of Things solutions, in line with evolving technologies and consumer behaviour in Malaysia. A culture that places the customer FIRST™ is reflected in our award-winning customer service, products, and other corporate accolades at a regional level.

Direct Employees
2,388

Female **46.6%**   Malaysian **99.6%**

- 2,388 staff were directly employed by Celcom in 2021.
- Around 46.6% of total employees were women, higher than the national level recorded at 39%.
- Malaysian citizens accounted for 99.6% of total employees.

Total Jobs Supported
49,124

Directly Employed: **2,388**
Operational indirectly supported: **36,007**
Supported by Capital Investment: **10,729**

- Overall, Celcom supported 49,000 jobs in 2021 through its operations and capital investments.
- Celcom's operations directly and indirectly supported 36,000 jobs, accounting for 73% of total employment contribution.
- A further 10,700 jobs were supported by Celcom's capital investments.

Contribution to Gross Value Added
USD 2,568 million (0.7% of the Nation's GDP)

Operational Direct GVA: **USD 861 million**
Operational Indirect and Induced GVA: **USD 821 million**

Capital Investment GVA: **USD 201 million**
Productivity GVA: **USD 685 million**

- Celcom's total Gross Value Added (GVA) contribution to the Malaysian economy reached USD2,568 million, accounting for 0.7% of the national GDP in 2021.
- Celcom's operations directly and indirectly contributed USD1,682 million, accounting for 66% of total contribution.
- A further USD201 million GVA was generated by Celcom's capital investment, accounting for 8% of total contribution.
- Contribution from productivity improvement was USD685 million, accounting for 27% of the total contribution.

Capital + Operational Expenditure   **USD 1,162 million**

Operational Expenditure: **USD 913 million**
Capital Expenditure: **USD 249 million**

Every **USD 1** spent on capex translates to: **USD 10.3 GVA** Contribution[1]

Celcom's total Capital and Operational Expenditure reached USD1,162 million in 2021, with Capital Expenditure recorded at USD249 million (21%) and Operational Expenditure at USD913 million (79%).

For every USD1 Celcom spent in Malaysia through its capital investment, it added USD10.3 GVA to the Malaysian economy in 2021.

Contribution to Public Finance
USD 186 million

(0.3% of total tax revenue of Government of Malaysia)

Celcom contributed USD186 million in total taxes and fees paid, accounting for 0.3% of total tax revenue of Government of Malaysia[2].

Notes:
[1]   Including GDP contribution from market penetration related productivity impact
[2]   Total tax revenue of Government of Malaysia in 2021 was estimated at RM221,023 million. (Source: Ministry of Finance, Malaysia)

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Economic and Financial Contribution to the Nation

Celcom's Total Economic Contribution to the Malaysian Economy

Celcom's substantial operations and investments in Malaysia continued to contribute USD2.6 billion to Malaysia's GDP in 2021. With a total operating expenditure of USD913 million and capital investment of USD249 million, Celcom's total Gross Value Added (GVA) contribution to Malaysia's economy was estimated at USD2,568 million in 2021, accounting for 0.7% of national GDP.

Celcom's operations directly contributed USD861 million, accounting for 34% of total GVA contribution. It also indirectly contributed USD821 million through the inputs it purchased from local suppliers. This indicates that for every USD1 Celcom directly added to Malaysia's economy, it generated just under another USD1 indirectly through purchasing goods and services form Malaysian suppliers, higher than the general industry average of USD0.81.

USD201 million GVA was generated by Celcom's capital investment, accounting for 8% of total contribution. Productivity improvement contributed a further USD685 million. (Figure 1)
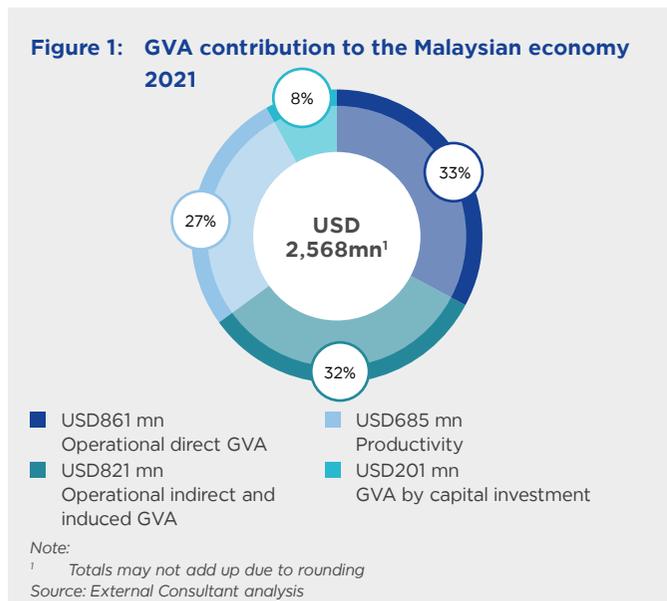
Celcom's Total Economic Contribution over the Last Five Years

Celcom's total GVA contribution rose from USD1,634 million in 2017 to USD2,568 million in 2021 with an increased share of the country's GDP from 0.6% to 0.7%. This was mainly due to a post-COVID-19 increase in mobile penetration rate in Malaysia in 2021, compared to other years where it was static or declining.

Over the last five years, total operating profits increased by a CAGR of 6%. Meanwhile, the market share of Celcom's penetration dipped slightly from 24% to 23%. However, total GVA contribution grew by 46% in 2021 from 2020 mainly due to the productivity improvement resulting from increased mobile subscribers as described above. (Figure 2)
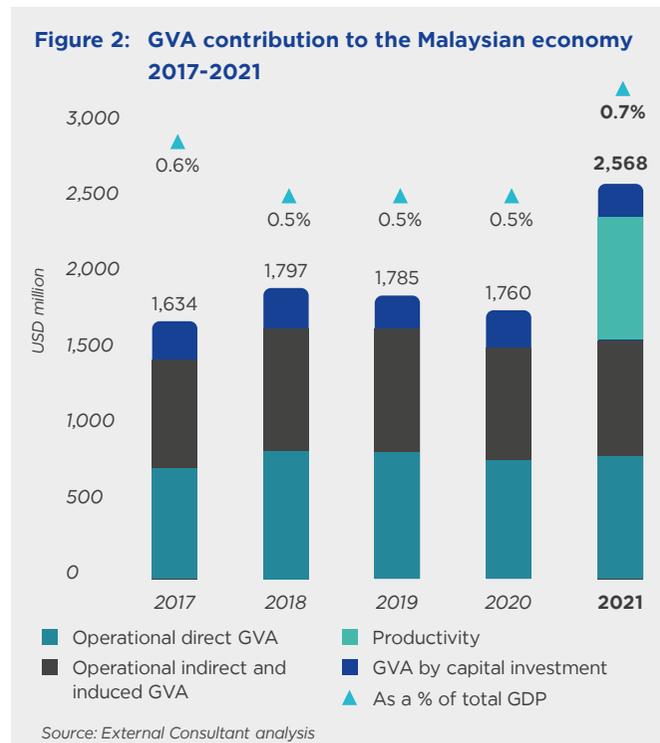
Investing and Innovation for the Long Term

Total accumulated capital investment by Celcom over the last five years reached USD1,290 million. In 2021, Celcom continued to make significant investments of USD249 million. This continuous investment supports Celcom's long-term development, and ongoing significant contribution to the Malaysian economy. (Figure 3)

Figure 1:   GVA contribution to the Malaysian economy 2021

USD 2,568mn[1]

- 33%
- 32%
- 27%
- 8%

- ■ USD861 mn Operational direct GVA
- ■ USD821 mn Operational indirect and induced GVA
- ■ USD685 mn Productivity
- ■ USD201 mn GVA by capital investment

Note:
[1]   Totals may not add up due to rounding
Source: External Consultant analysis

Figure 2:   GVA contribution to the Malaysian economy 2017-2021

	2017	2018	2019	2020	2021
Total	1,634	1,797	1,785	1,760	2,568
As a % of total GDP	0.6%	0.5%	0.5%	0.5%	0.7%

- ■ Operational direct GVA
- ■ Operational indirect and induced GVA
- ■ Productivity
- ■ GVA by capital investment
- ▲ As a % of total GDP

Source: External Consultant analysis

Figure 3:   Total capital investment 2017-2021

2017	2018	2019	2020	2021
299	262	246	234	249

USD million

Source: Axiata

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Economic and Financial Contribution to the Nation

Contributions to Public Finance

Total accumulated taxes and fees contributions to public finance over the last five years reached USD920 million. Annual taxes and fees contributions increased from 2017 to 2018 but have since declined slightly. This is mainly due to a sharp increase in Celcom's operating profits in 2018.

In 2021, Celcom contributed USD186 million in total taxes and fees paid, accounting for 0.3% of total tax revenue of Government of Malaysia. (Figure 4)

Figure 4: Total taxes and fees contributions to public finance 2017-2021

USD million

Year	2017	2018	2019	2020	**2021**
%	0.2%	0.4%	0.3%	0.3%	**0.3%**
Value	124	215	206	189	**186**

◻ Total taxes and fees paid
▲ As a % of total tax revenue of Government of Malaysia

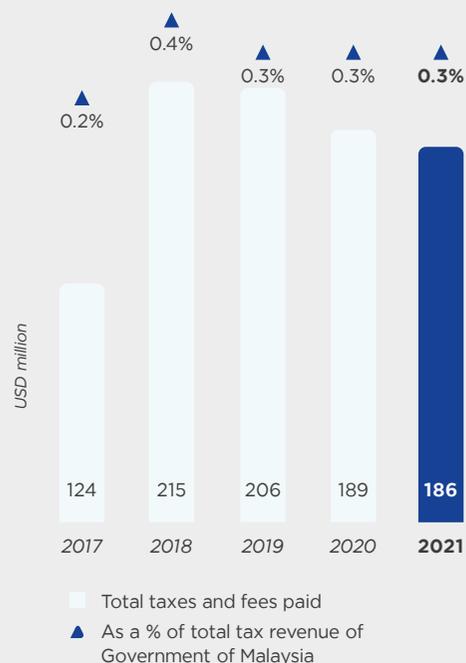*Source: Axiata and External Consultant analysis*

Total Employment Impact

Celcom directly provided 2,388 jobs in 2021. The firm was predominantly run by Malaysian citizens with 99.6% of total employees being Malaysian. Around 46.6% of Celcom employees were female, higher than the national level recorded at 39%.

Celcom's operations indirectly supported an additional 36,007 jobs in Malaysia through its suppliers and a further 10,729 jobs were supported by Celcom's capital investments. The total number of employees supported increased from 46,921 in 2020 to 49,124 in 2021. (Figure 5)

Figure 5: Total employment impact 2021

49,124 JOBS SUPPORTED[1]

5%
22%
73%

■ 2,388 Directly employed
■ 36,007 Operational indirectly supported
■ 10,729 Supported by capital investment

Note:
[1]   *Totals may not add up due to rounding*
Source: External Consultant analysis

Celcom's Labour Productivity over the Last Five Years

Celcom's productivity, measured as Gross Value Added (GVA) per employee, reached USD360,760 in 2021, representing a CAGR of 15.2% from USD204,964 million in 2017. Celcom's productivity increased by 9.5% in 2021. (Figure 6)
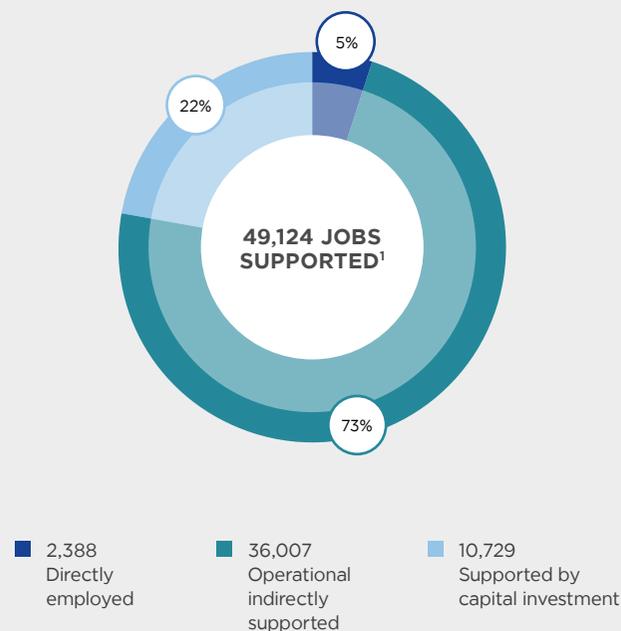
Figure 6: Celcom's labour productivity 2017-2021
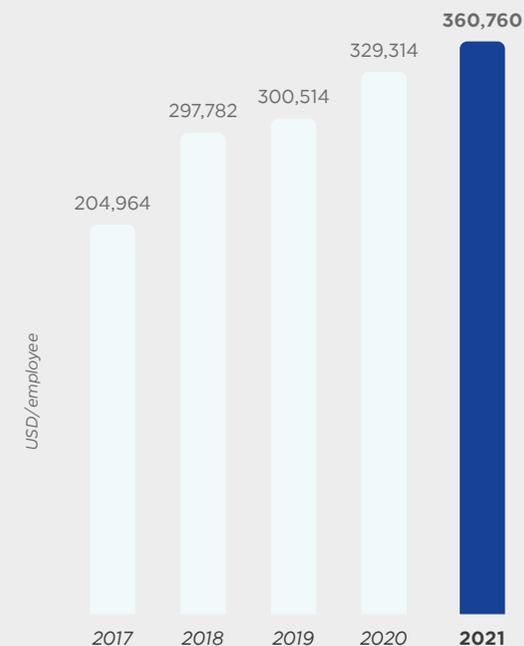
USD/employee

Year	2017	2018	2019	2020	**2021**
Value	204,964	297,782	300,514	329,314	**360,760**

Source: External Consultant analysis

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CAMBODIA

Smart is Cambodia's leading mobile telecommunications operator, serving more than seven million customers. Smart is at the forefront of mobile technology advancement in Cambodia with extensive national wide coverage of 99% of the population. As the first network to introduce 4G LTE in 2014, 4G+ in 2016, 4G+ with HD Voice (VoLTE) and LTE Advanced Pro in 2017, subsequently in 2019 Smart hosted the first 5G live showcase in the Kingdom, manifesting its mobile data leadership position in the country. The company is also rapidly transforming itself into a digital lifestyle brand, having introduced many innovative offerings and lifestyle entertainment value propositions. Smart aspires to be the #1 and most loved communication tech brand in Cambodia by 2022, while having a strong corporate social responsibility and sustainability agenda for national socioeconomic growth.

Direct Employees
785

Female	Cambodian
37%	**96%**

- Approximately 785 staff were directly employed by Smart in 2021.
- Around 37% of total employees were women.
- Cambodian citizens accounted for 96% of total employees.

Total Jobs Supported   **57,100**

Operational indirectly supported:
33,350

Directly Employed:	Supported by Capital Investment:
785	**22,965**

- Overall, Smart supported 57,100 jobs in 2021 through its operations and capital investments.
- Smart's operations directly and indirectly supported 34,135 jobs.
- A further 22,965 jobs were supported by Smart's capital investments.

Contribution to Gross Value Added

USD416 million (**1.6%** of the Nation's GDP)

Operational Direct GVA:	Operational Indirect and Induced GVA:
USD187 million	**USD93 million**

Capital Investment GVA:	Productivity GVA:
USD63 million	**USD72 million**

- Smart's total Gross Value Added (GVA) contribution to Cambodian economy reached USD416 million accounting for 1.6% of total national GDP[1] in 2021.
- Smart's operations directly and indirectly contributed USD280 million, accounting for 67% of total contribution.
- A further USD63 million GVA was generated by Smart's capital investment, accounting for 15% of total contribution.
- GVA contribution due to the productivity increase was USD72 million, accounting for 17% of the total GVA contribution.

Capital + Operational Expenditure

USD244 million

Operational Expenditure:	Capital Expenditure:
USD163 million	**USD81 million**

Smart's total Capital and Operational Expenditure reached USD244 million in 2021 with Capital Expenditure recorded at USD81 million (33%) and Operational Expenditure at USD164 million (67%).

Every **USD1** spent on capex

translates to:

USD5.2 GVA Contribution

For every USD1 Smart spent in Cambodia through its capital investment, it added USD5.2 GVA to the Cambodian economy in 2021.

Contribution to Public Finance

USD103 million

(2.0% of total tax revenue of Government of Cambodia excluding regulatory related fees, levies and payments)

Smart contributed USD103 million in total taxes and fees paid, accounting for 2.0% of total tax revenue of Government of Cambodia, excluding regulatory related fees, levies and payments[2].

Notes:

[1] *2021 GDP estimated as USD26,526 million based on 2% growth (Source: ADB website, accessed March 2022)*

[2] *Total government tax revenue in 2021 was estimated at USD3,061 million. (Source: As reported by Khmer Times and Phnom Penh Post)*

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Economic and Financial Contribution to the Nation

Smart's Total Economic Contribution to the Cambodian Economy

Smart's substantial operations and investments in Cambodia had a strong positive impact on the Cambodian economy in 2021. With a total operating expenditure of USD163 million and capital investment of USD81 million, Smart's total Gross Value Added (GVA) contribution to Cambodia's economy was estimated at USD416 million in 2021, accounting for 1.6% of national GDP.

Smart's operations directly contributed USD187 million, accounting for 45% of total GVA contribution. It also indirectly contributed USD93 million to economic activity. For every USD1 Smart contributed directly to Cambodia's economy, another USD0.5 was generated indirectly through local suppliers, higher than the general industry average of USD0.4[1].

Capital investment contributed USD63 million, representing 15% of total GVA. A further USD72 million which was generated from productivity improvement due to the rising mobile penetration rate, accounted for 17% of total GVA. (Figure 1)
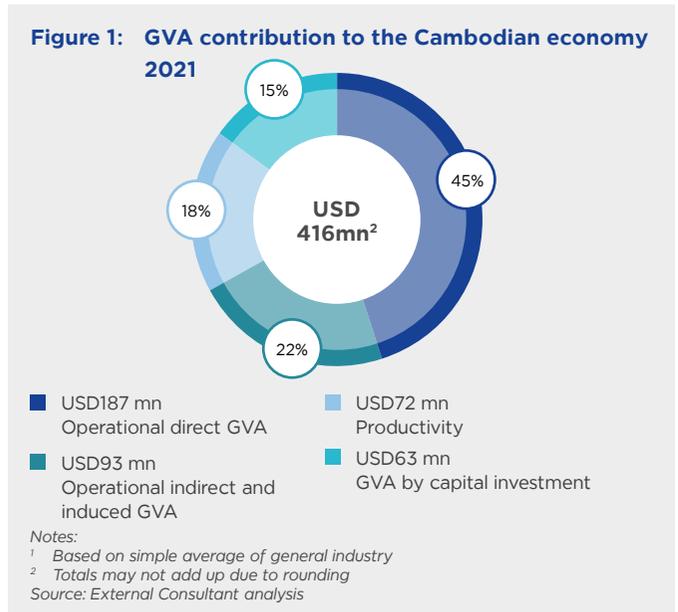
Smart's Total Economic Contribution over the Last Five Years
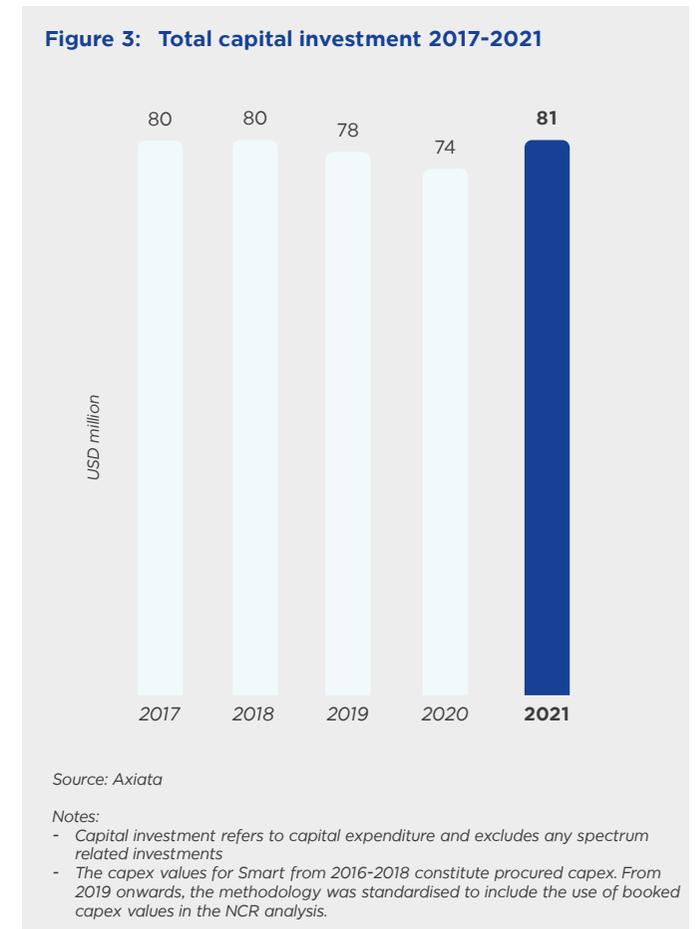
Smart's total GVA contribution increased from USD342 million in 2017 to USD416 million in 2021 with a CAGR of 5.0%, representing a slightly increasing share of the country's GDP to 1.6%. Expansion in Smart's operational profits and mobile penetration rate in Cambodia facilitated the growth of GVA contribution.

Over the last five years, total operational profits grew from USD137 million to USD187 million with a CAGR of 8.1%. With total number of mobile subscribers in Cambodia increasing from 20.8 million in 2020 to 22.3 million in 2021, mobile penetration rate in Cambodia increased from 125% to 132%. (Figure 2)
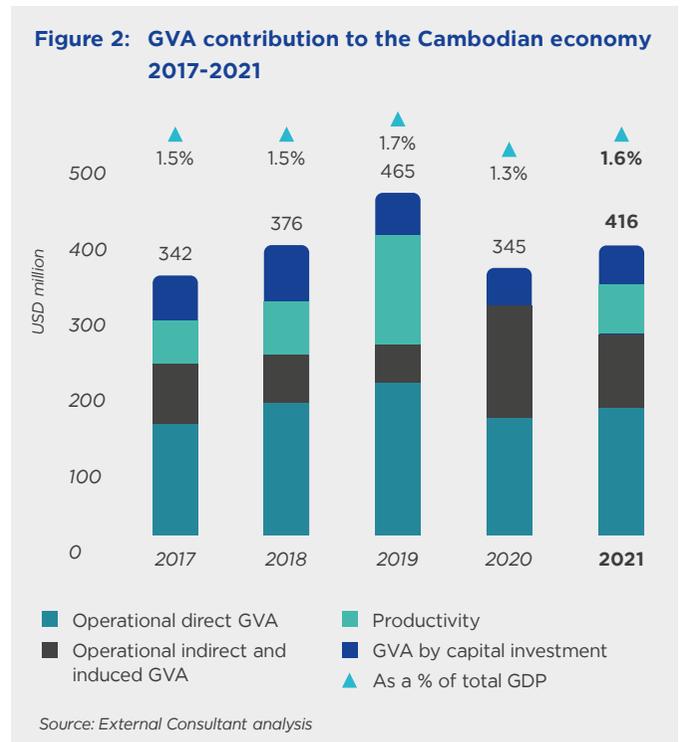
Investing and Innovation for the Long Term

Total accumulated capital investment by Smart over the last five years reached USD393 million. In 2021, capital investment grew by 9% from USD74 million to USD81 million. Continuing capital investment supports Smart's development in Cambodia and makes a significant contribution to the Cambodian economy. (Figure 3)

Figure 1: GVA contribution to the Cambodian economy 2021

USD 416mn[2]

- 45%
- 22%
- 18%
- 15%

■ USD187 mn Operational direct GVA
■ USD93 mn Operational indirect and induced GVA
■ USD72 mn Productivity
■ USD63 mn GVA by capital investment

Notes:
[1] Based on simple average of general industry
[2] Totals may not add up due to rounding
Source: External Consultant analysis

Figure 2: GVA contribution to the Cambodian economy 2017-2021

USD million

Year	2017	2018	2019	2020	2021
Total	342	376	465	345	416
As a % of total GDP	1.5%	1.5%	1.7%	1.3%	1.6%

■ Operational direct GVA
■ Operational indirect and induced GVA
■ Productivity
■ GVA by capital investment
▲ As a % of total GDP

Source: External Consultant analysis

Figure 3: Total capital investment 2017-2021

USD million

| 2017 | 2018 | 2019 | 2020 | 2021 |
| 80 | 80 | 78 | 74 | 81 |

Source: Axiata

Notes:
- Capital investment refers to capital expenditure and excludes any spectrum related investments
- The capex values for Smart from 2016-2018 constitute procured capex. From 2019 onwards, the methodology was standardised to include the use of booked capex values in the NCR analysis.

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National Contribution Report

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Economic and Financial Contribution to the Nation

Contributions to Public Finance

Total accumulated taxes and fees contributions to public finance over the last five years reached USD454 million. Annual taxes and fees contributions has expanded from USD76 million in 2017 to USD103 million in 2021 with a CAGR of 8%.

In 2021, Smart contributed USD103 million in total taxes and fees paid, accounting for 2.0% of total tax revenue of Government of Cambodia, excluding regulatory related fees, levies and payments. (Figure 4)

Figure 4: Total taxes and fees contributions to public finance 2017-2021

2.9%	2.6%	2.1%	2.1%	**2.0%**
76	86	94	95	**103**
2017	*2018*	*2019*	*2020*	**2021**

USD million

☐ Total taxes and fees paid
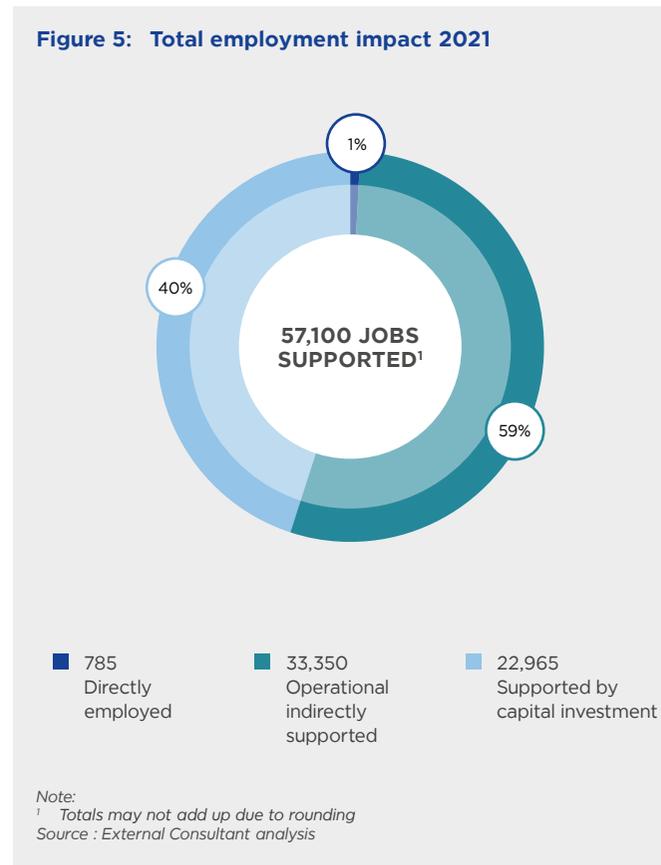▲ As a % of total tax revenue of Government of Cambodia

Source: Axiata and External Consultant analysis
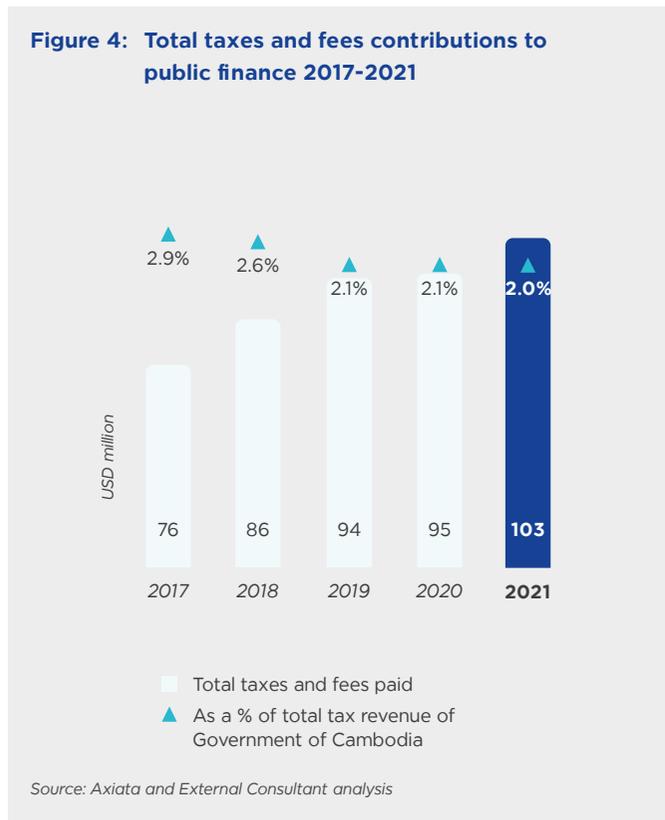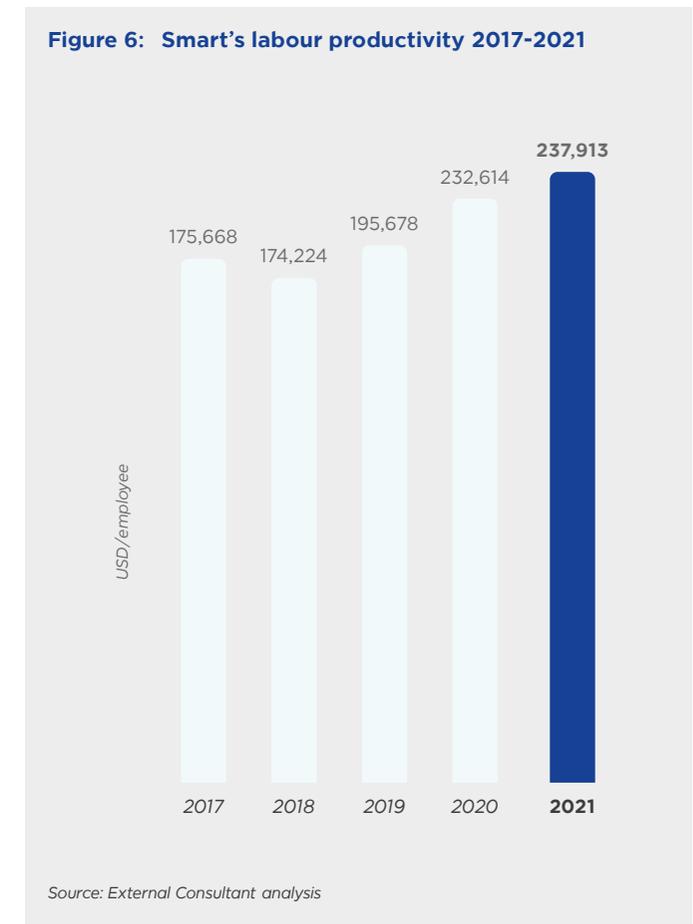
Total Employment Impact

Smart directly provided 785 jobs in 2021. Cambodian citizens accounted for 96% of total employees of the firm. Around 37% of Smart employees were women.

Smart's operations indirectly supported an additional 33,350 jobs and a further 22,965 jobs were supported by Smart's capital investments. (Figure 5)

Figure 5: Total employment impact 2021

1%
40%
59%

57,100 JOBS SUPPORTED[1]

■ 785 Directly employed
■ 33,350 Operational indirectly supported
■ 22,965 Supported by capital investment

Note:
[1] *Totals may not add up due to rounding*
Source : External Consultant analysis

Smart's Labour Productivity over the Last Five Years

Smart's labour productivity measured as Gross Value Added (GVA) per employee, increased from USD175,668 in 2017 to 237,913 in 2021 with a CAGR of 7.9%. Significant growth in operational profits supports the expanding of productivity. (Figure 6)

Figure 6: Smart's labour productivity 2017-2021

175,668	174,224	195,678	232,614	**237,913**
2017	*2018*	*2019*	*2020*	**2021**

USD/employee

Source: External Consultant analysis

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National Contribution Report

INDONESIA

XL is the second largest telecommunications company in Indonesia by market capitalisation.
It offers an array of innovative telecommunications products and services ranging from voice, SMS, Value Added Service (VAS) to mobile data covering more than 90% of the population throughout Indonesia with over 57 million subscribers. With over 20 years' experience, XL is credited with providing middle- and lower-income groups access to cellular services. XL continues to innovate and transform itself into a leading mobile data provider to serve the burgeoning demand for data amongst Indonesians.

XL axiata

Direct Employees
1,575

Female	Indonesian
30%	**99%**

- Approximately 1,575 staff were directly employed by XL in 2021.
- Around 30% of total employees were women.
- Indonesian citizens accounted for 99% of total employees.

Contribution to Gross Value Added

USD 3,925 million (**0.4%** of the Nation's GDP)

Operational Direct GVA:	Operational Indirect and Induced GVA:
USD 1,004 million	**USD 919 million**
Capital Investment GVA:	Productivity GVA:
USD 626 million	**USD 1,376 million**

- XL's total Gross Value Added (GVA) contribution to the Indonesian economy reached USD3,925 million, accounting for 0.4% of the total national GDP in 2021.
- XL's operations directly and indirectly contributed USD1,923 million, accounting for 49% of total GVA contribution.
- A further USD626 million was contributed by XL's capital investment, accounting for 16% of total GVA contribution.
- Contribution from productivity improvement was USD1,376 million, accounting for 35% of the total GVA contribution.

Total Jobs Supported
293,392

Directly Employed:	Operational indirectly supported:	Supported by Capital Investment:
1,575	**107,708**	**184,109**

- Overall, XL supported 293,392 jobs in 2021 through its operations and capital investments.
- XL's operations directly supported 1,575 jobs and indirectly supported over 107,700 jobs.
- Capital investment generated over 184,100.

Capital + Operational Expenditure
USD 1,634 million

Operational Expenditure:	Capital Expenditure:	Every USD1 spent on capex translates to:
USD 941 million	**USD 693 million**	**USD 5.7 GVA** Contribution[1]

XL's total Capital and Operational Expenditure reached USD1,634 million in 2021, with Capital Expenditure recorded at USD693 million (41%) and Operational Expenditure at USD941 million (58%).

For every USD1 XL spent in Indonesia through its capital investment, it added USD5.7 GVA to the economy of Indonesia in 2021.

Contribution to Public Finance

USD 475 million

(0.3% of total tax revenue of Government of Indonesia)

XL contributed USD475 million in total taxes and fees paid, accounting for 0.3% of total tax revenue of Government of Indonesia[2].

Notes:
[1] Including GDP contribution from market penetration related productivity impact
[2] Total government tax revenue was Rp2,003 trillion (USD140 billion). (Source: Statistics Indonesia, Actual government revenue)

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National Contribution Report

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Economic and Financial Contribution to the Nation

XL's Total Economic Contribution to the Indonesian Economy

Led by XL's total operating expenditure of USD941 million and capital investment of USD693 million, the company's total Gross Value Added (GVA) contribution to Indonesia's economy was USD3,925 million, accounting for 0.4% of national GDP.

XL's operations directly contributed USD1,004 million, accounting for 26% of total GVA contribution. Another USD919 million was indirectly generated through the expenditures by XL's suppliers. For every USD1 XL contributed directly to Indonesia's economy, another USD0.9 was generated indirectly through local suppliers, higher than a general industry of USD0.6[1].

A further USD626 million was contributed by XL's capital investment with a share of 16% of total GVA contribution. GVA contribution from productivity improvement was estimated at USD1,376 million, accounting for 35% of total GVA contribution. (Figure 1)

Figure 1: GVA contribution to the Indonesian economy 2021

- USD1,004 mn Operational direct GVA
- USD919 mn Operational indirect and induced GVA
- USD1,376 mn Productivity
- USD626 mn GVA by capital investment

Notes:
[1] Based on simple average of general industry
[2] Totals may not add up due to rounding
Source: External Consultant analysis

XL's Total Economic Contribution over the Last Five Years

XL's total GVA contribution decreased from USD4,586 million in 2017 to USD3,925 million in 2021. However, the contribution increased from USD2,315 million in 2020 mainly due to an increase in mobile subscriptions. The GVA contribution from productivity improvement was USD1,376 million. (Figure 2)

Figure 2: GVA contribution to the Indonesian economy 2017-2021

- Operational direct GVA
- Operational indirect and induced GVA
- Productivity
- GVA by capital investment
- ▲ As a % of total GDP

Source: External Consultant analysis

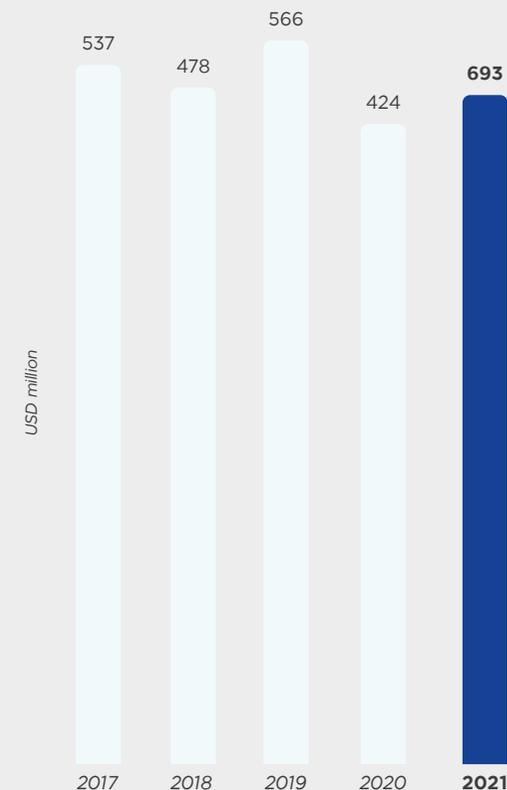### Investing and Innovation for the Long Term

Total accumulated capital investment by XL over the last five years reached USD2,698 million. In 2021, capital investment increased by 63% from USD424 million to USD693 million. Over 2017 to 2021, capital investment grew from USD537 million to USD693 million. (Figure 3)

Figure 3: Total capital investment 2017-2021

Source: Axiata

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National Contribution Report

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Economic and Financial Contribution to the Nation

Contributions to Public Finance

Total accumulated taxes and fees contributions to public finance over the last five years reached USD2.2 billion.

Annual taxes and fees contributions was relatively stable over the last five years. In 2021, it contributed USD475 million, accounting for 0.3% of total tax revenue of Government of Indonesia. (Figure 4)
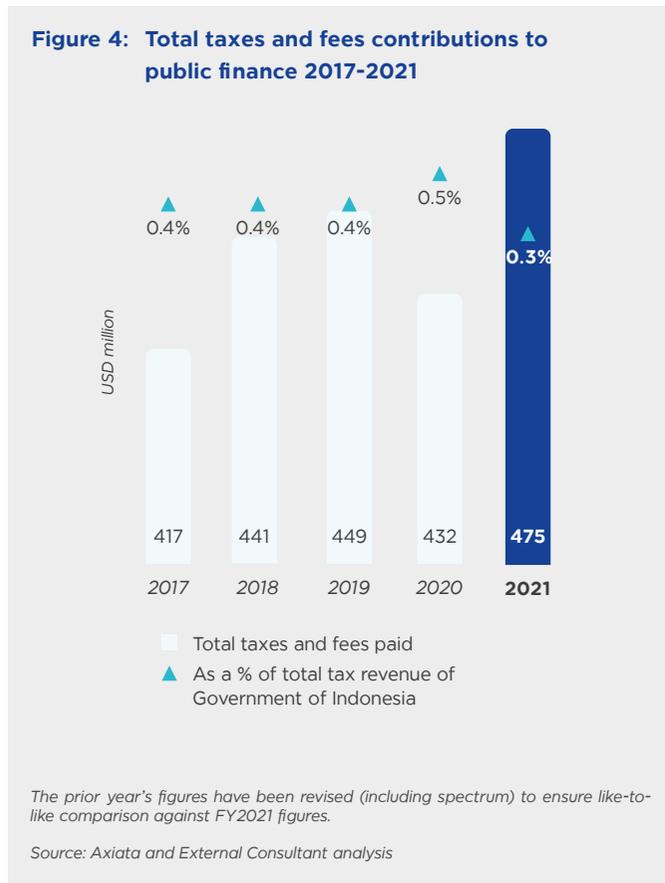
Total Employment Impact

XL directly provided 1,575 jobs in 2021. 99% of total employees were Indonesian and around 30% of XL employees were women.
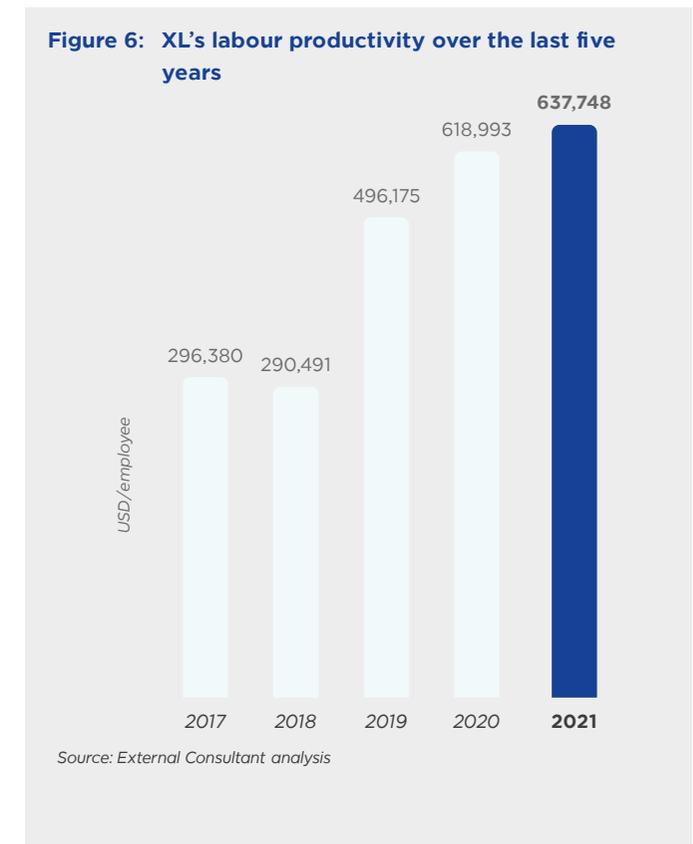
A further 107,808 jobs were supported indirectly by its operations. XL's capital investment supported 184,109 jobs. (Figure 5)
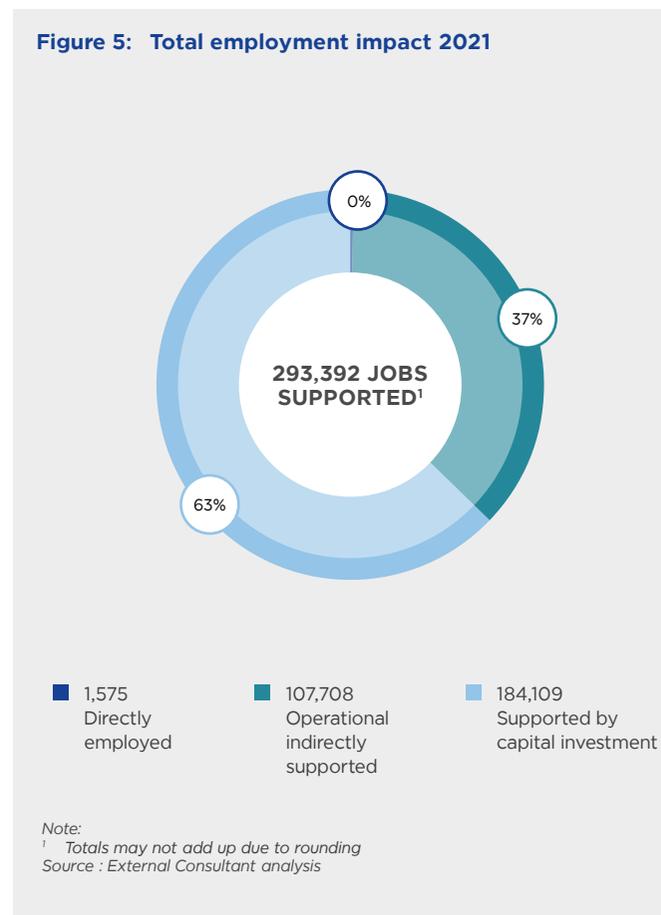
XL's Labour Productivity over the Last Five Years

XL's productivity, measured as Gross Value Added (GVA) per employee, reached USD637,748 in 2021. It grew by a CAGR of 21.1% from USD296,380 in 2017. Shrinking employment with relatively stable operating profits supported the growth in productivity.

A sudden increase in labour productivity was observed from 2019-2021. This was mainly due to the reduction of outsourced employees. (Figure 6).

Figure 4: Total taxes and fees contributions to public finance 2017-2021

USD million

	2017	2018	2019	2020	2021
	0.4%	0.4%	0.4%	0.5%	**0.3%**
	417	441	449	432	**475**

☐ Total taxes and fees paid
▲ As a % of total tax revenue of Government of Indonesia

The prior year's figures have been revised (including spectrum) to ensure like-to-like comparison against FY2021 figures.

Source: Axiata and External Consultant analysis

Figure 5: Total employment impact 2021

0%

37%

63%

293,392 JOBS SUPPORTED[1]

■ 1,575 Directly employed
■ 107,708 Operational indirectly supported
■ 184,109 Supported by capital investment

Note:
[1] Totals may not add up due to rounding
Source : External Consultant analysis

Figure 6: XL's labour productivity over the last five years

USD/employee

2017	2018	2019	2020	2021
296,380	290,491	496,175	618,993	**637,748**

Source: External Consultant analysis

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National Contribution Report

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SRI LANKA

Dialog operates Sri Lanka's largest and fastest growing mobile telecommunications network serving over 17 million customers. One of the largest companies by market capitalisation listed on the Colombo Stock Exchange, Dialog represents Sri Lanka's largest Foreign Direct Investment. Dialog has been at the forefront of innovation in the Sri Lankan mobile industry since the late 1990s, delivering advanced mobile telephony and high speed mobile broadband services, Fixed Telecommunications, and Digital Pay Television through its fully-owned subsidiaries.

Direct Employees
3,035

Female **24%**

Sri Lankan **99.7%**

- 3,035 staff were directly employed by Dialog in 2021.
- Around 24% of total employees were women.
- Sri Lankans accounted for 99.7% of total employees.

Contribution to Gross Value Added

USD 1,335 million (1.7% of the Nation's GDP)

Operational Direct GVA:
USD 361 million

Operational Indirect and Induced GVA:
USD 370 million

Capital Investment GVA:
USD 150 million

Productivity GVA:
USD 454 million

- Dialog's total Gross Value Added (GVA) contribution to the Sri Lanka economy reached USD1,335 million accounting for 1.7% of total national GDP in 2021.
- Dialog's operations directly and indirectly contributed USD731 million, accounting for 55% of total GVA contribution.
- Capital investments contributed USD150 million, representing a share of 11% of total GVA contribution.
- GVA contribution due to the productivity improvement was USD454 million accounting for 34% of the total GVA contribution.

Total Jobs Supported

95,446

Directly Employed:
3,035

Operational indirectly supported:
37,933

Supported by Capital Investment:
53,481

Outsourced:
996

- Overall, Dialog supported over 95,446 jobs in 2021 through its operations and capital investments.
- Dialog's operations directly supported over 3,000 jobs and indirectly supported nearly 38,000 jobs.
- Dialog's capital investment supported around 53,481 jobs.

Capital + Operational Expenditure

USD 573 million

Operational Expenditure:
USD 413 million

Capital Expenditure:
USD 160 million

Every **USD 1** spent on capex

translates to:

USD 7.5 GVA Contribution

Dialog's total Capital and Operational Expenditure reached USD573 million in 2021, with Capital Expenditure recorded at USD160 million (28%) and Operational Expenditure at USD413 million (72%).

For every USD1 Dialog spent in Sri Lanka through its capital investment, it added USD7.5 GVA to the Sri Lankan economy in 2021.

Contribution to Public Finance

USD 117 million

(1.2% of total tax revenue of Government of Sri Lanka)

Dialog contributed USD117 million in total taxes and fees paid, accounting for 1.2% of total tax revenue of Government of Sri Lanka[1].

Note:

[1]   Source: Total government tax revenue in Sri Lanka was LKR1,984 billion (USD10 billion). (Source: Ministry of Finance, Sri Lanka)

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National Contribution Report

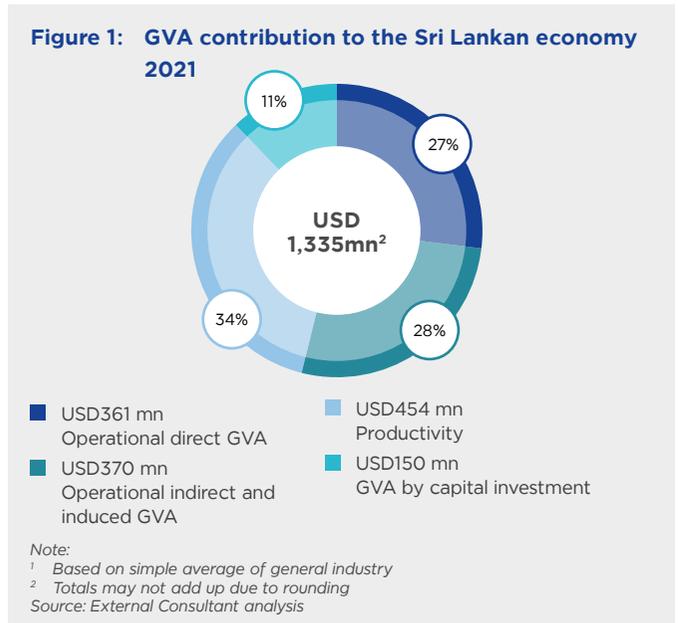| Malaysia | Cambodia | Indonesia | **Sri Lanka** | Bangladesh | Nepal | edotco |

Economic and Financial Contribution to the Nation

Dialog's Total Economic Contribution to the Sri Lankan Economy

Dialog's substantial operational activities and capital investment contributed significantly to the Sri Lankan economy in 2021. Led by Dialog's total operating expenditure of USD413 million and capital investment of USD160 million, Dialog's total Gross Value Added (GVA) contribution to Sri Lanka's economy was USD1,335 million in 2021, accounting for 1.7% of national GDP.

Dialog's operations directly contributed USD361 million, representing a share of 27% of total GVA contribution. Another USD370 million was indirectly generated through the expenditures by Dialog's suppliers, accounting for 28% of total GVA. For every USD1 Dialog contributed directly to the economy, another USD1 was generated indirectly through local suppliers, higher than a general industry average of USD0.4[1].
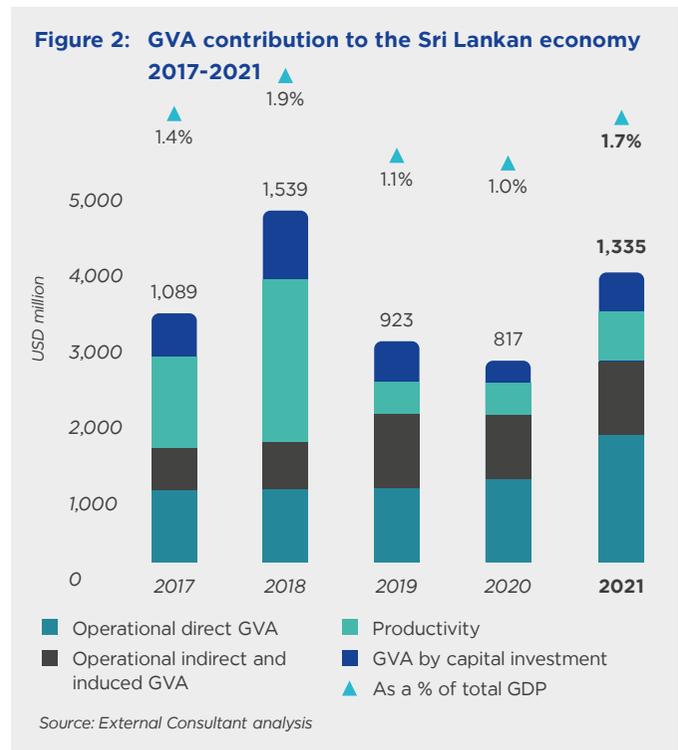
Productivity improvements contributed USD454 million, accounting for 34% of total GVA. (Figure 1)

Figure 1: GVA contribution to the Sri Lankan economy 2021

USD 1,335mn[2]

27%
28%
34%
11%

- USD361 mn Operational direct GVA
- USD370 mn Operational indirect and induced GVA
- USD454 mn Productivity
- USD150 mn GVA by capital investment

Note:
1 Based on simple average of general industry
2 Totals may not add up due to rounding
Source: External Consultant analysis

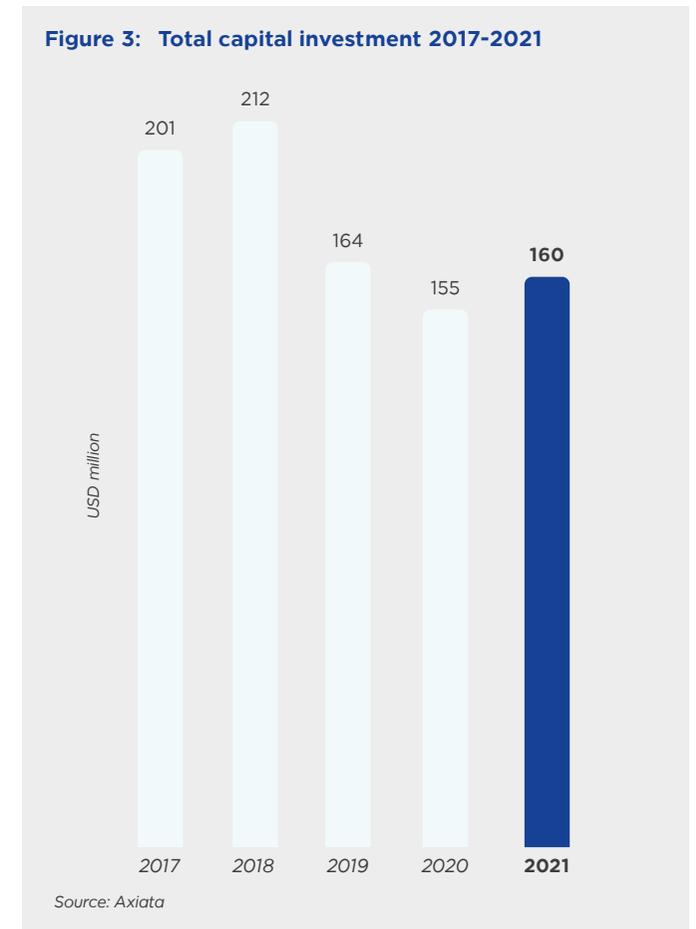### Dialog's Total Economic Contribution over the Last Five Years

Dialog's total GVA contribution grew at a CAGR of 5.2% from USD1,089 million to USD1,335 million over the last five years. The contribution accounted for 1.7% of the nation's GDP in 2021. This is mainly driven by expanded mobile subscription and increased operating profits.

Total operational profits increased by 7% annually from USD231 million in 2021 to USD301 million in 2021. Sri Lanka's mobile subscription rose from 28.7 million in 2020 to 30 million in 2021, representing an increase in national mobile penetration rate from 131% to 139%. (Figure 2).

Figure 2: GVA contribution to the Sri Lankan economy 2017-2021

USD million

1.4% 1.9% 1.1% 1.0% **1.7%**

1,089 1,539 923 817 **1,335**

2017 2018 2019 2020 **2021**

- Operational direct GVA
- Operational indirect and induced GVA
- Productivity
- GVA by capital investment
- As a % of total GDP

Source: External Consultant analysis

Investing and Innovation for the Long Term

Dialog's total accumulated capital investment reached USD892 million over 2017-2021. Capital Investment was USD160 million in 2021. Continuous capital investment supports Dialog's long-term development and contributes to the growth of the Sri Lanka economy. (Figure 3)

Figure 3: Total capital investment 2017-2021

USD million

201 212 164 155 **160**

2017 2018 2019 2020 **2021**

Source: Axiata

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Economic and Financial Contribution to the Nation

Contributions to Public Finance

From 2017 to 2021, Dialog has contributed USD848 million of taxes and fees contributions to public finance. Annual taxes and fees contributions slightly decreased over the period.

In 2021, Dialog contributed USD117 million in total taxes and fees paid, accounting for 1.2% of total tax revenue of Government of Sri Lanka. (Figure 4)
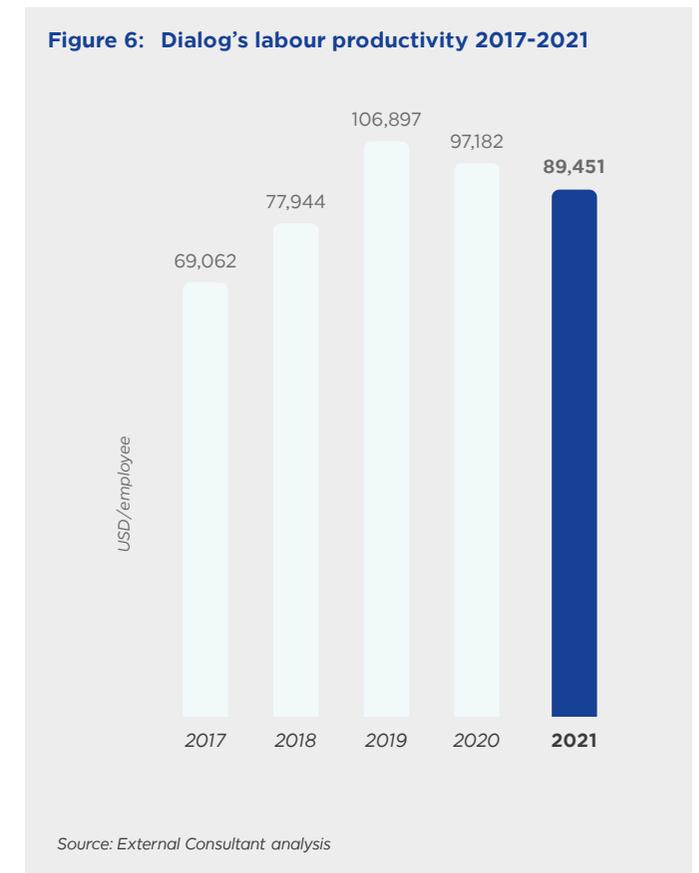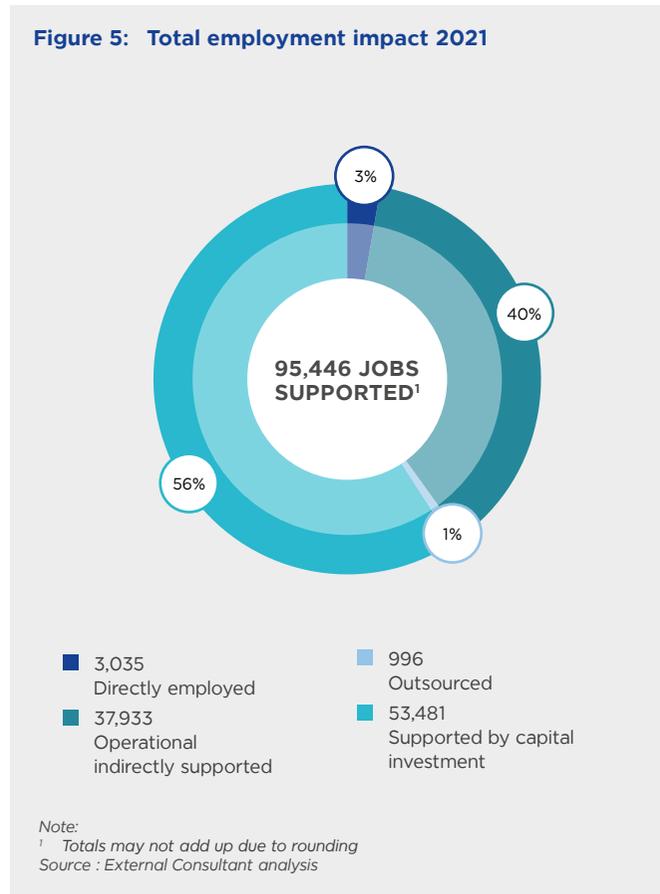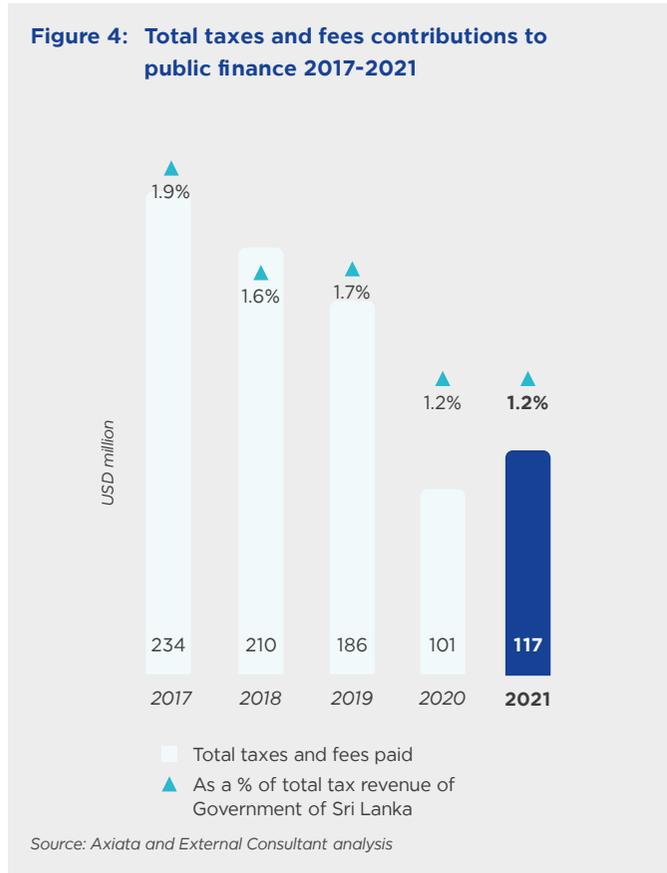
Total Employment Impact

Dialog's direct operations generated 3,035 jobs in 2021. 30% of the total employees were female. Dialog 99.7% of total employees were locals.

A further 37,933 jobs were supported indirectly by Dialog's operations. Its capital investment supported 53,481 jobs. (Figure 5)

Dialog's Labour Productivity

Dialog's productivity, measured as Gross Value Added (GVA) per employee, grew by a CAGR of 6.7% from USD69,062 in 2017 to USD89,451 in 2021.

A decrease in labour productivity of 8% was observed for 2021 due to a sizeable increase in employment. Total number of employees increased by 11% from 2,733 in 2020 to 3,035 in 2021 (Figure 6).

Figure 4: Total taxes and fees contributions to public finance 2017-2021

USD million

	2017	2018	2019	2020	2021
	1.9%	1.6%	1.7%	1.2%	**1.2%**
Total taxes and fees paid	234	210	186	101	**117**

▢ Total taxes and fees paid
▲ As a % of total tax revenue of Government of Sri Lanka

Source: Axiata and External Consultant analysis

Figure 5: Total employment impact 2021

95,446 JOBS SUPPORTED[1]

3%   40%   1%   56%

■ 3,035 Directly employed
■ 37,933 Operational indirectly supported
■ 996 Outsourced
■ 53,481 Supported by capital investment

Note:
[1] *Totals may not add up due to rounding*
Source : External Consultant analysis

Figure 6: Dialog's labour productivity 2017-2021

USD/employee

2017	2018	2019	2020	2021
69,062	77,944	106,897	97,182	**89,451**

Source: External Consultant analysis

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BANGLADESH

Robi is the second largest mobile network operator in Bangladesh, serving more than 53.7 million customers. It was the first company in Bangladesh to launch 4.5G service in all the 64 districts of the country. By the end of 2021, Robi ensured 98.1% population coverage of its 4.5G network with 14,810 sites. it is the only mobile operator in Bangladesh to have successfully conducted the trial run of 5G and the first operator to have launched Voice over LTE technology on its 4.5G network. As the industry leader in innovative digital services, the company has introduced many first of its kind digital services in the country and has been the pioneer in paving the way for taking mobile financial services to the underserved communities in the rural and semi-urban areas.

Direct Employees
1,253

Female **13%**

Bangladeshi **99.9%**

- 1,253 staff were directly employed by Robi in 2021.
- 13% of total employees were women.
- Bangladeshi citizens accounted for 99.9% of total employees.

Total Jobs Supported
113,111

Directly Employed: **1,253**

Operational indirectly supported: **72,164**

Supported by Capital Investment: **39,694**

- Overall, Robi supported over 113,100 jobs in 2021 through its operations and capital investments.
- Robi's operations directly supported over 1,253 jobs and indirectly supported over 72,164 jobs.
- Robi's capital investment supported around 40,000 jobs.

Contribution to Gross Value Added

USD1,664 million (0.5% of the Nation's GDP)

Operational Direct GVA: **USD433 million**

Operational Indirect and Induced GVA: **USD404 million**

Capital Investment GVA: **USD251 million**

Productivity GVA: **USD576 million**

- Robi's total Gross Value Added (GVA) contribution to the Bangladesh economy reached USD1,664 million, accounting for 0.5% of total national GDP in 2021.
- Robi's operations directly and indirectly contributed USD837 million, accounting for 50% of total GVA contribution.
- Capital investments contributed USD251 million with a share of 15% of total GVA.
- GVA contribution due to the productivity improvement was USD576 million, accounting for 35% of the total GVA.

Capital + Operational Expenditure
USD790 million

Operational Expenditure: **USD568 million**

Capital Expenditure: **USD222 million**

Every **USD1** spent on capex translates to: **USD7.5 GVA** Contribution[1]

Robi's total Capital and Operational Expenditure reached USD790 million in 2021, with Capital Expenditure recorded at USD222 million (28%) and Operational Expenditure at USD568 million (72%).

For every USD1 Robi spent in Bangladesh through its capital investment, it added USD7.5 GVA to the Bangladesh economy in 2021.

Contribution to Public Finance
USD539 million

(1.4% of total tax revenue of Government of Bangladesh)

Robi contributed USD539 million in total taxes and fees paid accounting for 1.4% of total tax revenue of the Government of Bangladesh[2].

Notes:
[1]   Including GDP contribution from market penetration related productivity impact
[2]   Total government tax revenue was BDT3,300 billion (USD39 billion). (Source: Ministry of Finance, Bangladesh)

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Economic and Financial Contribution to the Nation

Robi's Total Economic Contribution to the Bangladesh Economy

Robi's substantial operations and investments in Bangladesh contributed significantly to the country's economic growth. With a total operating expenditure of USD568 million and capital investment of USD222 million, Robi contributed USD1,664 to the economy of Bangladesh in 2021, accounting for 0.5% of national GDP.

Robi's operations directly contributed USD433 million, accounting for 26% of total GVA contribution. Another USD404 million was indirectly generated through the expenditures by Robi's suppliers. For every USD1 Robi directly added to Bangladesh economy, it generated just under another USD1 indirectly from local suppliers, higher than an average of USD0.4 for general industry[1].

Productivity improvements contributed USD576 million, accounting for 35% of total GVA. Capital investment contributed a further USD251 million, representing a share of 15% of the total GVA. (Figure 1)
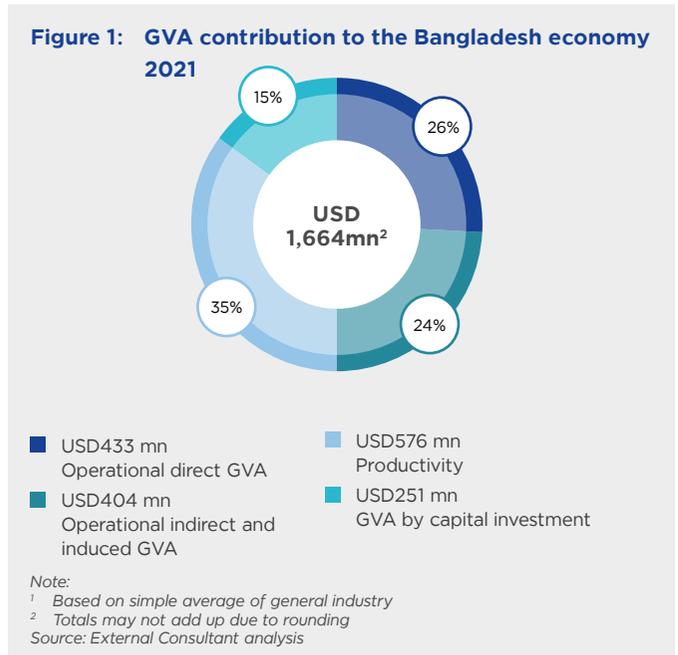
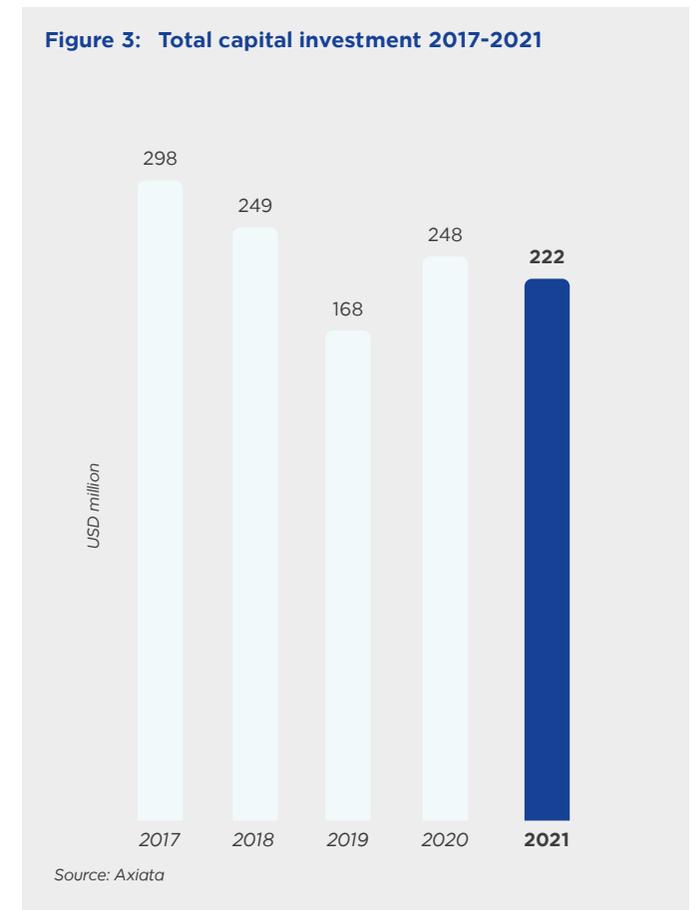### Robi's Total Economic Contribution over the Last Five Years

Robi's total GVA contribution fell at a CAGR of -1% from USD1,707 million in 2017 to USD1,664 million in 2021, representing a 0.5% of the national GDP in 2021. Total GVA rose from 2020 mainly due to improved productivity in Bangladesh.

Robi's total GVA grew by 27% over 2020-2021 from USD1,306 million. GVA contribution from productivity impact increased in 2021, mainly due to an increase in the mobile penetration rate. (Figure 2)
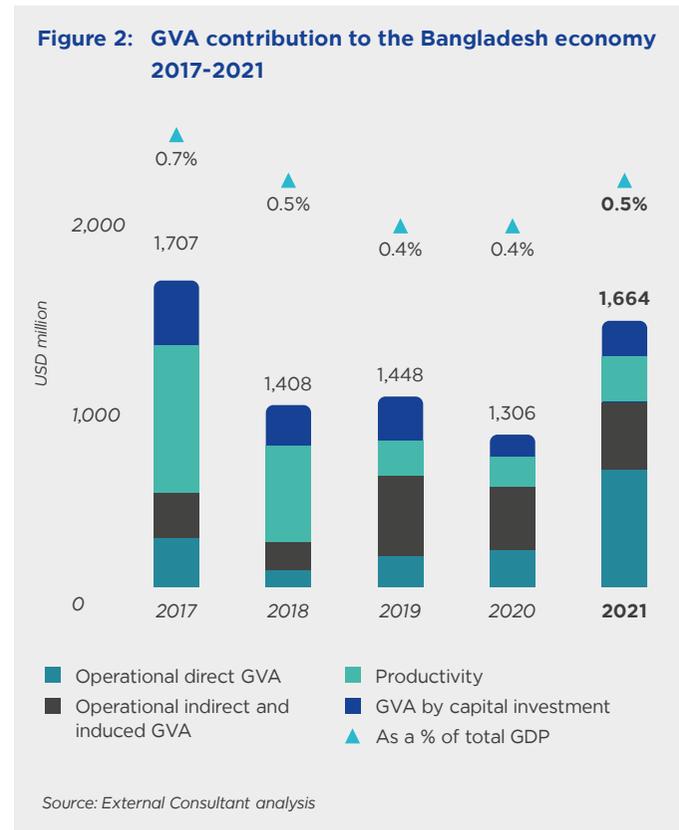
Investing and Innovation for the Long Term

Robi's capital investment was USD222 million in 2021. The total accumulated capital investment reached USD1,185 million over the last five years. Capital investment plays an important role in facilitating long-term sustainable development of Robi's business and contributing to the growth of Bangladesh's economy. (Figure 3)

Figure 1: GVA contribution to the Bangladesh economy 2021

USD 1,664mn[2]

- 15%
- 26%
- 24%
- 35%

■ USD433 mn
Operational direct GVA

■ USD404 mn
Operational indirect and induced GVA

■ USD576 mn
Productivity

■ USD251 mn
GVA by capital investment

Note:
[1] Based on simple average of general industry
[2] Totals may not add up due to rounding
Source: External Consultant analysis

Figure 2: GVA contribution to the Bangladesh economy 2017-2021

USD million

- 2017: 1,707 — 0.7%
- 2018: 1,408 — 0.5%
- 2019: 1,448 — 0.4%
- 2020: 1,306 — 0.4%
- 2021: **1,664** — **0.5%**

■ Operational direct GVA
■ Operational indirect and induced GVA
■ Productivity
■ GVA by capital investment
▲ As a % of total GDP

Source: External Consultant analysis

Figure 3: Total capital investment 2017-2021

USD million

- 2017: 298
- 2018: 249
- 2019: 168
- 2020: 248
- 2021: **222**

Source: Axiata

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National Contribution Report

| Malaysia | Cambodia | Indonesia | Sri Lanka | **Bangladesh** | Nepal | edotco |

Economic and Financial Contribution to the Nation

Contributions to Public Finance

Total accumulated taxes and fees contributions to public finance over the last five years reached USD2,090 million.

Annual taxes and fees contributions in 2021 was USD539 million, accounting for 1.4% of total tax revenue of the Government of Bangladesh. (Figure 4)

Total Employment Impact

1,253 jobs were directly provided by Robi's operations in 2021. 13% of Robi's employees were women. The firm is predominated by Bangladesh citizens with 99.9%.

Robi's operations also indirectly supported 72,164 jobs. A further 39,694 jobs were supported by its capital investment. (Figure 5)

Robi's Labour Productivity

Robi's productivity, measured as Gross Value Added (GVA) per employee, increased by a CAGR of 28.9% to USD345,400 in 2021 from USD125,045 in 2017, mainly driven by decreasing employment number and increasing operating profits.
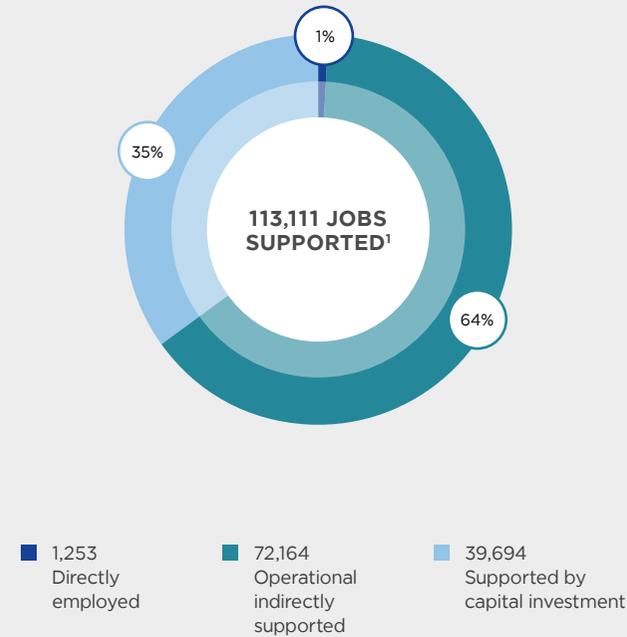
Robi's productivity grew by 12.5% from USD307,046 per worker over 2020-2021, mainly due to a 2.8% increase in operating profits. (Figure 6)

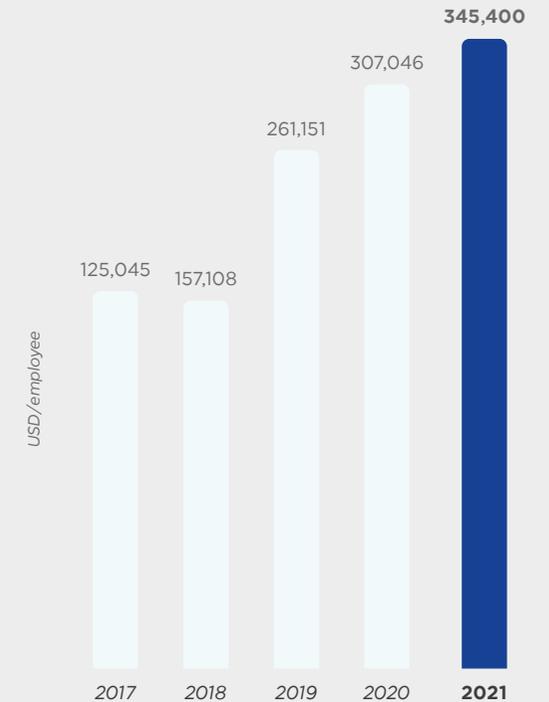**Figure 4: Total taxes and fees contributions to public finance 2017-2021**

Year	2017	2018	2019	2020	2021
USD million	356	367	327	501	539
As a % of total tax revenue	1.5%	1.2%	0.8%	1.1%	1.4%

Total taxes and fees paid
▲ As a % of total tax revenue of Government of Bangladesh

Source: Axiata and External Consultant analysis

Figure 5: Total employment impact 2021

113,111 JOBS SUPPORTED[1]

1% · 35% · 64%

- 1,253 Directly employed
- 72,164 Operational indirectly supported
- 39,694 Supported by capital investment

Note:
[1] Totals may not add up due to rounding
Source: External Consultant analysis

Figure 6: Robi's labour productivity 2017-2021

Year	2017	2018	2019	2020	2021
USD/employee	125,045	157,108	261,151	307,046	345,400

Source: External Consultant analysis

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National Contribution Report

Malaysia	Cambodia	Indonesia	Sri Lanka	Bangladesh	**Nepal**	edotco

NEPAL

Ncell is Nepal's first private sector telecom company to operate GSM services. Today, Ncell operates the country's widest 4G network and serves 16.8 million customers, providing high-quality, modern and cost-effective services.

Contributing to the vision of Digital Nepal and the development of Nepal's economy and infrastructure, Ncell is building a best-in-class network to bring digital services to people living in rural and remote areas of Nepal.

Direct Employees
537

Female
24%

Nepalese
98%

- 537 staff were directly employed by Ncell in 2021.
- Around 24% of total employees were female.
- Nepalese residents accounted for 98% of total employees.

Total Jobs Supported
24,940

Directly Employed:
537

Operational indirectly supported:
16,599

Supported by Capital Investment:
7,804

- Overall, Ncell supported 24,940 jobs in 2021 through its operations and capital investments.
- Ncell's operations directly supported 537 jobs. It also indirectly supported around 16,599 jobs.
- Ncell's capital investment supported 7,804 jobs.

Contribution to Gross Value Added

USD442 million (**1.4%** of the Nation's GDP)

Operational Direct GVA:
USD242 million

Operational Indirect and Induced GVA:
USD86 million

Capital Investment GVA:
USD40 million

Productivity GVA:
USD73 million

- Ncell's total Gross Value Added (GVA) contribution to the Nepal economy reached USD442 million accounting for 1.4% of total national GDP in 2021.
- Ncell's operations directly and indirectly contributed USD328 million accounting for 74% of total GVA contribution.
- Capital investments contributed USD40 million with a share of 9% of total GVA.
- GVA contribution due to the productivity improvement was USD73 million accounting for 17% of the total GVA.

Capital + Operational Expenditure[1]
USD166 million

Operational Expenditure:
USD115 million

Capital Expenditure:
USD51 million

Every **USD1** spent on capex translates to:
USD8.7 GVA Contribution

Ncell's total Capital and Operational Expenditure reached USD166 million in 2021 with Capital Expenditure recorded at USD51 million (31%) and Operational Expenditure at USD115 million (69%).

For every USD1 Ncell spent in Nepal through its capital investment it added USD8.7 GVA to the national economy in 2021.

Contribution to Public Finance
USD184 million

(2.5% of total tax revenue of Government of Nepal)

Ncell contributed USD184 million in total taxes and fees paid, accounting for 2.5% of total tax revenue of Government of Nepal[2].

Notes:
[1]　Capital expenditure and operational expenditure data provided by Axiata in NPR, then converted to USD
[2]　Estimated total government tax revenue in Nepal was NPR872 billion (USD7.4 billion). (Source: Budget Speech of Fiscal Year 2021/22 Ministry of Finance, Nepal)
*　Ncell's financial year ends on 15 July 2021, and the figures here represent Ncell's financial year figures.

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National Contribution Report

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Economic and Financial Contribution to the Nation

Ncell's Total Economic Contribution to Nepal's Economy

Led by Ncell's total operating expenditure of USD115 million and capital investment of USD51 million, Ncell's total Gross Value Added (GVA) contribution to Nepal's economy was estimated at USD442 million in 2021 accounting for 1.4% of national GDP.

Ncell's operations directly contributed USD242 million GVA, accounting for 55% of total GVA. A further USD86 million was indirectly generated through the expenditures by Ncell's suppliers, accounting for 19% of total GVA. For every USD1 Ncell directly added to the economy, it generated another USD0.4 indirectly from local suppliers.

Productivity benefits accrued to USD73 million accounting for 17% of total GVA. A further USD40 million contribution came from capital investment, accounting for 9% of the total GVA. (Figure 1)

Figure 1:   GVA contribution to the Nepalese economy in 2021

USD 442MN [1]

- 55%
- 9%
- 17%
- 19%

- ■ USD242 mn Operational direct GVA
- ■ USD73 mn Productivity
- ■ USD86 mn Operational indirect and induced GVA
- ■ USD40 mn GVA by capital investment

Note:
[1]   Totals may not add up due to rounding
Source: External Consultant analysis

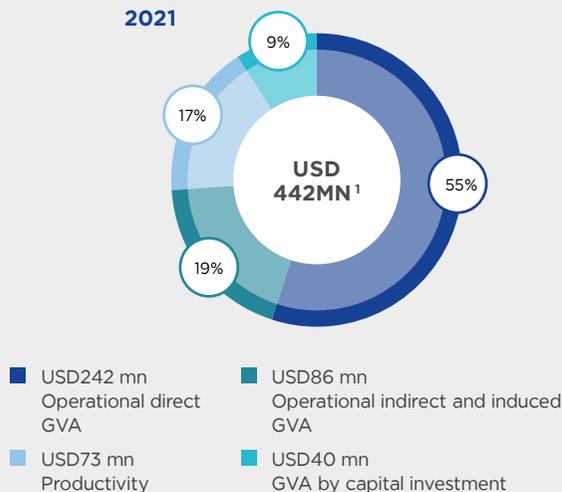### Ncell's Total Economic Contribution over the Last Five Years

Ncell's total GVA contribution dropped by 43.3% from USD779 million in 2017 to USD442 million in 2021, representing a decreased share of the country's GDP from 3.0% to 1.4%. This was mainly due to the decrease of operating profits and slower growth of mobile penetration.

Ncell's operational profits decreased from USD345 million to USD225 million over 2018-2021 The number of mobile subscribers in Nepal was up from 29.8 million in 2017 to 38.4 million in 2021, which is a penetration growth of 9.3 percentage points over the five-year period. (Figure 2)

Figure 2:   GVA contribution to the Nepalese economy 2017-2021

USD million

	2017	2018	2019	2020	2021
Total	779	748	629	463	442
% of GDP	3.0%	2.7%	2.1%	1.4%	1.4%

- ■ Operational direct GVA
- ■ Operational indirect and induced GVA
- ■ Productivity
- ■ GVA by capital investment
- ▲ As a % of total GDP

Source: External Consultant analysis

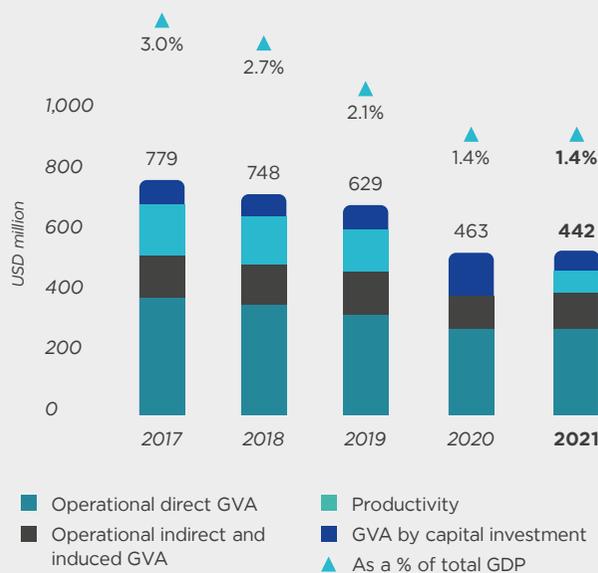### Investing and Innovation for the Long Term

Ncell's total accumulated capital investment reached USD414 million over the last five years of operations. Capital investment fell by 46% from USD94 million in 2020 to USD51 million in 2021. Capital investment plays a significant role in enhancing the company's competitiveness and contributing to Nepal's economy. (Figure 3)

Figure 3:   Total capital investment 2017-2021

USD million

2017	2018	2019	2020	2021
98	66	106	94	51

Source: Axiata

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National Contribution Report

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Economic and Financial Contribution to the Nation

Contributions to Public Finance

In 2021, Ncell contributed USD184 million in total taxes and fees paid, accounting for 2.5% of total tax revenue of Government of Nepal. Accumulated taxes and fees contributions was USD1,284 million for the last five years. (Figure 4)

Total Employment Impact

In 2021 there were 24,940 jobs supported by Ncell's business in total. Ncell directly provided 537 jobs in 2021. 98.0% of the firm's employees were Nepalese residents and 24% of the total employees were female. A further 16,599 jobs were supported indirectly by its operations. Ncell's capital investment supported 7,804 jobs. (Figure 5)
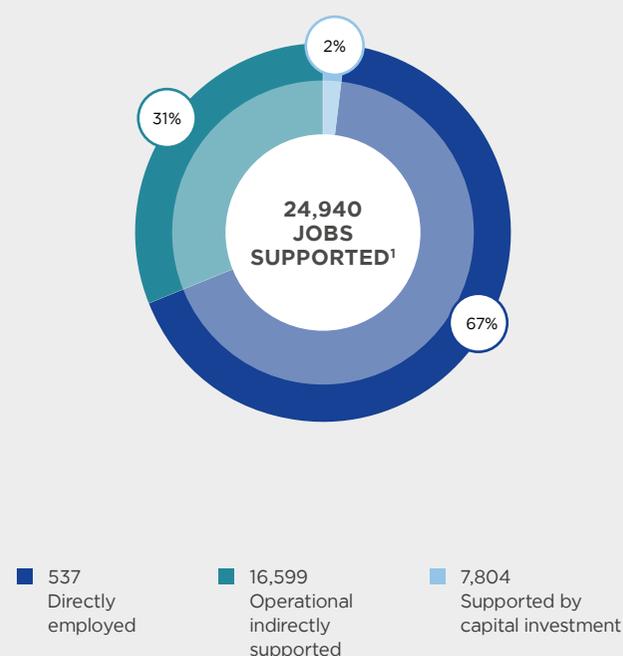
Ncell's Labour Productivity

Ncell's productivity, measured as Gross Value Added (GVA) per employee, was estimated at USD450,070 in 2021, a drop by 14.5% from USD526,540 in 2020. This is mainly due to a decrease in operating profits over 2018-2021. (Figure 6)

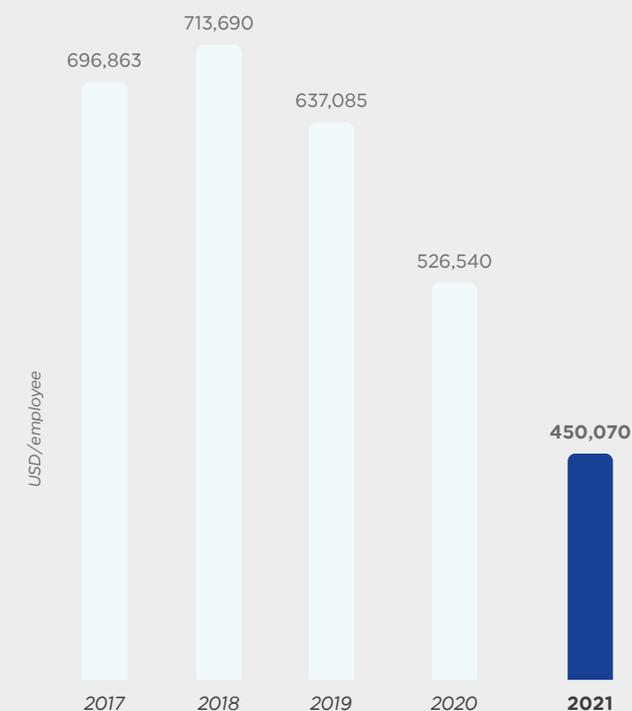**Figure 4: Total taxes and fees contributions to public finance 2017-2021**
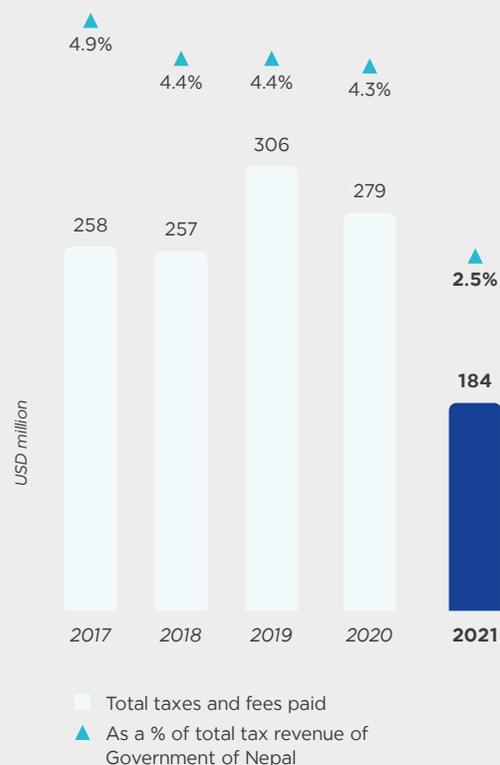
Bar chart showing USD million: 2017: 258 (4.9%), 2018: 257 (4.4%), 2019: 306 (4.4%), 2020: 279 (4.3%), 2021: 184 (2.5%)

Legend:
- Total taxes and fees paid
- ▲ As a % of total tax revenue of Government of Nepal

Note:
Source: Axiata and External Consultant analysis

Figure 5: Total employment impact 2021

24,940 JOBS SUPPORTED[1]

2% / 31% / 67%

Legend:
- 537 Directly employed
- 16,599 Operational indirectly supported
- 7,804 Supported by capital investment

Note:
[1] Totals may not add up due to rounding
Source: External Consultant analysis

Figure 6: Ncell's labour productivity 2017-2021[1]

Bar chart showing USD/employee: 2017: 696,863, 2018: 713,690, 2019: 637,085, 2020: 526,540, 2021: 450,070

Note:
[1] Outsourced employees were excluded for all years
Source: External Consultant analysis

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edotco

edotco is the first and leading regional integrated telecommunications infrastructure services company in Asia. edotco specialises in end-to-end solutions in the tower services sector including co-locations, build-to-suit, energy, transmission and operations and maintenance (O&M). We are also supported by our state-of-the-art real time monitoring service, echo, which helps to improve field operations whilst maximising operational efficiencies. Headquartered in Kuala Lumpur, Malaysia, edotco has offices across Asia in Bangladesh, Cambodia, Sri Lanka, Myanmar, Pakistan, Laos and the Philippines. edotco is committed to conducting our business in a responsible and sustainable manner while upholding the highest standards of integrity for the benefit of our customers, employees, communities and developing nations.

Direct Employees **1,231**

Female **22%**

- 1,231 staff were directly employed by edotco in 2021.
- 22% of total employees were women.

Total Jobs Supported **40,882**

Operational indirectly supported:
30,891

Directly Employed: **1,231**   Supported by Capital Investment: **8,760**

- Overall, edotco supported 40,882 jobs in 2021 through its operations and capital investments.
- edotco's operations directly and indirectly supported approximately 32,200 jobs.
- edotco's capital investment supported close to 8,800 jobs.

Contribution to Gross Value Added

USD**777** million
(**1.6%** of the Nation's GDP)

Operational Direct GVA:	Operational Indirect and Induced GVA:
USD**371** million	USD**316** million

Capital Investment GVA:
USD**90** million

- edotco's total Gross Value Added (GVA) contribution across the eight economies it operates in reached USD777 million. While this is a trivial amount compared to the sum of national GDP across eight countries, for comparison this is approximately 0.2% of Malaysia's national GDP in 2021.
- edotco's operations directly and indirectly contributed USD687 million, accounting for 89% of total GVA contribution.
- Capital investments contributed USD90 million with a share of 12% of total GVA.

Capital + Operational Expenditure[1]

USD**432** million

Operational Expenditure:	Capital Expenditure:
USD**179** million	USD**253** million

edotco's total Capital and Operational Expenditure reached USD432 million in 2021, with Capital Expenditure recorded at USD253 million (58%) and Operational Expenditure at USD179 million (41%).

Every USD**1** spent on capex translates to:
USD**3.1** GVA Contribution[1]

For every USD1 edotco spent through its capital investment, it added USD3.1 GVA in 2021 to the economies it operates in.

Contribution to Public Finance

USD**89** million

(0.04% of total tax revenue of the Governments of countries it operates in)

edotco contributed USD89 million in total tax and fees paid, accounting for 0.04% of total tax/fee revenue of the Governments of countries it operates in.[2]

Notes:

[1]   *Capital expenditure and operational expenditure data provided by Axiata in MYR, then converted to USD*

[2]   *Total tax/fee revenue of Governments is estimated at USD225 billion, and is the sum of government revenue across all eight countries where edotco operates. Where available, government revenue estimates are obtained from national agencies. Estimates are otherwise obtained from IMF WEO.*
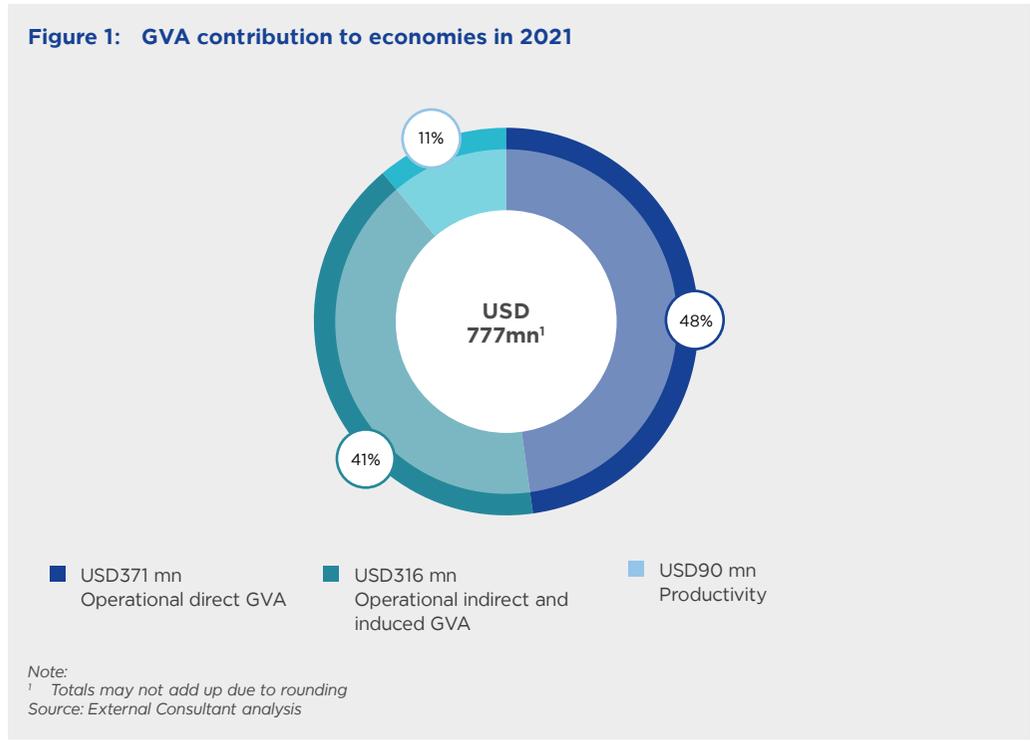
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Economic and Financial Contribution to the Nation
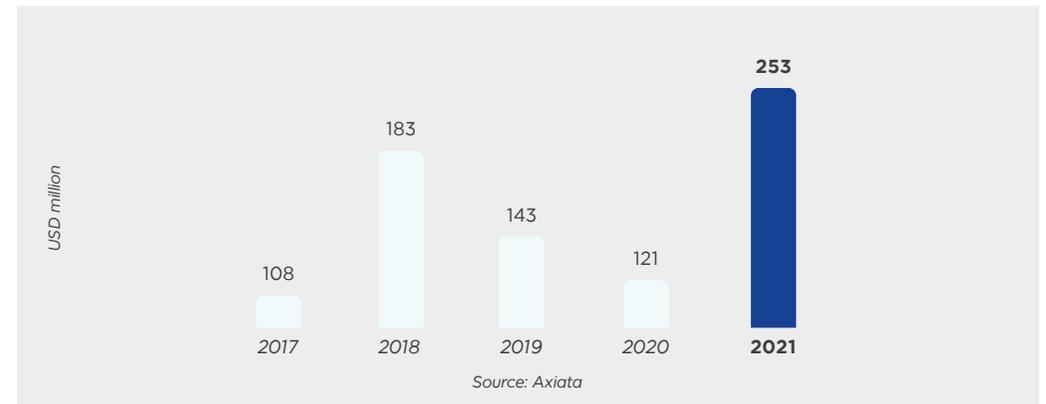
edotco's Total Economic Contribution

edotco's substantial operations and investments contributed significantly to the economic growth in countries it operates in. With a total operating expenditure of USD179 million and capital investment of USD253 million, edotco contributed USD777 million to the economies. While this is a trivial amount compared to the sum of national GDP across eight countries, for comparison this is approximately 0.2% of Malaysia's national GDP in 2021.

edotco's operations directly contributed USD371 million, accounting for 48% of total GVA contribution. Another USD316 million was indirectly generated through the expenditures by edotco's suppliers. For every USD1 edotco directly added to the economies, it generated just under another USD0.9 indirectly from local suppliers. Capital investment contributed a further USD90 million, representing a share of 11% of the total GVA. (Figure 1)

Figure 1: GVA contribution to economies in 2021

USD 777mn[1]

- 48%
- 41%
- 11%

■ USD371 mn Operational direct GVA
■ USD316 mn Operational indirect and induced GVA
■ USD90 mn Productivity

Note:
[1] Totals may not add up due to rounding
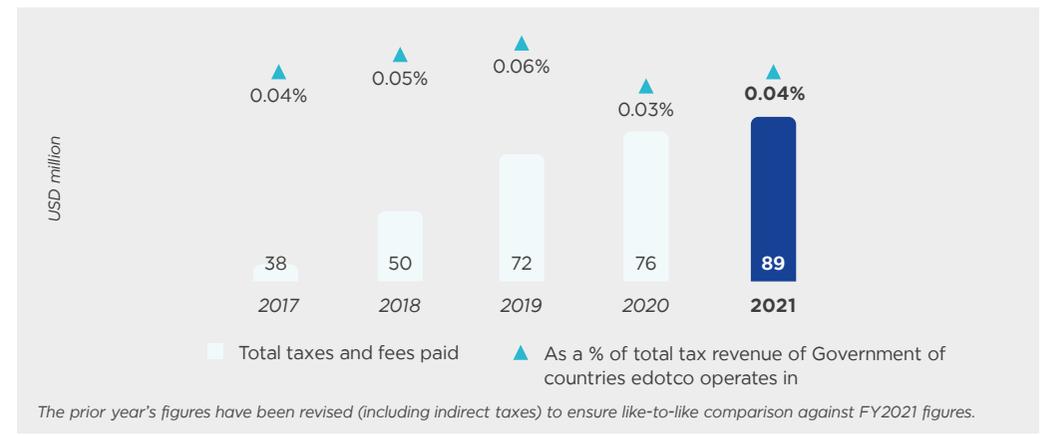*Source: External Consultant analysis*

Investing and Innovation for the Long Term

edotco's capital investment was USD253 million in 2021. Capital investment plays an important role in facilitating long-term sustainable development of edotco's business and contributing to the growth of the eight economies it operates in.

2017	2018	2019	2020	2021
108	183	143	121	253

Source: Axiata

Contributions to Public Finance

Annual taxes and fees contributions in 2021 was USD89 million, accounting for 0.04% of total tax revenue of the Government of economies edotco operates in.
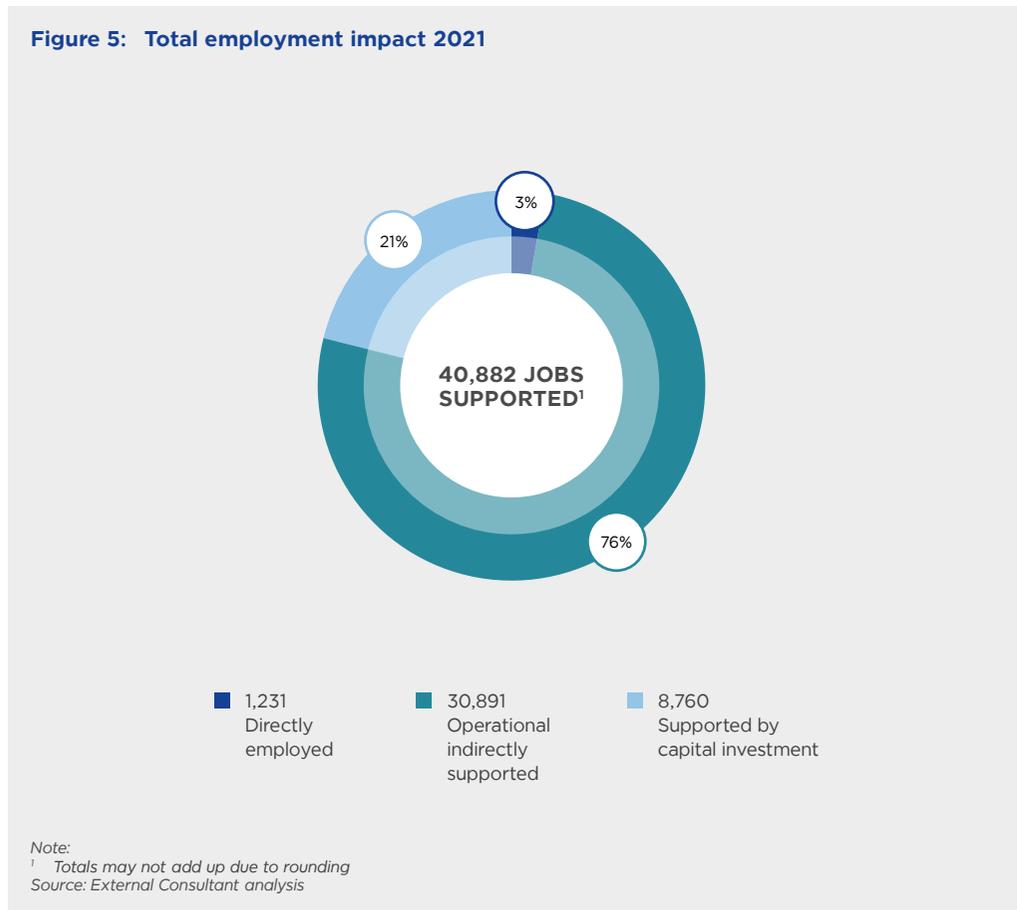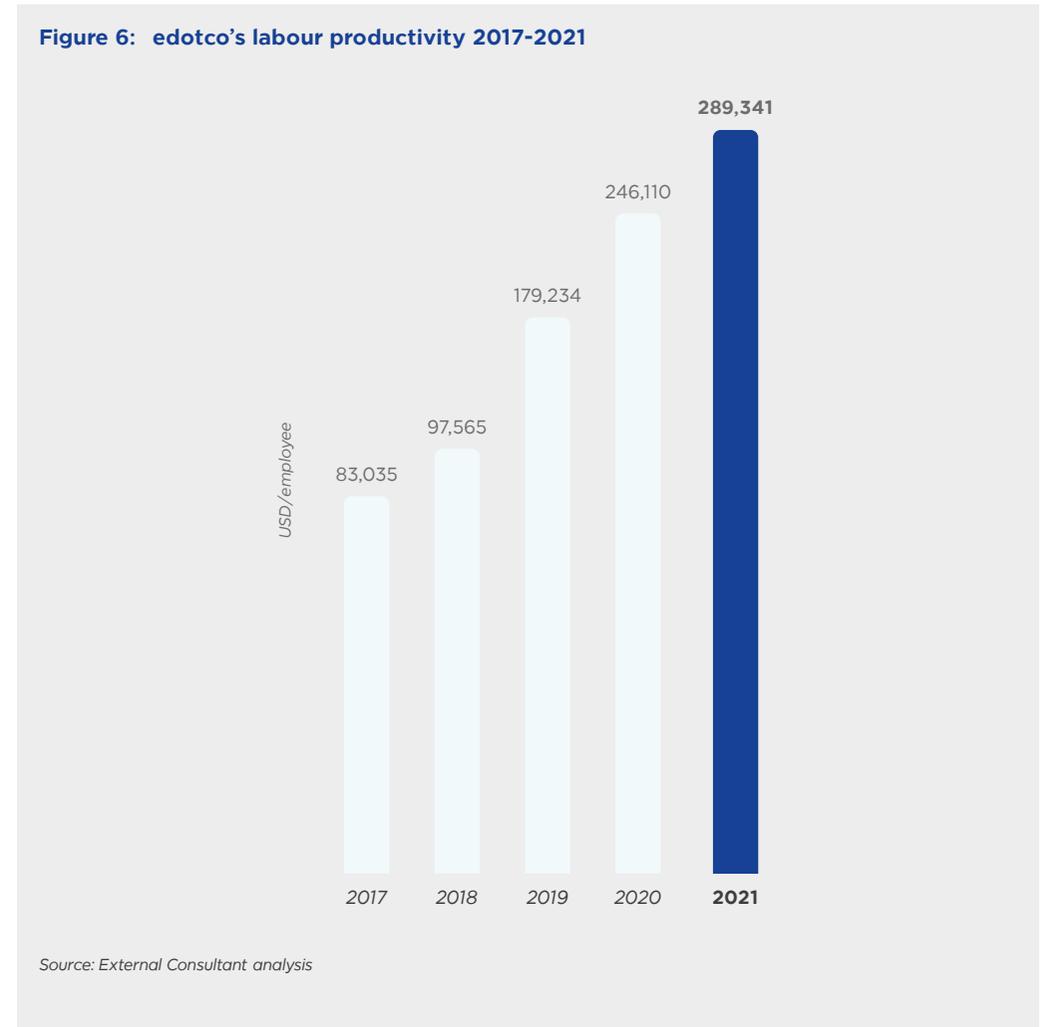

	2017	2018	2019	2020	2021
As a % of total tax revenue	0.04%	0.05%	0.06%	0.03%	0.04%
Total taxes and fees paid	38	50	72	76	89

□ Total taxes and fees paid   ▲ As a % of total tax revenue of Government of countries edotco operates in

The prior year's figures have been revised (including indirect taxes) to ensure like-to-like comparison against FY2021 figures.

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Economic and Financial Contribution to the Nation

Total Employment Impact

1,231 jobs were directly provided edotco's operations in 2020. 22% of edotco's employees were women.

edotco's operations also indirectly supported 30,891 jobs. A further 8,760 jobs were supported by its capital investment. (Figure 5)

Figure 5: Total employment impact 2021

40,882 JOBS SUPPORTED[1]

3%
21%
76%

- ■ 1,231 Directly employed
- ■ 30,891 Operational indirectly supported
- ■ 8,760 Supported by capital investment

Note:
[1] Totals may not add up due to rounding
Source: External Consultant analysis

edotco's Labour Productivity

edotco's productivity, measured as Gross Value Added (GVA) per employee was USD289,341 in 2021.

Figure 6: edotco's labour productivity 2017-2021

289,341

246,110

179,234

97,565

83,035

USD/employee

*2017   2018   2019   2020   **2021***

Source: External Consultant analysis

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NCR Methodology

1. Methodologies and computational formula

Direct Value Added contributions were estimated based on operational data provided by Axiata regarding operating revenues, operating expenditures, compensation of employees, and indirect taxes and levies.

Total Value Added contributions were estimated using an economic multiplier. The total multipliers (Type II) for the Telecomm industry were derived from national Input Output (I-O) tables published by OECD, ADB, and national statistical agencies.

Employment is generated through a number of avenues including:

i.   Directly through Axiata and related industries.
ii. Outsourced support services (if any) including customer support, network operations and maintenance.
iii. Indirectly through firms that provide services to Axiata's operations.
iv. Induced as employees from the above spend their household income thereby generating further rounds of employment.

Total employment impact is estimated using I-O tables and Average Value Added per Worker derived from relevant Departments of Statistics for each country.

2. Capital Investment

i.
Total Value Added = Capital Expenditure in Host Country x Average Value Added Multiplier

ii.
(a) For countries where employment multipliers are available

Total Employment in Host Country = Total Capital Expenditure in Host Country x Average Employment Multiplier

(b) For countries where employment multipliers are not available:

Total Employment in Host Country = Total Capital Expenditure Value Added in Host Country/Average Value Added per Worker in Host Country

3. Operational

i.   Total Value Added = Direct Value Added x Total Value Added Multiplier where:

Direct Value Added = Operating Revenue - Operating Expenditure + Compensation of Employees + Indirect Taxes and Levies

Note: Operating expenditure provided by Axiata excludes depreciation

ii.
(a) For countries where employment multipliers are available

Total Employment = Total Operational Expenditure x Average Employment Multiplier

(b) For countries where employment multipliers are not available:

Total Employment = (Total Indirect Value Added/Average Value per Worker in Host Country) + (Direct Employment as per Axiata data)

iii. Axiata's labour productivity = Direct Value Added/Number of Employees

Note: Number of Employees include both direct and outsourced employees if any.

4. Productivity Analysis

Axiata Contribution to GDP Growth = National Contribution to GDP Growth x Market Share of Axiata where:

National Contribution to GDP Growth = National Penetration Growth x Growth Factor

National Penetration = Total Number of Subscribers/Population

Note: Growth factor was assumed to be 1.2% per 10% change in market penetration for all countries.

5. Multiplier Analysis

Capex Multiplier = Total Axiata's Value Added Contribution/Capital Expenditure

Note: Total Axiata's Value Added contribution includes Operational Direct Value Added, Operational Indirect and Induced Value Added, Value Added by Capital Investment, and Value Added by Productivity Impact

6. High Level Impact Analysis of Axiata's COVID-19 Activities

Total Value Added contributions are estimated by mapping the expenditure of the activity to an I-O sector, and using the identified the Type II industry multiplier to estimate the potential GVA contribution of that activity.

Total Value Added = Activity Monetary Expenditure x Total Value Added Multiplier

Total Employment = Total Value Added/Average Value Added per Worker in Host Country

Note 1: For Activity #1, "perceived value" is assumed to be total customer benefit net of total customer cost, where total customer benefit is the total monetary benefit of the product, whilst total customer cost is the total monetary costs the customer expects to incur in evaluating, obtaining, and using the product. This is used a proxy estimate for the value added contribution of this activity.

Note 2: Some of these activities entail capital injection into a fund. The full amount of these injections may not yet convert into actual expenditures and hence the economic contributions may not yet materialise. These estimated contributions are referred to as potential contributions.
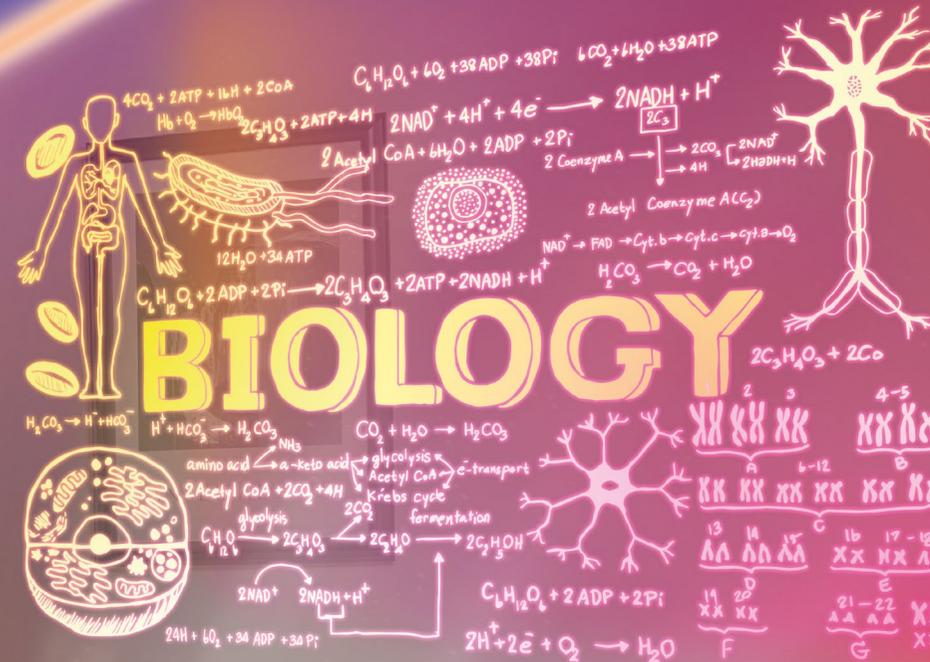
7. Future Revision of Economic Contributions Estimate

Economic contributions estimated in the latest year may be revised in future. This is largely due to a revision of the underlying economic data such as number of mobile subscribers in the country, GDP growth, population, mobile penetration growth rate, etc. For example, in 2019, the economic data available for the year 2019 is usually a preliminary estimate. In 2020, that 2019 estimate may be revised or superseded by actual figures.

Reducing Disparities In Education

The free-to-air Nenasa Educational TV channels, the subscription-free Nenasa Educational App, and the toll-free Nenasa 1916 student helpline support Sri Lankan students by increasing access to quality educational material and qualified educators. Over 7,000 teachers have developed their digital skills through the Nenasa Smart School project

DIALOG NENASA HOME LEARNING

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About This Report

This Sustainability and National Contribution Report 2021 should be read together with the Axiata Integrated Annual Report 2021, and the Governance and Audited Financial Statements 2021 to understand how we create value for our stakeholders across our markets.

Report Boundary

The Axiata Sustainability and National Contribution Report 2021 covers the sustainability performance of our Group Corporate Centre (CC), and key operating companies covering our digital telcos, telco infrastructure, and digital businesses. For our digital telcos, this includes Celcom (Malaysia), XL (Indonesia), Smart (Cambodia), Robi (Bangladesh), Dialog (Sri Lanka), Ncell (Nepal). Digital telco operations account for over 95% of the Group's Operating Revenue. For telco infrastructure we include edotco Group which covers their operations in Malaysia, Cambodia, Sri Lanka, Bangladesh, Myanmar, Pakistan, Philippines and Laos. For our digital businesses, we include ADA, Boost Holdings Sdn Bhd, and Axiata Digital Labs. Aspirasi, previously under digital businesses has been rebranded to Boost Credit (under Boost Holdings Sdn Bhd).

The report excludes wholly owned and non-wholly owned subsidiaries and financial investments, and associate and companies that are in the process of being disposed. This report discusses the sustainability of the Group as a whole. This Sustainability and National Contribution Report 2021 covers the period from 1 January 2021 to 31 December 2021, unless otherwise stated.

The level of disclosure, covering the Group as a whole as well as disclosure per material matter, has significantly increased in our 2021 Sustainability and National Contribution Report 2021 and on our corporate sustainability website. This is a conscious effort to disclose transparent, meaningful and comprehensive sustainability disclosure to our stakeholders, in ways that are greater aligned to the global sustainability reporting narrative, and in mediums that are easily accessible to our stakeholders. We note that our OpCos' operating environments may vary significantly from one market to the next, but we have nevertheless made the attempt to harmonise general reporting areas, as well as highlight the achievements and milestones of our specific OpCos throughout the disclosure. Our OpCos are encouraged to produce their own standalone sustainability report to provide more insight into their respective sustainability management and context.
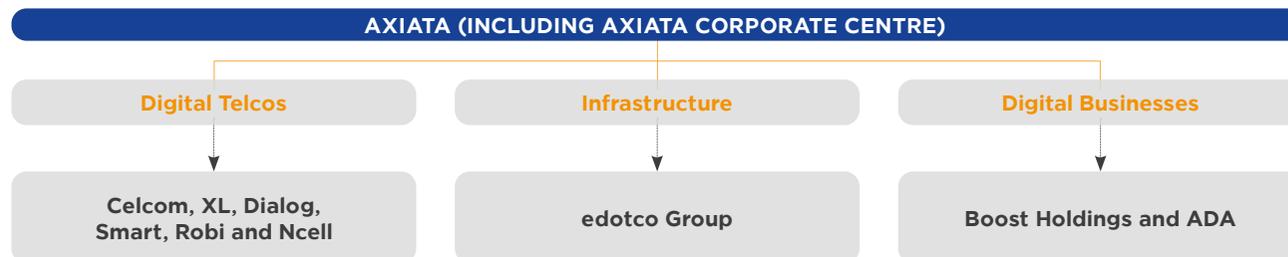
The Group's sustainability disclosure, presented in this Sustainability and National Contribution Report 2021 as well as on our corporate sustainability website, details the management of the Group's identified material matters categorised with the universally recognised pillars of ESG, as we enhance our disclosure towards common nomenclature of our stakeholders and of global analysts. This year's report is our ninth sustainability report using the Global Reporting Initiative's (GRI) Standards guidelines, with the addition this year of references and guidance from the Sustainability Accounting Standards Board (SASB) Telecommunications Services Standards. This report has been prepared in accordance with the GRI Standards: Core option.

Data Measurement Techniques and Assumptions

All financial data disclosed in this report is identical to that of Axiata Integrated Annual Report 2021 which has been audited by an independent third party. Other sustainability information presented in this report is based on internal data collection systems and widely accepted calculation methodologies such as the Greenhouse Gas (GHG) Protocol. The information in this report is presented on a best-effort basis and is subject to continued improvement in future reporting cycles.

Assurance

A limited assurance was conducted on selected indicators of Axiata Group Berhad including its Operating Companies. This year we included in the assurance scope six indicators across Environment, Social and Governance. This is part of our effort to enhance sustainability data reporting across Group. The assurance was conducted in accordance with the ISAE 3000 standard "Assurance engagements other than audits or reviews of historical financial information". For more information on the subject matter and scope of assurance, please refer to the assurance statement on page 130.

AXIATA (INCLUDING AXIATA CORPORATE CENTRE)		
Digital Telcos	**Infrastructure**	**Digital Businesses**
Celcom, XL, Dialog, Smart, Robi and Ncell	edotco Group	Boost Holdings and ADA

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Our Sustainability Matters

Material Matters	Description	Importance to the Group	Importance to our Stakeholder Groups	Risk Category
NEXT GENERATION DIGITAL CHAMPION				
Sustainable Business Growth	Consideration of Economic, Environmental and Social (EES), and positive direct and indirect value creation in our strategic investment decisions to enhance our shareholder returns	Venturing into new growth areas ensures competitive edge and business sustainability, while creating greater positive direct and indirect economic impacts to the society.	The Group as a strategic technology enabler supports technology partners to rapidly scale innovative digital inclusion programmes, while ensuring digital access for rural communities and developing inclusive products and services.	Financial Risk Market Risk Regulatory Risk Geopolitical Risk Strategic and Investment Risk
Network Quality and Coverage	Enhancing network quality and coverage through continuous improvements in efficiency, availability and reliability	In maintaining the Group's position as the leading regional mobile network operator in the face of market competition, it is crucial to increase connectivity and enhance network reliability across the Group – ultimately, translate into positive business outcomes and strengthen our relationship with stakeholders.	Through quality network service and coverage, we bring connectivity to rural and urban communities, businesses and corporate enterprises to create real and tangible impacts in their lives.	Financial Risk Market Risk Regulatory Risk Operational Risk Strategic and Investment Risk Technology Risk
Digital Inclusion	Providing affordable and innovative products and services in bridging the digital gap	Investments in digital services and product innovation allow us to create products and services that are appealing to our customers - bridging the digital gap in our operating markets.	Our investments in digital technology give better access to basic services (e.g. financial, healthcare and education), to foster inclusion and drive innovation.	Financial Risk Market Risk Regulatory Risk Strategic and Investment Risk Technology Risk
Digitisation and Modernisation	Technological innovation to enhance key internal business functions, improve process efficiency and effectiveness, and promote innovation and business continuity	Such investment allows the Group to improve its internal process efficiency, effectiveness, promote innovation while ensuring business continuity, in our pursuit of becoming The Next Generation Digital Champion.	Enhanced internal processes provide opportunities for us to better serve our stakeholders (e.g. customers, employees) to experience a more efficient and customer-friendly services.	Market Risk Digital Risk Operational Risk Strategic and Investment Risk Technology Risk
ENVIRONMENT				
Climate Action	Internal controls and monitoring mechanisms to manage environmental impacts	Affects our reputation as a responsible corporate citizen and strengthens our social license to operate through our efforts in reducing environmental impacts arising from our business.	Uphold our reputation as a responsible corporate citizen and maintain positive relationship with the stakeholders (e.g. local community, regulatory bodies, etc.) by minimising negative impacts to the environment.	Regulatory Risk Governance and Integrity Risk Operational Risk
Resource and Waste Management	Towards circular economy within our operations as well as the solutions we can provide our customers and supply chains waste management	Resource consumption and the management of the waste we generate affects how much of what our operations produce is sent to landfill, and responsible waste management, as well as product development with resource and waste in consideration, is key towards a circular economy model.	The individual consumption of resources and generation of waste is an indirect impact through our customers, suppliers, employees, thus this is a value chain-wide material matter for sustainability.	Regulatory Risk Governance and Integrity Risk Operational Risk

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Our Sustainability Matters

Material Matters	Description	Importance to the Group	Importance to our Stakeholder Groups	Risk Category
SOCIAL				
▶ **Fair Employment and Welfare**	Fostering fair recruitment practices by embracing diversity and inclusion in the workforce, and offering employees fair compensation and benefits	Promoting inclusion and ensuring employee welfare. Diverse and motivated employees allow us to broaden our perspectives and present new opportunities for business growth. Respecting labour practices strengthens our social licence to operate in various operating markets.	Embracing a diverse, inclusive and collaborative work culture promotes employee wellbeing and enables our employees to be empowered and to achieve their best in serving the customers' needs.	Geopolitical Risk People Risk
▶ **Talent Development**	Promote development and uplift competencies of employees to respond to the rapidly changing and complex business environment	Our specialised development programmes increases our employees' competitive edge in responding to the rapidly changing and complex business environment.	As our industry evolves in the era of digital disruption, it is crucial for our employees to understand the risk of not adopting new skills and be quick to seize opportunities.	Geopolitical Risk People Risk
▶ **Employee Health, Safety and Wellbeing**	Providing for the health, safety and wellbeing of our employees in ways that address key challenges and bring value to their livelihood in the workplace	Responding to our employees' interests, expectations and requirements in the area of health, safety and wellbeing ultimately addresses people empowerment as well as a safe, productive workforce.	Our employees depend on the support of the added value of care and commitment from the organisation that they are a part of, more than just within the office but holistic employee care.	Geopolitical Risk People Risk
▶ **Customer Service**	Delivering a differentiated user experience for customers, and offering the most affordable products and services relative to customer promise in our highly competitive markets	Customer satisfaction is key to our business success. Understanding our customers' evolving needs and providing service that exceeds their expectations allows us to remain relevant and competitive.	Our customers/community depend on us to deliver our commitment through innovative products and services, playing a prominent role in the telecommunication industry.	Market Risk Cyber Risk Operational Risk Strategic and Investment Risk
▶ **Supply Chain Management**	Consideration of EES factors across supply chain management and processes	Suppliers are an integral part of our business operations to ensure quality services and help to shape innovative products, while ensuring customer satisfaction.	Our efforts to support local vendors and partners are crucial in upgrading the qualifications of local suppliers/vendors, on par with the global and regional service providers.	Operational Risk Governance and Integrity Risk
▶ **Community Development**	Financial and non-financial contributions to support local communities, underprivileged and underserved groups	Foster positive relationships with our stakeholders, particularly local communities and regulators, as we contribute to national aspirations to uplift the wellbeing of local communities and protect the environment.	Uphold our reputation as a responsible corporate citizen and maintain positive relationship with the stakeholders (e.g. local community, regulatory bodies, etc.) by supporting the local communities' needs, based on the national context or priorities.	Geopolitical Risk Governance and Integrity Risk
▶ **Emergency and Disaster Response**	Providing society in times of emergency and disaster, through the contribution of our business streams in disaster response	The value that we as a regional telco company can provide to society in times of emergency and disaster response is significant in terms of connectivity and sharing of alerts and warnings.	The dependency of society on connectivity in the event of an emergency of disaster is high therefore our stakeholders rely on telcos to ensure this area is responsibly managed.	Market Risk Regulatory Risk Strategic and Investment Risk Technology Risk

Our Sustainability Matters

Material Matters	Description	Importance to the Group	Importance to our Stakeholder Groups	Risk Category
GOVERNANCE				
▶ **Business Ethics and Compliance**	Enhance business integrity compliance within the ambit of Malaysian and international laws on bribery and corruption	We seek to uphold a culture of ethics and integrity. The inability to do so may impact/limit our growth, relationship with stakeholders and our reputation as a reliable organisation.	It is of utmost importance to secure and maintain a relationship based on trust with the relevant stakeholders.	Regulatory Risk Cyber Risk Digital Risk Operational Risk Geopolitical Risk Governance and Integrity Risk
▶ **Data Privacy and Cyber Security**	Protection of all data, information and intellectual property against cyber security breaches	The security of our stakeholders' data is of utmost importance in maintaining a transparent relationship, and also to ensure long-term viability of our business.	Stakeholders entrust us with their data, and we maintain that trust with the commitment to ensuring the security and privacy of their data.	Cyber Risk Digital Risk
▶ **Regulatory and Political Risk**	Management of the evolving changes in the regulatory landscape and political context	The value that we as an organisation can provide through our businesses is determined by the regulatory landscape and addressing the evolving changes of this and the political context.	Our efforts to contribute to regulatory developments as a regional telco as well as responsible management of risks in the areas we operate in are part of our response to our stakeholders.	Regulatory Risk Geopolitical Risk Governance and Integrity Risk

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Management Of Material Risks And Opportunities

Axiata uses an integrated assurance methodology to manage our risks and opportunities, to catalyse long-term value creation. The following outlines our material risks, along with our Group's exposure and potential impacts, and identifies mitigation measures which are linked to our Axiata strategy and future opportunities.

Risk Category	Mitigating Actions and Opportunities Arising
Financial Risk	**Risk Owners: Axiata Treasury Management Centre** ▶ Closely monitoring forex movements and formulates hedging strategies to minimise exposure on foreign loans ▶ Monitoring Gross Debt/EBITDA level to ensure it is within the set threshold ▶ Revisiting investment/funding plans, reviewing product plans, monitoring OpCo dividend policy and setting financial guardrails ▶ Reviewing business structure to identify business leakages and enhance the business model ▶ Closely monitoring developments in Sri Lanka and impacts on Dialog's business, as well as in Myanmar on edotco's business, where the latter's potential impact to the Group is less than 5% of our net assets ▶ Whilst developments in Ukraine have no direct impacts on our businesses as yet, we are closely tracking the likely indirect impact of the conflict
Market Risk	**Risk Owners: OpCo CEOs** ▶ Aggressive M&A, focusing on industry consolidations in targeted markets ▶ Seeking opportunities for telco infrastructure sharing to reduce investment costs ▶ Investing in new technologies for the competitive edge ▶ Establishing strategies with digital players to meet evolving customer needs and reap higher revenue yield per customer
Regulatory Risk	**Risk Owners: Group Regulatory** ▶ Collaborating with other telco players to present a united voice advocating strict compliance, and fair and transparent policies ▶ Active engagements and dialogues with regulatory and government officials to anticipate emerging regulations, and address and highlight concerns of the telco sector, to advocate sustainable regulatory regimes ▶ Participating in government consultations and industry events, to foster collaboration and knowledge sharing for best industry policies and practices ▶ Dedicated Subject Matter Experts (SMEs) to monitor regulatory compliance at Group level and across all OpCos

Cyber and Data Privacy Risk	**Risk Owners: Group Risk and Compliance**
	▶ Maturing cyber security and data privacy across all OpCos against global benchmarks and best practices by adopting and aligning to internationally recognised standards such as the NIST Framework, IAPP1/ CIPM2 and CMMI3 based Privacy Maturity models
	▶ Establishing a long-term Data Privacy and Cyber Security Strategy Framework and Roadmap, ensuring alignment and standardisation across all OpCos to meet strategic objectives
	▶ Embedding Cyber Security and Data Privacy controls by design across all business facets by incorporating the related standards and requirements in:
	  • Protecting our hardware and software
	  • Improving Training and Awareness
	  • Reducing third-party risk through the Supplier Code of Conduct and improved contract clauses
	  • Periodic automated assessments and remediation to identify gaps
	▶ Incorporating Cyber Security and Data Privacy performance metrics into OpCos KPI scorecards

Operational Risk	**Risk Owners: Group Technology, Group Procurement** ▶ Monitoring vendor performance, especially for major and high risk vendors ▶ Monitoring supply availability, according to current and future needs ▶ Exploring alternative vendors to reduce dependencies ▶ Establishing clear Business Continuity Management (BCM) plans to address supply chain risks, disruptions, and the business recovery strategy based on multiple crisis simulation scenarios

Risk Category	Mitigating Actions and Opportunities Arising
Geo-Political Risk	**Risk Owners: OpCo Management, Group Regulatory** ▶ Closely collaborate with OpCos to track market geo-political developments, and tap into their local expertise, familiarityand connections to assess changing scenarios ▶ Maintain a neutral stance and foster healthy government relations across all markets ▶ Contribute to national socio-economic development through various CSR programmes
Strategic and Investment Risk	**Risk Owners: Mergers and Acquisitions Committee, Group Corporate Development** ▶ Active M&A activities balanced by robust due diligence to evaluate, manage and anticipate potential risks and challenges ▶ Post-acquisition transitional teams to ensure alignment and adoption of Axiata's organisational, operational and cultural values ▶ Seeking out opportunities for infrastructure sharing to manage cost whilst maintaining strategic alliances ▶ Closely monitoring the market landscape to anticipate other developments that may heighten competition
People Risk	**Risk Owners: Group People Division** ▶ Active talent hiring agenda and robust talent development programmes ▶ Competitive salary packages benchmarked against peers, attractive performance-based rewards and a positive working environment ▶ Imposing stringent working protocols and SOPs for Work-In-Office and Work-From-Home arrangements to combat COVID-19 ▶ Enhancing the AxiataCares programme at Group and OpCo levels
Technology Risk	**Risk Owners: Group Technology** ▶ Constantly reviewing and refreshing our technology to remain relevant whilst maintaining financial prudence ▶ Future proofing is a critical criterion in network equipment selection and built into the procurement process ▶ Increasing digitisation and automation efforts to ensure optimum technology utilisation ▶ Proactively conducting studies on technological advancements, especially in 5G, while charting future network strategy ▶ Monitoring the implementation of various systems and applications across all divisions and seeking out opportunities for consolidation and synergies
Governance Risk	**Risk Owners: Group Risk and Compliance, Group People Division, Group Sustainability** ▶ Axiata's Code of Conduct guides personnel conducting business for/on behalf of the Group ▶ Implementation of Group-wide Corporate Compliance Programme to build strong governance in conformance to the TRUST principles defined in the MACC Act, and strengthening Axiata's compliance maturity ▶ Establishment of a strong governance structure with the BRCC and the Risk and Compliance Management Committee ▶ Establishing the Sustainability Steering Committee and developing the Sustainability Roadmap ensuring Group-wide efforts towards common goals

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List Of Abbreviations

Annual General Meeting (AGM)
Axiata Corporate Centre (CC)
Axiata Digital (AD)
Axiata Digital Innovation Fund (ADIF)
Axiata Digital Labs (ADL)
Axiata Digital Services (ADS)
Axiata Procurement Centre (APC)
Axiata Treasury Management Centre (ATMC)
Axiata Young Talent Programme (AYTP)
Base Transceiver Stations (BTS)
Board Audit Committee (BAC)
Business Continuity Management (BCM)
Business Development Programme (BDP)
Capital Expenditure (capex)
Compound Annual Growth Rate (CAGR)
Connected Women Commitment Initiative (CWCI)
Corporate Responsibility (CR)
Corporate Social Responsibility (CSR)
Cyber Security Operations Centre (CSOC)
Cyber Security Steering Committee (CSSC)
Department of Education (DOE)
Department of Hydrology & Meteorology (DHM)
Disaster and Emergency Warning Network (DEWN)
Direct report of Chief Executive Officer (CEO-1)
Disaster Readiness Programme (DRP)
edotco Group (e.co)
Employee Engagement Survey (EES)
Enterprise Risk Management (ERM)
Environmental, Social and Governance (ESG)
Economic, Environmental and Social (EES)

First Line Manager (FLM)
Get Out of Diesel (GOOD)
Gigajoule (GJ)
Global Reporting Initiative (GRI)
Government-Linked Company (GLC)
Greenhouse Gas (GHG)
Gross Domestic Product (GDP)
Gross Value Added (GVA)
Group Accelerated Development Programme (GADP)
Group Risk Management Committee (GRMC)
GSM Association - An association of mobile operators and related companies devoted to supporting the standardising, deployment and promotion of the GSM mobile telephone system (GSMA)
GSMA's Humanitarian Connectivity Charter (HCC)
High Throughput Satellite (HTS)
Human Resources (HR)
Improvement, Innovation, Investment & Impact (4i)
Info-communications Media Development Authority (IMDA)
Information and Communications Technology (ICT)
International Finance Corporation (IFC)
International Long Distance (ILD)
International Standard on Assurance Engagement (ISAE)
Internet Data Centre (IDC)
Internet of Things (IoT)
Key Performance Indicators (KPI)
Kilowatt (kW)
Local Partner Development Programme (LPDP)
Majlis Amanah Rakyat (MARA)
Malaysian Communications and Multimedia Commission (MCMC)
Malaysian Sustainability Reporting Awards (MasRA)

Market Capital (Market Cap)
Memorandum of Understanding (MoU)
Ministry of Higher Education (MoHE)
Minority Shareholder Watchdog Group (MSWG)
Malaysia Digital Economy Corporation (MDEC)
Mobile Network Operator (MNO)
Net Promoter Score (NPS)
Occupational Health and Safety (OHS)
OpCo Accelerated Development Programme (OADP)
Operating Companies (OpCos)
Operating Expenditure (Opex)
Personal Accident (PA)
Personal Data Protection Act (PDPA)
Profit After Tax (PAT)
Senior Leadership Team (SLT)
Short Messaging System (SMS)
Small and Medium Enterprises (SME)
Standard & Industrial Research Institute of Malaysia (SIRIM)
Strategic Partners Development Programme (SDP)
Supplier Performance Management (SPM)
Sustainability Engagement Index (SEI)
Uncompromising Integrity. Exceptional Performance (UI.EP)
University Leadership Development Programme (ULDP)
Unstructured Supplementary Service Data (USSD)
Value Added Services (VAS)
Vendor Development Programmes (VDP)
Venture Capital (VC)
Year on Year (YoY)
Young CEO Development Programme (YCDP)

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Data In Numbers

Aspect	Indicator	Detail	Unit	Celcom	XL	Dialog	Robi	Smart	Ncell	edotco	Corporate Centre	Overall
Market Presence	202-1	Ratios of standard entry level wage vs local min wage	Male	2.0:1	1.4:1	1.6:1	3.4:1	1.0:1	2.0:1	2.5:1	2.5:1	2.1:1
			Female	2.0:1	1.4:1	1.6:1	3.4:1	1.0:1	1.8:1	2.5:1	2.5:1	2.0:1
	202-2	Local Senior Management[1]^	%	83%	78%	90%	78%	42%	22%	81%	62%	70%
Procurement Practices	204-1	Percentage local[2]^	%	19%	98%	36%	42%	24%	60%	92%	46%	52%
		Percentage foreign	%	81%	2%	64%	58%	76%	40%	8%	54%	48%
Energy[3]	302-1	Direct energy consumption	GJ	579,970.05	89,275.18	72,293.24	23,352.56	61,011.67	40,326.97	-	-	866,229.67
		Indirect energy consumption	GJ	1,462,424.32	2,895,745.35	705,445.55	1,009,109.45	382,713.83	264,430.00	3,627.75	*	6,723,496.25
Emissions	305-1	Scope 1 GHG - GHG from fuel^	Tonnes CO_2e	43,102	7,164	5,357	6,946	4,917	3,157	3,374	-	74,017
	305-2	Scope 2 GHG - GHG from grid^	Tonnes CO_2e	220,941	620,274	137,726	187,806	66,492	1,983	595	*	1,235,817
Employment	401-1	Employees by gender	Male	1,275	1,098	2,296	1,092	501	407	977	119	7,765
			Female	1,113	477	739	161	284	130	254	136	3,294
			Total employees	2,388	1,575	3,035	1,253	785	537	1,231	255	11,059**
		Women in Leadership Positions	%	17%	14%	30%	11%	25%	0%	19%	27%	18%
		Joining the Group - By Gender	Male	44	120	227	122	47	4	95	37	696
			Female	41	45	129	30	25	3	39	59	371
		Joining the Group - By Age	< 30 years old	23	58	301	107	55	0	33	46	623
			31-49 years old	50	106	51	44	17	4	90	40	402
			> 50 years old	12	1	4	1	1	0	3	10	42
Health & Safety	403-1	H&S representation	%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	403-2	Injuries (workforce)	Number	0	2	0	0	0	0	0	0	2
		Fatalities	Number	0	0	0	0	0	0	0	0	0
		Lost Day Rate	LTIFR	0	0.39	0	0	0	0	0	0	n/a
Training	404-1	Average training hours (by gender)^	Male	69.2	53.0	20.6	50.0	40.8	7.8	28.0	2.9	34.0
			Female	73.8	39.4	18.5	43.0	37.0	8.0	24.0	4.8	31.1
		Average training hours (by employee category)^	Senior Management	55.5	12.3	10.3	32.0	70.0	3.3	27.0	1.2	26.4
			Mid Management	66.8	58.6	28.4	74.0	98.0	8.1	40.0	5.3	47.4
			Executive	82.4	54.7	22.7	42.0	15.0	7.5	23.0	1.7	31.1
			Non-executive	55.1	48.0	6.9	10.0	22.0	8.9	6.0	3.0	20.0
	404-3	Employees receiving performance review[4]^	%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Diversity	405-1	Staff Diversity - By Age Group	< 30 years old	136	204	962	297	389	23	344	37	2,392
			31-49 years old	1766	1304	1942	917	383	502	838	155	7,807
			> 50 years old	486	67	131	39	13	12	49	63	860

Notes:
[1] Senior Management is defined as CEO and CEO-1. Local country refers to citizens of respective OpCo country.
[2] Local percentage considers weightage given to local participation in ownership, management, employment, and extent of value added locally as defined by Axiata Procurement Centre.
[3] This excludes the energy consumed from renewable energy sources.
[4] Employees receiving performance review is by gender and by employee category, averaged to 1 single total figure
* Corporate Centre 2021 Indirect energy consumption (1,124.87 GJ) and Scope 2 Emissions (182.79 tCO₂e) are not presented in the table above as Corporate Centre is not included in the 2020 baseline and 2021 calculations. For more information on entities included in our baseline and emissions calculation, refer to page 50.
** This figure excludes employees of ADA, Boost and ADL. Our Group-wide total employees (including ADA, Boost Holdings and ADL) for 2021 is 13,181.
^ These data have been externally assured. Refer to the Independent Limited Assurance Report on pages 130 to 132.

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GRI Content Index

This Content Index provides an overview of the GRI Standard (in Accordance Core) Disclosures made in this report, the Axiata Integrated Annual Report (IAR) 2021, and the Governance and Audited Financial Statements (GAFS) 2021.

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GRI Standards 102: General Disclosures		
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102-1	Name of the organisation	Pg. 5
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102-3	Location of headquarters	IAR Pg. 104
102-4	Location of operations	Pg. 5
102-5	Ownership and legal form	Pg. 5, GAFS Pg. 194
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Strategy		
102-14	Statement from senior decision-maker	Pg. 7-9
Ethics and Integrity		
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102-18	Governance structure	Pg. 88, IAR Pg. 83-100

General Standard Disclosures		Page Number
Stakeholder Engagement		
102-40	List of stakeholder groups	Pg. 16-18
102-41	Collective bargaining agreements	Pg. 61
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102-43	Approach to stakeholder engagement	Pg. 16-18, IAR Pg. 31-32
102-44	Key topics and concerns raised	Pg. 16-18, 121-123
Reporting Practice		
102-45	Entities included in the consolidated financial statements	GAFS Pg. 170-178
102-46	Defining report content and topic Boundaries	Pg. 120
102-47	List of material topics	Pg. 14-15, 121-123
102-48	Restatements of information	Pg. 50, Pg. 126
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102-50	Reporting period	Pg. 120
102-51	Date of most recent report	Pg. 120
102-52	Reporting cycle	Pg. 120
102-53	Contact point for questions regarding the report	sustainability@axiata.com
102-54	Claims of reporting in accordance with the GRI Standards	Pg. 120
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This Content Index provides an overview of the GRI Standard (in Accordance Core) Disclosures made in this report, the Axiata Integrated Annual Report (IAR) 2021, and the Governance and Audited Financial Statements (GAFS) 2021.

GRI Disclosure Number	GRI Disclosure Title	Page Number	External Assurance
GRI Topic-Specific Standards 200: Economic			
201: Economic Performance			
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201-1	Direct economic value generated and distributed	Pg. 96-118, IAR Pg. 51-61, 62-79	
201-3	Defined benefit plan obligations and other retirement plans	GAFS Pg. 91	
202: Market Presence			
103	Management Approach	Pg. 5, 96	
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Pg. 126	
202-2	Proportion of senior management hired from the local community	Pg. 126	✓
203: Indirect Economic Impacts			
103	Management Approach	IAR Pg. 13-26, 62-79	
203-1	Infrastructure investments and services supported	IAR Pg. 62-81	
203-2	Significant indirect economic impacts	IAR Pg. 62-81	
204: Procurement Practices			
103	Management Approach	Pg. 72-76	
204-1	Proportion of spending on local suppliers	Pg. 126	✓
205: Anti-Corruption			
103	Management Approach	Pg. 88-90	
205-1	Operations assessed for risks related to corruption	Pg. 88-90	
205-2	Communication and training about anti-corruption policies and procedures	Pg. 88-90	
205-3	Confirmed incidents of corruption and actions taken	See notes	

GRI Disclosure Number	GRI Disclosure Title	Page Number	External Assurance
206: Anti-Competitive Behaviour			
103	Management Approach	Pg. 88-90	
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	None reported	
GRI Topic-Specific Standards 300: Environmental			
302: Energy			
103	Management Approach	Pg. 47-56	
302-1	Energy consumption within the organisation	Pg. 50	
302-3	Energy intensity	Pg. 50	
302-4	Reduction of energy consumption	Pg. 50-53	
305: Emissions			
103	Management Approach	Pg. 47-56	
305-1	Direct (Scope 1) GHG emissions	Pg. 50, 126	✓
305-2	Energy indirect (Scope 2) GHG emissions	Pg. 50, 126	✓
305-4	GHG emissions intensity	Pg. 50	
305-5	Reduction of GHG emissions	Pg. 50-53	
307: Environmental Compliance			
103	Management Approach	Pg. 47-56	
307-1	Non-compliance with environmental laws and regulations	None reported	

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GRI Content Index

This Content Index provides an overview of the GRI Standard (in Accordance Core) Disclosures made in this report, the Axiata Integrated Annual Report (IAR) 2021, and the Governance and Audited Financial Statements (GAFS) 2021.

GRI Disclosure Number	GRI Disclosure Title	Page Number	External Assurance
GRI Topic-Specific Standards 400: Social			
401: Employment			
103	Management Approach	Pg. 59-68	
401-1	New employee hires and employee turnover	Pg. 126	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Pg. 61, GAFS Pg. 90	
402: Labour/Management Relations			
103	Management Approach	Pg. 59	
402-1	Minimum notice periods regarding operational changes	See notes	
403: Occupational Health and Safety			
103	Management Approach	Pg. 67	
403-1	Workers representation in formal joint management–worker health and safety committees	Pg. 67, 126	
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Pg. 67, 126	
404: Training and Education			
103	Management Approach	Pg. 65-66	
404-1	Average hours of training per year per employee	Pg. 126	✓
404-2	Programmes for upgrading employee skills and transition assistance programmes	Pg. 65-66	
404-3	Percentage of employees receiving regular performance and career development reviews	Pg. 126	✓
405: Diversity and Equal Opportunity			
103	Management Approach	Pg. 62-63	
405-1	Diversity of governance bodies and employees	Pg. 62-63, 126, IAR Pg. 82-83	
405-2	Ratio of basic salary and remuneration of women to men	Pg. 126	
406: Non-discrimination			
103	Management Approach	Pg. 60	
406-1	Incidents of discrimination and corrective actions taken	None reported	

GRI Disclosure Number	GRI Disclosure Title	Page Number	External Assurance
407: Freedom of Association and Collective Bargaining			
103	Management Approach	Pg. 60	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Pg. 60	
408: Child Labour			
103	Management Approach	Pg. 60	
408-1	Operations and suppliers at significant risk for incidents of child labour	Pg. 60	
409: Forced or Compulsory Labour			
103	Management Approach	Pg. 60	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Pg. 60	
413: Local Communities			
103	Management Approach	Pg. 29-41, 77-84	
413-1	Operations with local community engagement, impact assessments, and development programmes	Pg. 29-41, 77-84	
418: Customer Privacy			
103	Management Approach	Pg. 69, 91-93	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	None reported	
419: Socioeconomic Compliance			
103	Management Approach	GAFS Pg. 25-26	
419-1	Non-compliance with laws and regulations in the social and economic area	None reported	

Notes:
Disclosure 205-3: We have chosen not to disclose at this time
Disclosure 402-1: Minimum notice period according to local laws

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Independent Limited Assurance Report on Selected Sustainability Information in Axiata Group Berhad's Sustainability & National Contribution Report 2021

To the Board of Directors of Axiata Group Berhad

We have been engaged by Axiata Group Berhad ("Axiata" or "the Company") to perform an independent limited assurance engagement on selected sustainability information, comprising the information set out in the Subject Matter (hereinafter referred to as "Selected Information") for the financial year ended 31 December 2021 as reported by Axiata in its Sustainability & National Contribution Report 2021.

Subject Matter

The Selected Information reported and marked with circumflex symbol (^) in the Axiata's Sustainability & National Contribution Report 2021 on which we provide limited assurance consists of:

- GRI 305-1: Direct (Scope 1) GHG emissions;
- GRI 305-2: Energy indirect (Scope 2) GHG emissions;
- GRI 202-2: Proportion of senior management hired from the local community;
- GRI 204-1: Proportion of spending on local suppliers;
- GRI 404-1: Average training hours per year per employee (by gender and employee category); and
- GRI 404-3: Percentage of employees receiving regular performance and career development reviews

Our assurance was with respect to the year ended 31 December 2021 information only and we have not performed any procedures with respect to earlier periods or any other elements included in the Axiata's Sustainability & National Contribution Report 2021 and, therefore, do not express any conclusion thereon.

Criteria

The Selected Information needs to be read and understood together with the reporting criteria, which Axiata is solely responsible for selecting and applying. The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measurement techniques and can affect comparability between entities.

The reporting criteria used for the reporting of the Selected Information are as follows:

- Axiata's internal sustainability reporting guidelines and procedures by which the Selected Information is gathered, collated and aggregated internally; and
- The Global Reporting Initiative's Sustainability Reporting Standards ("GRI standards") for disclosures (collectively referred to as the "Criteria").

Management's Responsibility

Management of Axiata is responsible for the preparation of the Selected Information included in the Axiata's Sustainability & National Contribution Report 2021 in accordance with Axiata's internal sustainability reporting guidelines and procedures and the GRI Standards.

This responsibility includes the selection and application of appropriate methods to prepare the Selected Information reported in the Axiata's Sustainability & National Contribution Report 2021 as well as the design, implementation and maintenance of internal control relevant for the preparation of the Selected Information that is free from material misstatement, whether due to fraud or error. Furthermore, the responsibility includes the use of assumptions and estimates for disclosures made by Axiata which are reasonable in the circumstances.

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Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Subject Matter based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with the approved standard for assurance engagements in Malaysia, International Standard on Assurance Engagements ("ISAE") 3000 (Revised) "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information".

This standard requires that we plan and perform this engagement under consideration of materiality to express our conclusion with limited assurance about whether the Selected Information is free from material misstatement.

The accuracy of the Selected Information is subject to inherent limitations given their nature and methods for determining, calculating and estimating such data. Our limited assurance report should therefore be read in conjunction with the Criteria.

A limited assurance engagement involves assessing the suitability in the circumstances of Axiata's use of the Criteria as the basis for the preparation of the Subject Matter, assessing the risks of material misstatement of the Selected Information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Subject Matter. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

Independence and Quality Control

We have complied with the independence and other ethical requirements of the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("MIA") and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

We apply International Standard on Quality Control 1 "Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements", and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

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Independent Limited Assurance Report

Main Assurance Procedures

Our work, which involved no independent examination of any of the underlying financial information, included the following procedures:

- Inquired personnel responsible for data collection, collation and reporting of the Selected Information at the corporate and operating unit level, regarding the processes to prepare the said report and the underlying controls over those processes;
- Inquired personnel responsible for the Selected Information regarding the processes to prepare the said report and the underlying controls over those processes;
- Inquired personnel responsible for data collection, collation and reporting of the Selected Information at the corporate and operating unit level;
- Performed limited substantive testing on a sampling basis on transactions included in the Selected Information, by inspecting internal documents, reports, data capture forms, invoices, where applicable, to support the Selected Information including observation of management's controls over the processes;
- Checked the formulas, proxies and default values used in the Selected Information against Axiata's internal sustainability reporting guidelines and procedures; and
- Considered the appropriateness of the disclosures and presentation of the Selected Information to the relevant GRI standards.

Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that, in all material respects, the Selected Information in the Subject Matter has not been fairly stated in accordance with Axiata's internal sustainability reporting guidelines and procedures.

Restriction on use

This report, including our conclusions, has been prepared solely for the Board of Directors of Axiata in accordance with the agreement between us, in connection with the performance of an independent limited assurance on the Selected Information as reported by Axiata in its Axiata's Sustainability & National Contribution Report 2021. Accordingly, this report should not be used or relied upon for any other purposes. We consent to the inclusion of this report in the Axiata's Sustainability & National Contribution Report 2021 to be disclosed in the website of Axiata at www.axiata.com, in respect of the financial year ended 31 December 2021, to assist the Directors in responding to their governance responsibilities by obtaining an independent limited assurance report on the Selected Information in connection with the preparation of Axiata's Sustainability & National Contribution Report 2021. As a result, we will not accept any liability or assume responsibility to any other party to whom our report is shown or into whose hands it may come. Any reliance on this report by any third party is entirely at its own risk.

Yours faithfully,

PRICEWATERHOUSECOOPERS PLT
LLP0014401-LCA & AF 1146
Chartered Accountants

Kuala Lumpur
26 April 2022