

ENABLING PURPOSEFUL CHANGE FOR COMMUNITIES

Enriching the livelihood of
the farming communities by
providing customised expert
assistance to improve efficiency,
yield and quality

**GOVI MITHURU,
DIALOG**



**OUR OPERATING
COMPANIES**

CELCOM AXIATA REVIEW*



Reporting period for Celcom is up to 30 November 2022 as a subsidiary of Axiata Group

Country:
Malaysia

**Year of Investment/
Shareholding:**
2008/100%

Nature of Business:
Mobile Telecommunications

Customers:
9.4 million

Technology Deployed:
Mobile:
GSM/GPRS/EDGE, LTE/LTE-A/
VoLTE/VoWiFi, 5G

Fixed Network:
FTTx, WTTx

No. of BTS:
2G : 11,748 (11,170 sites)
4G : 35,599 (11,967 sites)

Network Coverage:
(by population coverage)
2G : 95.32%
4G : 96.37%



Scan QR code to visit Celcom's website



Datuk Idham Nawawi
CEO of Celcom Axiata

As we entered the third year of Celcom's Transformation Programme, our commitment and focus remained on three main goals: accelerating business growth, building a future-proof differentiated core and creating a high-performance organisation. Despite being faced with several unprecedented challenges over the past two years, such as COVID-19, we remained extremely focused on the execution of our key transformation programmes in all critical areas, including enterprise business, operational and cost excellence, and digitisation. These initiatives led to Celcom achieving the best financial performance in almost a decade, with superior operational performance. In 2022, we saw growth across the board in key financial metrics with double-digit growth in profitability, even amid the ongoing merger. Celcom's EBITDA margin is now close to 50%, PATAMI doubled with an additional RM600million in the past two years and margin has grown consistently by more than 1 percentage point every year since 2019, denoting a progressive and sustainable cost transformation.

Driven by our relentless 'customer-first' strategy, we continued to invest in network enhancement programmes, specifically in data and VoLTE nationwide, in our digital channels Pulse and Celcom Life app and in a new BSS digital stack. These initiatives resulted in Celcom reaffirming its leadership in relationship Net Promoter Score (rNPS) and recently named the best operator for overall mobile network experience, a testament to Celcom's commitment to delivering the best experience for our customers.

We solidified our innovation leadership in the enterprise segment, involving 5G, IoT, Cloud and cyber security, fleet management solutions and Smart City solutions. Successful collaborations with various partners to deliver cutting-edge solutions strengthened our position to drive digital transformation across Malaysian enterprises. As the world prepares for the changing future of work, Celcom remained committed to cultivating a more agile workforce and engaging with employees to ensure the success of the newly merged entities.

We emphasised uplifting underserved communities by advocating inclusiveness through education and bridging the digital divide through programmes such as the Celcom Young Digital Innovators Programme (CYDIP). We invested in digital capabilities to maximise growth opportunities for businesses, improve our consumers' quality of life and stimulate Malaysia's economic development. This supported our vision to promote digital inclusivity to become the nation's Most Inspiring Digital Organisation.

Following the successful Celcom-Digi merger* on 1 December 2022, CelcomDigi has become Malaysia's largest telco player and aims to become the nation's top Telco-Tech company as well as an inclusive and responsible business.

Financial Review

- Fastest market growth with Celcom's revenue ex-device increased by 5.7% (on equalised basis) contributed by industry-leading prepaid revenue growth and robust postpaid performance*
- Double-digit growth in profitability as an outcome of sustained operational excellence and cost improvement discipline
- More than RM300million in opex and capex cost savings, mainly from Network, bad debt and marketing operations
- Profitability grew faster than revenue and EBITDA improved by > 2X of revenue, delivering highest EBITDA in almost 10 years. EBIT grew 63.3%
- PATAMI increased 43.2% from higher EBIT, partly offset by increase in taxes with Cukai Makmur

Revenue (RM billion)	2021		6.6
	2022		6.4
EBITDA (RM billion)	2021		2.8
	2022		3.1
EBITDA Margin (%)	2021		42.8
	2022		48.5
PATAMI (RM billion)	2021		0.9
	2022		1.3
Customers (million)	2021		9.6
	2022		9.4
Blended ARPU (RM)	2021		45
	2022		45
Smartphone Penetration (%)	2021		91.8
	2022		93.8
Data Usage (Per Data Sub Per Month)(GB)	2021		23.8
	2022		25.4

* 11-month revenue ex-device shrank 3.7% due to one less month contribution post-consolidation compared to FY2021

ESG Highlights



Environmental

- Improved environmental data collection and reporting which improved data aggregation quality, resulting in more accurate disclosures and informed planning via structured data reviews



Social

- > 8,000 entrepreneurs benefitted from 8 Digital Entrepreneurship Programmes
- > 21,000 students nationwide benefitted from 13 Equity-in-Education programmes
- Provided assistance to > 11,000 recipients from the B40/lower-income community through 5 Community Relief programmes



Governance

- Strengthened data privacy management by incorporating collection limitation principles into policies and developing a personal data inventory template for tracking collected data
- Developed a framework for Privacy by Design data privacy management which included creating a Data Protection Impact Assessment template and establishing a regular schedule for assessments
- Implemented data governance tool via Project Axon that automated over > 150 hours manual process enabling data accuracy above 95%

CELCOM AXIATA REVIEW*



Operating Environment

- Economy returned to normalcy as businesses resumed operations, including retail stores, resulting in the reversal of data usage trend from residential areas back to business districts
- Competition remained high in all key areas (Prepaid, Postpaid and Convergence) as industry players aim to drive further growth in 2022 to offsets the past two years' setbacks due to COVID-19
- Continued market focus on fixed-mobile convergence as operators and media players try to establish differentiation
- Data usage started to stabilise with lower YoY growth rate. Unlimited data pricing model remains in line with market demand
- The Government reiterates its decision on the SWN model for 5G roll out nationwide through Digital Nasional Berhad (DNB)

Awards Highlights

Nation's Most Trusted Telecommunications Company

Marketing Excellence Awards 2021

- Excellence in Marketing Innovation (Bronze)

Ookla Speedtest Awards

- Best Mobile Coverage in Malaysia

Marketing Technology Excellence Awards 2022

- Information Management – Telecommunications

Sustainability & CSR Malaysia Awards 2022

- Company of the Year for Best in Digital Education & Community Relief Initiatives – Telecommunications
- Company of the Year for Long-Standing Excellence in Sustainability – Telecommunications

Progress on Axiata 5.0 Vision

Sustainable Growth

- Celcom delivered the best financial performance in almost a decade with industry-leading revenue growth and double-digit growth in profitability, underpinned by sharp execution of a three-year transformation programme
- Succeeded in building a sustainable Prepaid business with highest market growth and continued traction in Postpaid and Fibre business
- Sustained operational excellence and cost improvement outcomes, delivering > RM300 million in cost savings through the Collective Brain
- Celcom achieved double-digit growth in EBITDA and PATAMI, with highest EBITDA in almost 10 years
- Invested > RM800 million to cater for a significant growth in traffic demand. Continuous network investments also focused on multiple network enhancement initiatives that are aligned with Jalanan Digital Negara (JENDELA)
- Significant improvements in customer experience as a result of various programmes, evident through a notable reduction in customer complaints, enhanced network service experience and maintained a leadership position in rNPS
- Recognised as the best operator for overall mobile network experience nationwide, including the best download speed experience
- Celcom experienced unprecedented growth of > 10% in total Enterprise revenue driven by non-mobile solutions despite strong competition in core mobile services

Operational Excellence

- Developed expertise in Cloud services, cyber security and Managed Services through the acquisition of Bridgenet and Infront, and launched new IoT solutions such as 5G, AI, Security & Surveillance, fleet management solutions and Smart City solutions, supported with major wins
- Remained focused on convergence as the growth engine with innovative Celcom Home Fibre™ convergence bundling, including regionalised convergence offerings in Johor and Penang; and same-day installations 'Pasang Terus' campaign in Sabah, resulting in double-digit growth in subscribers and revenue
- Celcom Life App remained highest rated among peers on Google Play Store and iOS, with more than 3 million active users, handling > RM1.8 billion total transaction value through the App
- Digitisation of trade through the implementation of dealer wallet, automating stock and inventory management, enabling agile channel operations
- Successful implementation of Phase 2 of Digital Stack Transformation, enabling faster Go-To-Market and nimble operations
- Implementation of FLOW (Flexible Working) in 3 satellite offices to provide greater flexibility to employees

* Following the Celcom-Digi merger, Celcom is now a part of the entity known as Celcom Digi Berhad and became Axiata's key associate company effective 1 December 2022

XL AXIATA REVIEW



Country:
Indonesia

**Year of Investment/
Shareholding:**
2005/66.53%


Nature of Business:
Mobile

Customers:
57.5 million

Technology Deployed:
Mobile:
GSM, GPRS, EDGE, 3F, HSPA+,
DC-HSPA+, 4G LTE, 4, 5G

No. of BTS:
2G : 53,136
4G : 91,632

Network Coverage:
(by population coverage)
2G : 92%
4G : 96%



Scan QR code to visit XL's website



Dian Siswarini
President Director &
CEO of XL Axiata

XL Axiata demonstrated its agility and resilience in facing the challenges of 2022 and achieved notable progress by the end of the year. Our strategic focus on digitalisation, customer experience and convergence has been the driving force behind our innovation and transformation actions throughout the year to realise the goal of becoming the Leading Converged Operator in Indonesia.

We believe that convergence services, which combine mobile home connectivity and Enterprise propositions, are key to increasing customer loyalty. Our commitment to providing service reliability has been recognised with the Best Convergence Product Award for our flagship XL Satu product. We view convergence as the gateway to developing various other digital services to ensure XL Axiata's readiness to maintain its winning position in the coming years.

Financial Review

- Revenue grew 9.0% from increased data contribution and ARPU improvement
- EBITDA lagged revenue growth due to increased opex from direct cost and regulatory cost
- PATAMI fell 13.9% on the back of higher net finance cost from additional borrowings for Link Net acquisition, forex loss in FY2022 and absence of one-off gains
- Successful fixed-mobile convergence delivery, where 37% of XL Home subscribers are XL Satu subscribers



ESG Highlights

- Environmental**
- Extended implementation of Green BTS related initiatives through the use of lithium battery, genset descope and additional use of solar panel for renewable energy
 - Managed electronic solid waste through cooperation with third parties who have relevant permits and certificates in managing regulated B3 waste (Hazardous and Toxic Materials)
 - Implemented digitisation to reduce paper usage, provided sufficient trash cans for domestic waste segregation and minimised single-use plastic in office

- Social**
- Extended support for community development and disaster relief through XL Sisternet, XL Future Leaders, XL Lautan Nusantara, XL Pesantren Digital and XL Axiata Baik
 - Actively participated in G20 2022 event in Bali and W20 empowerment activities
 - Expanded digital communication channels for employee engagement including interactive emails, WhatsApp blasts, gamification, employee app XLife, as well as Zoom and Teams for e-Townhall engagements and Ngobrol podcast programme to cascade news on XL to all employees.
 - Provided online medical diagnosis and COVID-19 testing to employees and their families
 - Introduced digitalisation and automation processes to ensure faster and more accurate delivery of network, product, service care, distribution and digital touchpoints to customers

- Governance**
- Implemented XL Axiata ABAC Procedure, GDSC, ERM and BCM, with all XL Axiata employees signing the ABAC and GDS Declaration
 - Conducted training and awareness programmes on business ethics and compliance with business partners, governing bodies and employees
 - Improved cyber security with enhancements made to Cloud Security including Web Application Firewall (WAF) Optimisation, Cloud Security Posture assessment and Hygiene Security Posture
 - Enhanced awareness of personal data protection regulations

XL AXIATA REVIEW



Operating Environment

- Competition remained high driven by aggressive pricing moves from operators
- Data usage continued to be strong due to the new normal lifestyle of higher digital usage
- Data pricing improved, with data price erosion stabilising compared to 2021
- Indonesia enacted Law 27/2022 on Personal Data Protection which regulates the collection, usage, disposal and storage of personal data
- Hybrid working culture has continued to be adopted, with companies adopting a combination of WFH and WIO
- Extended XL Axiata's 5G network coverage to 75 locations within 23 cities, utilising DSS technology in a 2.1 GHz spectrum band

Awards Highlights

[Corporate Emission Reduction and Calculation Transparency Award 2022, Beritasatu Media Holdings with Bumi Global Karbon Foundation \(BGKF\)](#)

- Transparency on Reducing Corporate Emissions in the Issuers and SOE Sectors in the Green Category
- Transparency of Corporate Emission Calculation in the Issuers and SOE Sector in the Gold Category

[Anugerah Bisnis Indonesia Social Responsibility Award \(BISRA\) 2022](#)

- Corporate Social Responsibility Programme award for the listed company category (Gold)

[Indonesia Customer Service Quality Award 2022, Marketing Magazine](#)

- 2022 Customer Service Quality Award - Grade Diamond

[Marketeers Editor's Choice Award 2022](#)

- Enterprise Solution Enabler of the Year category for Private Network to Support Industry in Digitalisation services

[ESG Excellence 2022](#)

- ESG Excellence 2022 in the Telecommunication for Sustainability category

Progress on Axiata 5.0 Vision

Sustainable Growth

- Drove significant network improvements to leverage new operating environment, resulting in better customer experience
- Achieved 4x in-app personalisation revenue growth, 4.5x NPS improvement and 25 million apps Monthly Active Users (MAU), up by 53% compared to January 2022, utilising personalised AI-driven dynamic pricing
- Reinforced convergence proposition as a key growth driver
- Delivered a double-digit revenue growth in the Home business and achieved 37% of XL Satu penetration rate based on its Fixed Mobile Convergence proposition
- Achieved double-digit revenue growth in the Enterprise segment through a 'beyond connectivity' strategy with IoT, big data and managed ICT solutions

Operational Excellence

- Continued to focus on Operational Excellence, resulting in a high single-digit EBITDA growth
- Leveraged Collective Brain initiative to drive capex and opex savings
- Enhanced AI adoption and implementation which translated into more than 60 AI use cases and more than 160 zero manual processes
- Transformed digital customer care which resulted in a high double-digit traffic growth
- Increased employee productivity by a high single digit versus 2022

Structural Changes

- XL Axiata strengthened its convergence offering through the acquisition of Link Net and solidified its presence in the ICT market through the acquisition of Hypernet
- XL Axiata's acquisition of Link Net and Hypernet strengthened its position in the Home and Enterprise segments

Outlook for 2023 and Beyond

- Market expected to remain competitive with aggressive pricing from competitors, amid continued growth in data usage driven by strong video and social media consumption
- Localised and personalised/dynamic pricing strategy essential to counter competition and increase ARPU, which will result in price movements
- XL will prioritise the quality of 4G-based services, which has the largest consumer mobile services base, while deploying 5G in selected areas
- Plans underway to grow its XL Home business aggressively, rapidly expanding convergence coverage
- Scale up convergence strategy for family and business through company-wide operations transformation, including in distribution, IT and network, and extend automation and digitalisation use cases to drive operational efficiencies
- Enhance customer experience by focusing on delivering next-level digital personalisation and providing a seamless customer journey with converged online-offline omnichannel touchpoints
- Leverage deep analytics capability to enable 360-degree customer views across segments
- Continue to strengthen ESG initiatives, including energy efficiency and renewables acceleration, enhance digital solutions and inclusion programmes, and improve good corporate governance practices
- XL will scale up its agile way of working to achieve the highest employee engagement and productivity in the industry
- Explore further opportunities to boost Enterprise value offerings via strategic partnership and M&A to become a leading ICT player and leverage synergies with Link Net and Hypernet to enhance convergence offering

DIALOG AXIATA REVIEW



Country:
Sri Lanka

**Year of Investment/
Shareholding:**
1995/82.27%

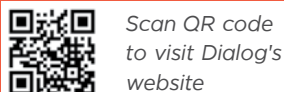
Nature of Business:
Communication Services,
Telecommunications
Infrastructure Services, Media
and Digital Services including
Financial Services, Dialog
Enterprise

Customers:
17.4 million

Technology Deployed:
Mobile:
GSM/EDGE, 3G/HSPA+, LTE/
LTE-A, 5G Pilot
Fixed Network:
LTE, WIFI, DOCSIS, FTTx, Wibas
Media:
IPTV, DTH (Satellite TV) , VIU
mini (Android Stick), VIU Hub 2.0
(Android TV)

No. of BTS:
2G: 5,559
3G: 2,877
4G Mobile Broadband: 5,242
4G Home Broadband: 2,523

Network Coverage:
(by population coverage)
2G : 98.2%
3G : 82.09%
4G Mobile Broadband: 95.4%
4G Home Broadband: 71.22%
(Outdoor Coverage)



Supun Weerasinghe
Director/Group Chief
Executive of Dialog
Axiata

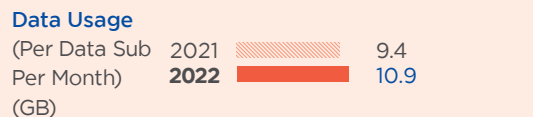
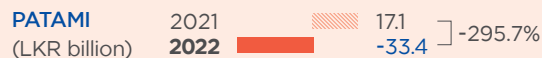
As we endeavour to advance Axiata's vision of becoming the Next Generation Digital Champion, Dialog continues to spearhead innovation and digitisation in Sri Lanka. Our commitment to providing cutting-edge solutions and world-class connectivity to individuals and businesses alike has propelled us to the forefront of this rapidly evolving landscape.

We remain steadfast in our purpose of empowering and enriching Sri Lankan lives and enterprises, as demonstrated by our unwavering dedication to social responsibility and sustainability. Our efforts and purpose-driven leadership in social responsibility and sustainability helped us to remain a positive force in Sri Lanka's communities and the nation at large, amid the challenging economic conditions faced by the country.

We will continue to play our part in fuelling economic growth and creating new opportunities for our citizens by enabling Sri Lankan enterprises to compete on a global scale. Our commitment to transforming our country through equitable and inclusive access to technology remains resolute and we are determined to lead the way in shaping Sri Lanka's digital future.

Financial Review

- Revenue ex-device grew by 25.5%, driven by mobile and fixed data, international and enterprise business
- EBITDA impacted by higher staff costs, network costs and organisation transformation cost
- EBIT further impacted by higher Depreciation and Amortisation, which includes goodwill and asset impairment
- PATAMI dropped more than 100% due to higher forex loss, goodwill and asset impairments and higher net finance cost



ESG Highlights

- Environmental**
- Implemented initiatives to reduce carbon emissions and save energy, including data monitoring in office buildings under Smart Building Monitoring Project (IoT), adding full and new solar sites under DC bus configuration (on-grid) and Cyclic implementation to minimise fuel consumption
 - Implemented 168 new solar sites with 724.74 kW capacity
 - Strengthened waste management initiatives and recycled 5.929 tonnes of paper waste and 706.17 tonnes of e-waste

- Social**
- Dialog Foundation launched Karuna.lk, Sri Lanka's first crowdfunding platform with verified and trusted non-profits, organisations and causes
 - Improved connectivity to 1,028 villages and deep rural communities via 'Sew Desatama Dialog'
 - Enhanced end-to-end Supply Chain Management analytics beyond traditional methods, leveraging comprehensive insights from new data sources for better decision-making
 - Strengthened talent management and succession planning by identifying key talent groups, assessing top 100 talent candidates, and regularly reviewing and updating process for identifying successors for senior leadership positions

- Governance**
- Recognised by Transparency International Sri Lanka as one of the top three 'Fully Transparent' companies among Sri Lanka's top 100 public listed companies - for its robust and prudent risk management and anti-bribery anti-corruption programme
 - Implemented a comprehensive 'Third Party Due Diligence' and a company-wide quarterly 'Corruption Risk Assessment' among other initiatives in 2022 demonstrating our continuous commitment towards UI.EP

DIALOG AXIATA REVIEW



Operating Environment

- Mobile service tariffs increased by 20% from 5 September 2022, approved by Telecommunications Regulatory Commission of Sri Lanka (TRCSL) due to operational cost escalation, driven by inflation and rupee depreciation
- TRCSL authorised operators to conduct 5G trials in 3.5 GHz and 27 GHz bands at the end of 2022, with commercial assignment starting in Q1 2023
- During economic downturn, SIM consolidation decreased subscriber base by 2% but Dialog's mobile market share increased by 1.8 percentage points
- Data market share decreased by 5 percentage points due to irrational pricing by competitors
- There were several tax movements throughout the year: VAT up from 8% to 15%; Telecommunications Levy increased from 11.25% to 15%; Corporate Income Tax increased from 24% to 30%; and the Social Security Contribution Levy Act No. 25 of 2022 to levy taxes every quarter at 2.5% rate

Awards Highlights

Brand Finance 2022

- Most Valuable Brand of the year (4th consecutive year)
- Most Valuable Telecommunications Brand (15th consecutive year)

SLIM KANTAR People's Awards 2022

- Telecommunication Brand of the Year (11th consecutive year)
- Service Brand of the Year (3rd consecutive year)

ACCA Sustainability Awards 2022

- Dialog was adjudged the overall first runner-up
- Dialog won the General Services Category

Recognised by the Government of Sri Lanka/Ministry of Power and Energy for its visionary leadership and invaluable contribution towards the creation of the 'National Fuel Pass' platform

Sri Lanka's Most Respected Entities 2022

- Dialog was recognised as the Sector Winner and ranked among the Top 5 entities in Sri Lanka

Commonwealth Digital Health Awards

- The Doc990 Clinic Management solution, deployed at the Lady Ridgeway Children's Hospital, was a joint winner under the category 'TeleCare'

H One was recognised by Microsoft as:

- Sri Lanka Country Partner of the Year 2022
- Sri Lanka Microsoft Cloud Solutions Direct CSP Partner of the Year 2022
- Sri Lanka Security Partner of the Year 2022
- Sri Lanka Modern Work SMB Cloud Partner of the Year 2022
- Sri Lanka Modern Work Partner of the Year 2022

Progress on Axiata 5.0 Vision

Sustainable Growth

- Recognised by a leading third-party crowdsourced Network Experience Measuring agency for overall network experience and Best Video & Gaming Experience, Upload & Download Speed, 4G Coverage, Voice App Experience
- Drove digital adoption and improved user journey using analytics
- Delivered integrated solutions beyond conventional connectivity and ICT services, including H One-Go beyond SL in Microsoft, and underwent ICT organisation transformation
- Dialog Digital Services expanded portfolio to better serve Digital industries of FinTech, HealthTech, EduTech and InsurTech
- Genie Consumer App grew 8x in monthly GTV, active base and launched Genie Business, first of its kind in the market as a fully digital merchant onboarding solution with trilingual support for financial inclusivity of micro and medium merchants

Operational Excellence

- Project Resilience implemented to manage and control rapidly escalating costs due to high inflation and macro-economic instability, leading to significant improvements in Group profitability
- Collaborating with OpCos and Group, driving analytics to make accurate decisions for commercial and business success and digital telco transformation
- 'MyDialog' digital self-care app is Sri Lanka's most downloaded telecom app with 8+ million customer registrations, resulting in 100% e-bill cutover and 80% automated payments, contributing to the upliftment of Group EBITDA
- Migrated analytics to the Cloud for improved reliability, availability and easier scaling of computing power, while deploying AI Factory for automation of ML and AI Models, and expanding capabilities

Structural Changes

- Mobile yield negatively impacted by increased Worry Free traffic, Fixed Business sustained revenue growth post-pandemic while optimising costs
- Dialog TV (DTV) focused on cost optimisation and driving revenue, amid cost rescaling and repricing
- Introduced Enterprise Marketplace, offering Dialog Enterprise customers digital solutions on a self-service model

Outlook for 2023 and Beyond

- Demand for data usage expected to grow with digital adoption and attractive pricing
- Maintain mobile network leadership and optimise network to enhance customer experience
- DTV to sustain market leadership in Direct-to-Home (DTH) and aggressively expand IPTV/OTT product offerings, including ViU Mini, to future-proof the business
- Leverage leadership in prepaid product proposition to drive affordable connectivity, review and revamp prepaid and postpaid propositions to increase customer retention and create more value for customers
- Continue driving digital adoption, building on Cloud infrastructure and AI Factory to drive business value by automating high-value use-cases and providing faster and more reliable insights to support decision-making across the company
- Enterprise market to see localisation of infrastructure due to USD liquidity, high capex to opex-based local Cloud, shift in security landscape to accommodate work from anywhere and growing demand for data
- Attract and develop digital talents and ready talent pipeline
- With 5G and FTTx as cornerstones of future service delivery, expecting 5G license approval from regulators with commercial spectrum allocation through auction
- Number portability to be implemented in Sri Lanka with regulator introducing spectrum management process and regulating shutdown of legacy networks, while pursuing rural broadband roll out coverage



ROBI AXIATA REVIEW

Country:
Bangladesh

Year of Investment/Shareholding:
1996/61.82%


Nature of Business:
Mobile Telecom Operator

Customers:
54.4 million

Technology Deployed:
Mobile:
GSM/EDGE, 3G/HSPA+, LTE/LTE-A, VoLTE

No. of BTS:
2G BTS : 15,558
3G BTS : 9,589
4G BTS : 15,650

Network Coverage:
(by population coverage)
2G : 99.6%
3G : 67.6%
4G : 98.3%



Scan QR code to visit Robi's website



Rajeev Sethi
CEO of Robi Axiata

Just like the Digital Bangladesh vision, the Smart Bangladesh vision comes with a clear pathway into the future of the country. I would like to thank the Government of Bangladesh for deftly encapsulating the aspirations of Digital Bangladesh in the Smart Bangladesh vision. We echo this vision of the Government and pledge our commitment towards it.

As Bangladesh rapidly increases its appetite for digital lifestyle, Robi ended 2022 standing tall with more than half of its subscribers (53%) using 4G service. In relation to the data user base, close to 76% of our subscribers are data users. On both of these counts, Robi is leading the industry by a long margin.

While our data traffic continues to grow exponentially, the absence of data price regulation continues to put pressure on our business. We look forward to scaling up our data business by ensuring quality 4G service to nullify this concern. Forex loss, on the other hand, dealt a heavy blow for us in 2022. We are going to take necessary measures to safeguard our business from potential forex crisis in future.

We managed to make significant gains out of our optimised cost structure. Going forward we will continue to leverage cost optimisation to strengthen our bottom line.

Financial Review

- Strong revenue traction despite macroeconomic challenges, driven by growth in voice, data and other value-added services (VAS)
- EBIT grew by 47.3%, outpacing service revenue growth of 6.1%, mainly attributed to opex control (lower regulatory fees, interconnect and material cost) and reversal of provision, offset by higher network expenses and D&A
- PATAMI growth moderated to 1.3% dragged by forex loss on USD loans and higher net finance cost, excluding which, PATAMI stands at a solid 51.2% growth



ESG Highlights



Environmental

- With a view to advance its green credential, Robi has successfully recycled over 308 tonnes of e-waste notably from Technology, IT and Facilities department by conducting eight auctions. This initiative also significantly boosted the country's recycle industry



Social

- Prioritised employee welfare by providing life and medical insurance, which were revised to address COVID-19 and critical illness coverage
- Resumed employee welfare initiatives including daycare facilities, pick-up and drop-off services and subsidised cafeteria meals
- Enabled digital inclusion by launching the bdapps Campus Ambassador Programme in over 120 learning institutions in Bangladesh and partnering with youth development organisations such as Mohsin Fatema Youth Welfare Foundation to conduct bdapps National Hackathon
- Managed natural disasters and emergencies, including Cyclone Sitrang and floods at Sunamganj in Sylhet, through adherence to Business Continuity and Crisis Management framework and procedures, enhanced crisis management with digital platforms such as 'Kaizala' and 'Online War Room', and conducted disaster recovery drills



Governance

- Strict adherence to Information Security governance practices resulted in robust cyber security and data privacy eco-system
- Engaged with regulatory authorities and Ministry to enable pro-market policies and regulations, ensured compliance with relevant directives and invested in Hi-Tech and Software Technology Parks, partnered with a2i and launched r-venture 3.0 to support entrepreneurs in alignment with government targets



ROBI AXIATA REVIEW

Operating Environment

- Market subscriber penetration stands at 103.1% with Robi in second spot with 30.2% market share and mobile Internet penetration at 64.3% as of December 2022
- Consumers' dependence on Internet, adoption of new digital services and competition led to more affordable prices and increased data consumption
- Market GB/data subscriber increased from 4.0 to 6.0 GB/sub
- Data price fell by 27.6% due to competitive pricing and the absence of regulation on floor price of data
- Taxation regime continues to be the major stumbling block for the telecom industry in Bangladesh
- Regulator proposing strict Quality of Service (QoS) regulations including call drop compensation from first call drop, site level parameter based obligations and in the process of revising the existing QoS regulations to impose stricter thresholds
- Robi conducted 5G trials in Dhaka and Rangpur in September 2022. It was the first operator in Bangladesh to conduct 5G trials back in 2018

Awards Highlights

[Robi recognised as the Champion in AI Maturity 2022 by TM Forum](#)

BASIS National ICT Awards 2022

- The winner of Inclusions and Community Services (HC-ICS) category for Noor Islamic app

Bangladesh Innovation Awards 2022

- Best Innovation in Community Engagement - bdapps

South Asian Federation of Accountants (SAFA)

- Best Presented Annual Reports Award 2021 (Bronze)

22nd ICAB National Award for Best Presented Annual Reports 2021

- First position under Communication & IT category

Global Carrier Awards 2022

- Best Social Media Campaign - Airtel brand's #airtelchallenge

Progress on Axiata 5.0 Vision

Sustainable Growth

- Robi acquired 60 MHz of the 2600 GHz spectrum band in the spectrum auction in 2022, bringing its spectrum possession to 104 MHz
- EBITDA performance improved and reached 44.9%, with blended ARPU increasing by 2.4% due to a strong subscriber base
- Expanding presence in new growth areas by building a diverse digital portfolio of enterprise ICT solutions to meet the new market demand
- Driving its future business model through the diversification of its current portfolio with platform solutions like OTT Binge, application bdapps and the Robishop marketplace

Operational Excellence

- Growing data business is the centrepiece of Robi's strategy for digital transformation. Despite being the second largest operator, when it comes to data market share, Robi is often jostling with the market leader for the top position
- Different cost optimisation initiatives improved EBITDA performance
- Single App customers have a 21.0% higher ARPU growth with less than 1.5% churn
- Robi organised Datathon 2.0, Bangladesh's most prestigious and biggest datathon revolving around the role of Big Data and Machine Learning in solving business problems
- Robi received special awards through LEAP Analytics, LEAP Enterprise and the most impactful sustainability initiative for different digitisation and analytics interventions
- Organisation-wide 5G Learning Awareness programme launched to establish the basics of the technology before the implementation of 5G
- Launched the Robi Sales Academy to develop functional and leadership capabilities of Robi's sales force
- Organised multiple roundtable sessions among policymakers and relevant journalists for Smart Bangladesh Vision to ensure better understanding regarding 5G and Bangladesh market's readiness,
- Diversifying current portfolio through future-proof platform solutions like OTT Binge, bdapps and Robishop marketplace

Outlook for 2023 and Beyond

- Intensifying competition for sustainable subscriber base and revenue growth
- Untapped opportunity with the current 57.5% mobile penetration in digital and new innovative services segment
- Market forces likely to dilute prices in absence of data price regulation, however, regulator is currently assessing the implications of data price regulation, which, if implemented, will place the data business on sustainable track
- Growth in use of 4G will further accentuate the ongoing shutdown process of 3G service
- Operators focus on bundle products including voice and digital services
- Upcoming general election may influence regulator's decisions, concerns on high taxation, potential 5G roll out obligations and policies under review
- Tower sharing is likely to go up among MNOs. If materialised, this is likely to improve financial performance
- Use cases for 5G technology are yet to mature, government plans commercial launch in 2023, leading to a slow and gradual deployment in a few hotspots
- Robi plans to scale Enterprise Business ICT solutions by providing end-to-end solutions for cloud, connectivity and security and identifying relevant future platform business models for revenue diversification
- Untapped market of 42.5% unconnected population and 68.4% unconnected mobile internet population present growth opportunities
- Cost reduction essential for sustainable data traffic growth and profitability in a price-sensitive market
- Robi aims to sustain voice revenue by ensuring higher RGB among existing customer base, increasing primary SIM users and maintaining/increasing prices
- Aim for single app to become the primary app for customer's daily digital life by driving app penetration, single app revenue contribution and decreasing churn
- Active participation in policy-level discussions to ensure a comprehensive overview for informed decision-making
- Identifying and building on prospects to ensure diverse revenue channels

SMART AXIATA REVIEW



Country:
Cambodia

**Year of Investment/
Shareholding:**
2013/72.48%


Nature of Business:
Mobile Telecom Operator

Customers:
7.1 milli on

Technology Deployed:
Mobile:
GSM/EDGE, LTE/LTE-A

No. of BTS:
2G : 3,325
4G : 3,370

Network Coverage:
(by population coverage)
2G : 99.6%
4G : 98.7%



Scan QR code to visit Smart's website



Ziad Shatara
CEO of Smart Axiata

2022 was a transformational year for Smart Axiata in many ways. We continued to thrive while pursuing our mission of becoming Cambodia's number one and most loved communication tech brand by providing connectivity solutions and digitalising the way we work, play and live. We prioritised our customers, partners and communities, remaining true to our customer-centric approach and sustainable practices.

The development of Cambodia's telecommunications industry is seen as the foundation of the country's digital economy and society. Our people at Smart have worked tirelessly to provide quality and reliable connectivity to our customers, extending digital services to some of Cambodia's most remote communities and enabling their access to education, healthcare and even employment opportunities.

Smart believes in fostering an innovative culture that allows us to constantly improve and evolve. We are incredibly excited about the possibilities and opportunities that lie ahead. We are investing heavily in network quality development and innovative products that meet customers' and market requirements, and are committed to collaborating with our ministerial partners and stakeholders. We recognise and embrace our role in building a flourishing digital ecosystem and economy in Cambodia. We are eager to support the Kingdom's Digital Economy and Society Policy Framework 2021-2035 and its goals of becoming a middle-income country by 2030 and a high-income nation by 2050.

Financial Review

- Strong revenue ex-device up by 6.9% driven by data growth and one-off revenue from expired scratch card
- EBITDA (up 0.7%) and EBIT (up 5.1%) margins impacted by higher regulatory costs from microwave fees and one-off retrospective microwave fees for prior years
- PATAMI down 25.9% further impacted by a one-off penalty fee for microwave



Note: Smart's Revenue are pre IFRS 15 for the years prior to and up to 2019. 2020 to 2022 Revenue are post IFRS 15.

ESG Highlights



Environmental

- Participated in 'Cambodia Energy Efficiency Initiative' energy competition organised by Sevea and established Smart's Green Team to reduce energy usage and promote sustainable practices in the workplace, ultimately winning the competition as the best Green Team among all companies in Cambodia
- To reduce single-use plastic (SUP), provided employees with alternative tools, including lunch boxes and tumblers, and implemented cross-departmental programmes to collect plastic containers for refillable products
- Extended SUP initiative under Project R, in collaboration with Cambodia Rural Students Trust, to educate 40,000 high school students in Siem Reap to address the consequences of SUP usage and inculcate a lasting change



Social

- Organised the SmartStart Young Innovator Programme, initiated by Smart in collaboration with Impact Hub Phnom Penh, to empower young Cambodian talents to develop their innovative tech and digital ideas, with over 100 university student participation
- Introduced entrepreneurship concepts via the SmartStart Unipreneur Learning Programme, an online learning and interactive platform to help students develop technical capabilities and entrepreneurial mindset among Cambodian university students, featuring local role models and practical implementation



Governance

- Prioritised data privacy and cyber security through measures including mandatory training, privacy compliance framework, vendor due diligence and various security implementations

SMART AXIATA REVIEW



Operating Environment

- Intense mobile-led telco competition, with three major mobile operators dominating over 90% of the market and actively vying to become exclusive partners for high-profile national and regional events such as the ASEAN Summit, Cambodia's National Games
- In July 2022, Cambodia's Ministry of Post and Telecommunications banned loan services for pre-paid users from mobile operators
- Starting 28 February 2023, existing tariff exchanges (mobile money exchange service) will cease in Cambodia and will be replaced by transparently disclosed new packages including mobile data size, free minutes of on-net calls and SMS, as instructed by the Association of Telecommunication, with all mobile operators required to discontinue existing packages by 1 January 2023
- Following the peaks of the pandemic, most employees returned to the office full-time, with Smart Axiata adopting a flexible hybrid working culture

Awards Highlights

2022 Frost & Sullivan Asia Pacific Best Practices

- Cambodia Mobile Service Provider of the Year
- Cambodia Mobile Data of the Year

Cambodia's General Department of Taxation

- Gold Award for Tax Compliance 2022

Progress on Axiata 5.0 Vision

Sustainable Growth

- Partnered with global fleet management solution provider Cartrack to offer fleet management service for enterprises
- Introduced the Smart Laor! bundle package in compliance with new regulations, providing customers with transparent benefits such as generic internet surfing, social media and mobile gaming that can be accessed without data charges, with the option to switch between tariffs and retain unused benefits through the self-care app SmartNas
- Launched Leng Centre as a standalone project which transitioned from the SmartNas application
- Organised the first-ever international eSports competition in Cambodia called Smart Kingdom of Legends – SEA rivals, which was a success, featuring the largest prize pool Cambodia has ever seen
- Continues support of Cambodia's National Games for the third consecutive time
- Introduced a campaign encouraging subscribers to register their SIM cards to enhance security and protect their personal profile, while also providing them with additional benefits
- Rolled out the Smart Guardian Newsletter to advocate awareness on data privacy and data protection
- Held Compliance Month, focusing on business ethics and compliance with a particular emphasis on risk management, anti-bribery and anti-corruption
- Strengthened integrity and accountability through setting up the Speak Up Channel, an anonymous whistleblowing channel that allows individuals to report any suspected misconduct or illegal/unethical behaviour without fear of retaliation or unfair treatment

Operational Excellence

- Leveraging digitisation and analytics by using an open source called DataHub in Meta Data Management in workflow organisation, especially with automatic execution, standardisation and presentation
- Collaborated with Cambodian-born developers to launch six seasonal mobile games on SmartNas app
- Cambodia's Top 50 by Pleng, Smart's music streaming app, showcases the most streamed songs weekly and launched the Pleng Cambodia Top 50 Tour Concert which is set to take place across the country

Structural Changes

- New CEO appointed on 16 January 2023
- The first female Chief Financial Officer was appointed in April 2022

Outlook for 2023 and Beyond

- Prioritise customers and strive to offer innovative and value-added products and services to meet market demands by continuously looking for opportunities to improve
- Transitioning from CSR to ESG to advance an inclusive digital future by building a thriving ecosystem that drives the digital economy and supports society through responsible citizenship and outstanding governance
- As a subsidiary of a conglomerate, Smart aims to set an example of good corporate citizenship that will have a positive impact on foreign direct investments (FDI) and make impactful changes in the communities through its ongoing sustainability initiatives
- Contribute to the nation's goal of becoming a middle-income country by 2030 and help advance its 2021-2034 Digital Economy and Society Policies
- Although intense competition among telcos in Cambodia makes it unlikely that there will be significant changes to the telco outlook in 2023, the upcoming election in July 2023 may have a slight impact on the industry
- Ongoing discussion on tariff prices and plans for consumers in the market suggests that there may be additional changes to tariff plans in the future
- Government is currently drafting policies and engaging in discussions in preparation for 5G technology implementation, which may include testing at some point along the process

NCELL AXIATA REVIEW



Country:
Nepal

Year of Investment/ Shareholding:
2016/80%



Nature of Business:
Mobile Telecom Operator

Customers:
17.1 milli on

Technology Deployed:
Mobile:
GSM, EDGE, 3G/HSPA+

No. of BTS:
2G : 3,998
3G : 3,233
4G : 3,983

Network Coverage:
(by population coverage)
2G : 92.47%
3G : 43.77%
4G : 88.31%

Scan QR code to visit Ncell's website



In 2022, we gained a renewed perspective and found more reasons to be optimistic. Our ongoing efforts to accelerate our digitalisation journey have continued to yield positive results, positioning our business for a brighter future. We are confident that 2023 will present even more opportunities for growth, as our key digitalisation efforts continue to gain momentum and deliver good outcomes across multiple fronts.

Ncell continues to maintain its position as the market leader in terms of RMS, with a steady brand equity score that surpasses that of market players, as evidenced by our positive rNPS. This gives us a solid foundation to move forward with optimism into 2023. We continue to build on this momentum and work collaboratively to achieve our strategic priorities as part of our Recovery & Resilience journey for 2023 and beyond.

We remain committed to driving profitable revenue growth while retaining our leadership position in the market. We have also successfully implemented various social initiatives with the underlying objective of giving back to the community we operate in.

Financial Review

- Continued to be challenged by revenue and cost pressures
- Revenue ex-device down by 4.0%, impacted by lower core -3.1% and lower International Long Distance (ILD) -8.1%
- Revenue decline flowed through to EBIT -25.2%, impacted further by an increase in direct and administration costs
- PATAMI slid by 22.6%, cushioned by lower taxes and recognition of higher forex gain
- YoY Blended ARPU declined mainly due to regulatory changes, shifts in customer behaviour towards FBB, and coverage and network-related challenges

Revenue (NPR billion)	2021	41.5	2022	39.8	-4.0%
EBITDA (NPR billion)	2021	24.1	2022	21.1	-12.6%
EBITDA Margin (%)	2021	58.2%	2022	53.0%	
PATAMI (NPR billion)	2021	6.7	2022	5.2	-22.6%
Customers (million)	2021	16.8	2022	17.1	
Blended ARPU (NPR)	2021	208	2022	189	
Smartphone Penetration (%)	2021	65.6%	2022	71.0%	
Data Usage (Per Data Sub Per Month) (GB)	2021	3,411	2022	3,554	

ESG Highlights

- Collaborating with Huawei and ZTE to reduce steel usage in towers and incorporate solar power into Ncell's network to reduce carbon emissions
- Supported in developing a mobile app 'Greenway' to encourage cycling under Ncell's Go Green initiative
- Contracted social enterprise Doko Recyclers for sustainable dry waste management and resource reuse

Social

- Promotes fair hiring, employee welfare, DEI and women's empowerment
- Upgraded digital talent development platform from TAP to TalentPulse for identifying and developing talented employees under AXcelerators and Ncell Accelerated Development Programme (NADP)
- Supported employees during COVID-19 with vaccines, health monitoring and medicine delivery, unlimited data, safety protocols for business continuity and community initiatives
- Improved customer satisfaction with high NPS and CSAT score (+9), converted 70% detractors to promoters, achieved 61.06% complaint resolution rate and increased CX Leap Score with digital initiatives

Governance

- Established risk and compliance committees for governance oversight. Implemented Risk Management, Anti-Bribery and Anti-Corruption (ABAC) policies and procedures, rolled out VITAL System for Gift, Donation and Sponsorship (GDS) declaration
- Prioritised data privacy and cyber security, individual privacy requests, with policies, procedures and risk assessment/ awareness programmes
- Maintained neutral governance stance and prioritised compliance with local laws and regulations, collaborating with government and regulators for socioeconomic development

NCELL AXIATA REVIEW



Operating Environment

- Nepal's mobile telecom industry faced revenue decline post-COVID-19 due to economic challenges, an 81% drop in interconnect pricing regulation and aggressive competition from fixed players; however, mobile broadband (MBB) and Home proposition experienced data revenue growth
- Mobile data usage grew moderately due to stable pricing and data pack adoption, but changes in telecom service tax, high fixed penetration from ISPs and smartphone import restrictions affected MBB's growth
- The Government provided clarity on the telecom license/ spectrum renewal process through the telecom asset management act with the Amendment of the Telecom Act or implementation of Asset Management Rules to protect the license to operate
- Industry voice and ILD revenue continued to decline due to higher OTT adoption, while decline in voice revenue intensified due to changes in interconnect regime. On a positive note, ILD revenue decline stabilised as outflow of migrant workers increased following relaxation of COVID-19 restrictions

Awards Highlights

Ookla Speedtest Awards 2022

- Fastest Mobile Network in Nepal for Q1-Q2 2022

Top 10 Contributors to the Social Security Fund (SSF)

- Ministry of Labour, Employment and Social Security, Government of Nepal

Asian Telecom Awards 2022

- Telecom Company of the Year
- Infrastructure Initiative of the Year

CMO Asia Awards 2022

- Marketing Campaign of the Year - Migrant Ecosystem

HR Meet 2022

- Excellence in Employer Brand Award 2022

Progress on Axiata 5.0 Vision

Sustainable Growth

- To adapt to new norms in telecommunications, initiatives were undertaken such as boosting digital recharge to 36.9% in 2022 from 29.5% in 2021, improving the single customer app for a higher adoption rate, launching an incentive-based programme to increase Sales App usage and implementing major features of Digital Dynamic offers in Digital Telco enabler
- Deployed analytics-driven business decisions as part of transforming business operations and utilised advanced analytics techniques to analyse Sales, Network and Product performance for data-driven strategy building
- Incremental data revenue was generated by prioritising data-driven activities such as Home & Away and Consumer products, while maintaining the number of data power users in 4G coverage

Operational Excellence

- Continued to explore new growth areas by capitalising on the resurgence of digital services and growing Home business by 4x and Enterprise by 1.3x
- Efforts to maintain profit margins involved major initiatives to optimise capex and opex savings, resulting in a successful reduction of NPR900 million in opex and NPR2,829 million in capex
- Improved 2pp in NPS through customer engagement efforts
- Collaborated to drive synergies from Collective Brain efforts to explore new engagement models in network, IT and finance
- Progressed digitisation efforts as evident in the operationalisation of organisation-wide data lake, advancement in digital assets such as integrated dashboards and the implementation of AI and ML use cases enabling real-time decision-making. These efforts were reflected in Ncell's Digital and Analytics Maturity scores/report/metrics
- To safeguard ILD revenue, the ILD business was prioritised and executed as an Immediate Focus Area project, with a strategy implemented to concentrate on deals with major markets such as Qatar, United Arab Emirates (UAE) and Saudi Arabia

Structural Changes

- Consolidation remained challenging in absence of any clear M&A regulations

Outlook for 2023 and Beyond

- Focus on high value customer growth through acquisition, experience and base upgradation initiatives with advanced base movement prediction modelling
- Drive growth of active customer base through churn management, engagement in new coverage areas and win-back initiatives
- Leverage the accelerated digital adoption and aim to strengthen the digital recharge ratio that can lead to better customer experience
- Control expenses by maintaining sales and marketing expenses and focus on digital marketing initiatives to reach wider audience
- Improve 4G coverage and quality by extensively rolling out services in third quarter 2023
- Aim to simplify portfolio to provide better customer experience and increase revenue per user
- Use analytics-driven business decisions by implementing AI/ML use cases, such as sales productivity enhancement, segment dropper prediction model and next best offers
- Grow the Home and Enterprise businesses by 80% and 25% respectively, and expand the business portfolio by entering into partnerships with fixed broadband and DFS provider
- Implement organisation-wide cross-functional initiatives to improve profitability via opex and capex optimisation, and reduce cost/GB to increase data profitability
- Continue collaboration on projects in procurement, analytics and network/IT, and monetise digital assets like Service Concession Arrangements and Sale and Repurchase Agreements to drive revenue and Chatbot to reduce opex
- Focus on upskilling resources and data democratisation, leverage analytics knowledge sharing within and outside the organisation
- Explore strategies to protect ILD business with minimal degrowth YoY, continue focus on commitment-based deals and major markets, and plan for events in different markets to win back ILD customers
- Explore potential consolidation opportunities given the new telecom assets management law introduced and collaborate with cross-industry players to create synergy and develop new revenue streams
- Focus on high-value customer growth through acquisition, experience and base upgradation initiatives with advanced base movement prediction modelling
- Drive growth of active customer base through churn management, engagement in new coverage areas and win-back initiatives

LINK NET REVIEW



Reporting period for Link Net as a subsidiary of Axiata Group from date of acquisition on 1 July 2022

Country:
Indonesia

Year of Investment/ Shareholding:
2022/Axiata - 99.52%;
XL Axiata - 19.22%

Nature of Business:
Internet Service Provider

Customers:
0.8 million

Technology Deployed:
Fixed-line Fibre Broadband

Network Coverage:
(by population coverage)
3.1 milli on Homes passed



Scan QR code to visit Link Net's website



Marlo Budiman
President Director &
CEO of Link Net

The year 2022 marked a significant milestone for Link Net, as it became a part of the Axiata family through an equity interest acquisition. We expect this move to allow us to expand and strengthen our reach in Indonesia's growing enterprise market.

The combined positions of Link Net and XL Axiata in wireless communication services, sharing of backbone and transmission networks, and extensive relationships with customers in Indonesia will provide immediate synergies. We can now offer residential and enterprise clients more appealing converged fixed-line broadband and mobile service propositions.

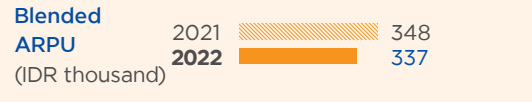
Link Net has invested in digital applications to enhance distribution channels, improve customer experience and increase customer satisfaction. Our distribution team is equipped with a comprehensive digital sales application providing real-time information on the product suite, pricing and promotions, leading to more effective business planning and extensive analytics to enhance the product suite.

Technicians are equipped with a digital tool to troubleshoot at a customer's premise, improving the customer experience while reducing operational costs. Customers can seamlessly use entertainment products through digital self-service applications and e-wallet payment options available on the My FirstMedia self-care application.

We will continue investing in digitising our business to enhance customer experience, distribution and cost management. We aim to become a leading player in Indonesia's enterprise market and provide innovative digital solutions to customers.

Financial Review

- Revenue decreased by 2.1% due to lower demand for residential Internet and Pay TV services as work-from-home mode reduced in the post-COVID-19 environment, leading to lower ARPU of IDR337,000(FY2022) compared to IDR348,000 (FY2021)
- EBIT declined by 54.3% and PATAMI correspondingly declined by 72.8% due to increased capex investment leading to higher borrowings and depreciation
- 3.1 million home passes with the addition of 249,000 home passes



ESG Highlights



Environmental

- Implemented energy savings initiatives through employee education and facilities management practices, promoting efficient usage of electricity, water and paper



Social

- Implemented a hybrid working system that allows employees to work from any Link Net premises or from home, while also encouraging them to manage their productivity
- Promoted DEI and raised awareness through programmes such as 'Wanita Tangguh', 'Inspiring Leader' and 'First Squad Star' programmes
- Given the climate following the pandemic, conducted Care Talk Webinars to promote employee wellness and provide updates and information on the importance of health



Governance

- Implemented various policies and practices to ensure ethical and responsible conduct within the organisation, including the Anti-Bribery and Anti-Corruption policies for employees and suppliers
- Emphasised value of Uncompromising Integrity by conducting workshops for employees on integrity, ethics and compliance
- Policies in place to prevent forced and child labour in Link Net's supply chain
- Implemented a comprehensive supplier code of conduct that includes compliance with laws, anti-bribery and anti-corruption policies, privacy and information security, respect and diversity, and compliance with labour regulations
- Adopted several ISO standards to ensure the highest levels of quality safety, and security across our operations to maintain a consistent level of excellence

LINK NET REVIEW



Operating Environment

- Continued trend of YoY increase in customers' data usage
- Link Net's provision of unlimited fixed-line Internet has allowed customers to utilise their Internet connections for a variety of purposes, including education and entertainment, without download restrictions

Awards Highlights

Indonesia Human Resource Awards 2022, *Warta Ekonomi*

- The Best HR Management for The Outstanding Quality and Adaptive Human Resource Ecosystem Through Digital Implementation in Telecommunication and Media Services Industry category

Indonesia Millennial's Brand Choice Awards 2022, *Warta Ekonomi*

- Best Millennials' Brand Choice 2022 in TV Cable category for First Media brand
- Outstanding Millennials' Brand Choice 2022 in Internet Provider category for First Media brand
- Very Good Millennials' Brand Choice 2022 in Internet Provider for Link Net brand

Indonesia Customer Experience Champions (ICXC) 2022, *SWA Media Group & Business Digest*

- Best Customer Experience Team for First Media brand

Best Digital Brand Award 2022, *Zeals dan Media Group Network*

- Best Digital Brand Award 2022 in Internet Provider category for First Media brand

Contact Center Asia Pacific (CC-APAC) Awards 2022, *Contact Center Associations of Asia Pacific*

- Contact Center Operations (Gold)

Progress on Axiata 5.0 Vision

Sustainable Growth

- As new majority shareholders, Axiata and XL, will combine synergy by sharing extensive experience in growing telecommunications assets to offer converged fixed-line broadband and mobile service packages in Indonesia's underpenetrated high-speed broadband market
- Expanded its network to an additional 249,000 homes passed, bringing its total network size to over 3.1 million homes passed, spanning across 16 cities, including two new cities, Sukabumi and Purwokerto
- Prioritised productivity and employee satisfaction by adopting remote working policies since the pandemic which has continued to be maintained, having resulted in cost and time savings for employees
- In 2022, Link Net maintained its position as the provider with the leading ARPU in Indonesia by offering a bundled Internet and content service with unlimited downloads

Operational Excellence

- Utilised and invested in digital tools for customer acquisition, product purchases and upgrades, technician troubleshooting and improving overall customer experience
- Implemented SAP - BRIM as part of its operating system to integrate information across divisions, allowing for more accurate, real-time processing and better analysis of information
- Around 96% of Link Net's customers are bundled to both Pay television and Internet, with an ARPU of IDR337,000 per month in FY2022

Structural Changes

- Strengthened its targeted customer profile by emphasising customers who value and are willing to pay for premium high-speed broadband and Pay TV services, positioning the company's portfolio to cater to higher quality customers and increase customers' lifecycles

Outlook for 2023 and Beyond

- Based on historical trends, customer data consumption expected to increase and demand for unlimited fixed-line broadband will continue to rise
- Link Net poised to capitalise on rising demand for unlimited fixed-line broadband without data restrictions
- Link Net aims to maintain its position as the second largest provider of fixed-line broadband in Indonesia and have a market-leading ARPU in line with its quality product and service offering
- Link Net management will continue to work with both XL Axiata and Axiata to maximise cost efficiencies and revenue enhancements throughout Link Net's business in 2023 and build on existing synergies
- Link Net plans to optimise the use of SAP-BRIM to streamline its operational processes, while continuing to digitise all parts of its business to improve customer experience and manage costs
- Link Net plans to accelerate network expansion which will increase number of greenfield areas available for the sales team to canvas and expect to see an acceleration of its subscriber base

BOOST REVIEW



Year of Investment/ Shareholding:
2017/78.12%

Nature of Business:
Full spectrum fintech platform



Scan QR code to visit Boost's website



Sheyantha Abeykoon
CEO of Boost

In 2022, Boost has been firmly moving towards the digital banking model. A key watershed moment on this journey was winning the digital bank license in Malaysia, a culmination of three years of effort put in by joint teams. There were many other validation points throughout the year, such as being the first fully digital Southeast Asian digital lender to receive an investment-grade A1 rating from Risk Assessment Model (RAM) Ratings - an independent validation of the quality of our lending book. We were also awarded multiple accolades and recognition from the Malaysian Technology Excellence Awards 2022, Putra Aria Brand Awards 2022 and Platinum Business Awards 2022.

The path to profitability and value creation remains intact, as seen in our financial performance. This is a journey that we embarked on almost three years ago using a multi-pronged approach; (1) making sure we have products that are unit-economics-positive in our portfolio, (2) shifting our portfolio focus and competition to more profitable and higher growth products, such as digital lending, (3) focusing on a lean organisational structure that continues to foster our start-up DNA, while having enough levers to scale as we grow the business.

What We Do

Boost is the regional full spectrum fintech arm of Axiata that financially empowers millions of customers, both users and merchants, across seven countries in Southeast Asia. Through its ever-expanding and holistic fintech ecosystem spanning its all-in-one fintech app, merchant solutions, AI-based lending business and cross-border payment platform, Boost continuously paves the way for unstoppable growth and greater financial inclusion through the power of technology and artificial intelligence. Having successfully ignited confidence in Malaysians adopting digital financial solutions for over five years now, Boost remains at the forefront of the industry through innovative fintech solutions that leverage AI to fuel winning ambitions. Our overall business continued to see strong growth as Boost achieved significant milestones, such as securing an investment-grade A1 rating from RAM for our lending business, winning the Digital Bank License in Malaysia and completing our organisation-wide brand refresh across the region. As we chart new frontiers, our refreshed brand reflects our relentless ambition to break boundaries and empower everyone across the region with accessible and simplified digital financial solutions.

Financial Review

- Revenue surged 87.5%, driven mainly by increase in consumers for its all-in-one fintech app and growing AI-based lending business
- EBIT improved by 18.4% as revenue growth was offset by higher opex
- PATAMI eased down by 3.1% in absence of RM27 million grant from MDEC in FY2021
- Gross Transaction Value (GTV) rose 21.2% to RM6.1 billion, while Boost's all-in-one fintech app consumers grew 7.4% YoY to 10.4 million and Malaysian merchant touchpoints grew 26.4% to 555,000

ESG Highlights



Environmental

- Commenced assessment of its exposure to climate-related risks and opportunities as part of the TCFD initiative
- Addressed climate-related concerns, such as flood preparedness, in its strategy, emergency planning and Business Continuity Management (BCM)



Social

- Emphasised DEI through engagement initiatives, including 'Be Unstoppable' and 'One Team One Dream', striving for diverse demographics and experiences
- Provided aid to employees who were affected by floods through the Boost Flood Relief Team led by Boost volunteers



Governance

- Established Group-wide Enterprise Risk Management and BCM policies for consistent internal matrix and standardisation of risk management and practices
- Adopted Anti-Bribery and Anti-Corruption (ABAC) policy and implemented end-to-end ABAC compliance evaluation and monitoring programmes
- Strengthened and enforced third-party risk management from a context of business resilience and business integrity compliance
- Reformation of risk organisation structure into the central hub with shared resource structure, centralised advisory and oversight functions to support uniformity in risk management practices, ABAC compliance actions and greater use of resources specialisation
- Centralisation of the regulatory and compliance department to ensure standardisation in compliance practices, with a focus on the end-to-end management of anti-money laundering and countering the financing of terrorism (AMLCFT) measures and cultivation of higher levels of proactive engagement with regulatory institutions
- Introduced an enhanced level of training and awareness on AMLCFT, including the launch of an e-learning module to be completed by all employees and senior management and training sessions for the Board of Directors

BOOST REVIEW



Operating Environment

- Fragmented consumer credit regulation landscape in Malaysia being addressed by the Central Bank of Malaysia's drafting of a Consumer Credit Act (CCA) while existing licenses for moneylenders like Boost Credit will continue to operate under current legislation
- Consumer Credit Oversight Board (CCOB) will gradually assume consumer credit regulatory functions in phase two of CCA, including those of Boost Credit
- Indonesia is tightening its regulations on peer-to-peer (P2P) lending industry, while the increase in the interest rate set by Bank Indonesia may affect cost of fund
- Five winners of Malaysia's digital bank license are pursuing different strategies for phase one, given their different starting points, with some iterating on existing products and others focusing on building out base capabilities in digital banking
- In Indonesia, emerging digital banks affiliated with competitors may offer lower cost of funds
- Acquisition of an Indonesian P2P digital financing license holder in 2021 resulted in over USD200 million in loans disbursed since its launch three years ago, making Boost the eighth-ranked fintech player out of over 100 in Indonesia

Awards Highlights

Malaysia Technology Excellence Awards 2022

- Fintech – Financial Technology Category

SME Platinum Business Award 2022

- SME Supporter Award

Putra Aria Brand Awards 2022

- Bronze: E-commerce Category

Progress on Axiata 5.0 Vision

Sustainable Growth

- One of five consortium groups to be awarded the Digital Bank license in April 2022
- Undertook restructuring efforts, including aligning the platform engineering team to consolidate support for Boost Life, Boost Biz, Boost Credit and Boost Connect
- Scale its ecosystem model by adopting a Central Customer Data Platform, resulting in major cross-selling exercises and increase in overall active users/ merchants in Malaysia served by multiple entities
- Refreshed the Boost brand in September 2022 with the goal of strengthening its proposition as a leading regional full spectrum fintech brand
- Boost Connect's two-year transformation programme Camelot (2021-2022) has seen the organisation further enhance and adopt an agile way of working, with five cross-functional teams defining and driving product roadmaps, and a Camelot Guild providing support and guidance
- Launched a closed-loop ecosystem buy-now-pay-later (BNPL) product within the Boost Life mobile application
- Launched Boost Kedai, a B2B e-commerce platform that surpassed targets with 1.1x successful merchants and Boost Indonesia rolled out Boost Tempo to capture market share in the lending industry

Operational Excellence

- Continued to operate on a Unit Economics positive level for payments and lending
- Consolidating resources and renegotiating terms at Group-wide level to increase the contribution margin across all products
- Boost Connect turned PAT positive for the first time in 2022. This was achieved due to higher Revenue (increase by 39% YoY). Opex was maintained 33% below target through continued cost optimisation and other cost reduction initiatives in 2022
- Currently integrating existing technical capabilities such as customer relationship management (CRM) and central data repository, to encourage collaborative activities to perform at scale
- Established a succession planning framework for mission-critical positions and developed a 2:1 ratio of 'ready now' and 'ready soon' successors for at least 75% of critical leadership positions, with career path outlines and development plans in place

Structural Changes

- Despite the market downturn, received multiple term sheets from investors
- Improve capital flow by securitising loans to banks/investors In Indonesia

Outlook for 2023 and Beyond

- Aiming to launch its digital bank, leveraging its strengths in MSME and retail to develop its product suite while exploring growth in the Banking-as-a-Service business direction
- SME lending will continue to be strengthened by relying on ecosystem-linked merchant partners and improving scalability, with efforts including simplifying product portfolio for mass adoption and enhancing online loan application user experience
- Scale the lending business sustainably for retail and MSMEs by developing a product and technology roadmap, expanding lending portfolio in Malaysia, Indonesia and other markets, and improving business processes while continuously upskilling the organisation
- Targeting geographical expansion in East Indonesia
- Enhance BNPL by offering additional tenure options, along with virtual card
- Boost Connect is pivoting from the staple Direct Carrier Billing and API solutions provider to offering payment gateway and lending solution in the region. Boost Connect will be launching lending solutions in Cambodia in 2023
- Shift towards a lean business organisation that scales resources across markets with focus on continuous investment in human capital to enhance knowledge and capabilities in machine learning, cyber security, risk management and product development
- Aggressively scale lending business while optimising cost modules, growing contribution margin at Unit Economics level, maintaining tight focus on non-performing loan (NPL) records and seeking more economical cost of funds
- Enable cross-entity data consolidation to drive better strategic decisions, improve productivity, work towards a unified customer data platform, automate manual data processing, develop a recommendation engine to personalise relevant offers
- Build a lender dashboard and move customers to a new loan-origination system in Indonesia

ADA REVIEW



**Year of Investment/
Shareholding:**
2014/63.47%

Nature of Business:
Integrated growth partner that strives to grow clients' business with our growth mindset.



Srinivas Gattamneni
CEO of ADA

ADA maintained its sustainable, profitable growth for the fourth consecutive year as we continued to support our client's goals to drive e-commerce penetration in Southeast Asia. We added marquee clients to our roster in 2022, including Singlife Philippines, ICBC, Vivo, Colgate-Palmolive, Suntory, JCL, Innocean Indonesia (a subsidiary of Hyundai Motor Indonesia), as well as large hyper-scalers, including the Alibaba Group.

Our client delivery excellence was validated with our inaugural global recognition of being listed as Adweek's Fastest Growing Agency 2022 and the only Southeast Asian agency to make the list. We also made it to the Top 10 of the Large Agencies list as the only Data and AI company. Our total industry awards and recognitions for 2022 are 87.

To further enable growth for our clients, we have launched new capabilities, including Content at Scale, WhatsApp for Business, e-commerce Insights, Customer data platform/tech implementation and telco data monetisation. Our acquisition of SingPost's e-commerce business in 2022 has also solidified our presence in the e-commerce technology space.

We have expanded our partner ecosystem to better serve our clients, with partners across Creative (Celtra, Rocketium), e-commerce (Omcom, Hatio), messaging business (WhatsApp for Business, LINE, Ethio Telecom, Metfone, Viettel, Mobifone) and enablers (Facebook, Google). We remain committed to providing innovative solutions and excellent service to our clients and partners.



Scan QR code to visit ADA's website

What We Do

Operating across 10 markets in South and Southeast Asia, ADA provides services that enable enterprises and brands to drive top line growth through digital marketing and sales transformation across Asia via three data-driven service segments; Marketing, e-Commerce and Customer Engagement Solutions.

ADA is creating value for brands across its footprint by:

- Helping businesses achieve their data and digital marketing maturity
- Using data, insights and cross-domain teams to catalyse business growth for our clients
- Integrating tech, media and creative to drive meaningful business outcomes with digital marketing
- Helping brands deliver seamless e-commerce operations through our end-to-end e-commerce solution – digital marketing, e-commerce insights, customer service, creative automation, and supply chain and logistics
- Guiding businesses in their digital transformation journey through the relevant marketing technology (MarTech) solutions
- Deriving business insights from the telco and mobile ecosystem to create enhanced customer experiences
- Delivering business messaging solutions through our strategic partnerships with top OTT platforms in the region

Financial Review

- Revenue eased by 1.7% due to lower clients' media spending, partially offset by strong growth in Customer Engagement and e-commerce solutions
- EBIT grew 30.3% due to higher gross margin extraction
- PATAMI surged by 49.8% to RM80 million and enters 4th year of profitability

ESG Highlights



Environmental

- Promoted the segregation of waste with separate bins placed in the office, to inculcate the habit of waste separation and recycling



Social

- ADA values and promotes equal opportunities in the workplace, with a gender distribution of 53:47 (Female:Male) in the overall workforce, 41:59 in senior leadership and 54:46 in new hires for 2022, and celebrated International Women's Day creatively with 'Breaking the Bias' theme
- Prioritised employee health, safety and wellbeing through hybrid work arrangement of WFH or WIO, provided lunch arrangements to ensure employee safety and changed office configurations to have more communal meeting areas
- Bi-annual Net Promoter Score (NPS) conducted to capture clients' feedback, with 4 out of 5 strongly indicating they would recommend ADA to industry peers in the 1H2022 survey



Governance

- Completed and implemented ABAC controls, policies and procedures in all markets
- Strengthened cyber security with NIST controls implemented and audited, with Maturity levels for NIST on target for the year

ADA REVIEW



Operating Environment

- While offline purchasing behaviours have begun to pick up, they have yet to return to pre-pandemic levels; however, the e-commerce space shows no sign of slowing down
- Intense competition within the digital media space resulted in pricing pressures, with many major brands holding back on marketing investments to observe real business impacts of the pandemic
- More brands are navigating the transition from AdTech to MarTech and aggressively investing in tech stack as the world approaches a cookieless future in 2023; MarTech enables consolidation of first party-data and unlocks learnings from a single source of truth
- Tech stacks consolidation is necessary due to the overwhelming number of touchpoints to personalise customer experience, which can be effectively replaced with the right platforms, workflow and automation technology for better business efficiency
- ADA's end-to-end solution range would mean competing at par with major network agencies, solution providers, data and analytics players and e-commerce enablers

Awards Highlights

Adweek's Fastest Growing Agencies 2022

- Top 75 Fastest Growing Agencies (35th)
- Top Large Agencies (7th)

GRADUAN Brand Awards 2022

- Malaysia's Most Preferred Employer 2022 (Data Analytics)

Graduate's Choice Award 2022

- Most Preferred Graduate Employers 2022 (Advertising)
- Most Preferred Graduate Employers 2022 (Analytics)

Campaign Asia Agency of the Year 2022, APAC

- Southeast Asia Independent Agency of the Year (Winner)
- Southeast Asia Customer Engagement Agency of the Year (Silver)
- Southeast Asia Data Analytics Agency of the Year (Silver)
- Southeast Asia E-Commerce Agency of the Year (Silver)
- Southeast Asia Performance Agency of the Year (Bronze)
- Southeast Asia B2C Marketing Agency of the Year (Silver)
- Southeast Asia Consultancy of the Year (Silver)

Progress on Axiata 5.0 Vision

Sustainable Growth

- Continued growth despite dampened industry growth and economic headwinds
- Expanded services by launching Tech Solutions to help clients navigate transition from AdTech to MarTech
- Launched Digital Shelf to improve e-commerce, clients' decision-making process with growth analytics and digital insights
- Launched Content House to enable content creation at scale, speed and volume for clients
- Established a new partnership with LINE in Thailand as an official Business Service Provider partner
- Extended partnership under Customer Engagement/Global Messaging with new mobile network operators (MNOs) such as Ethio Telecom, Metfone, Viettel, Mobifone, and established new strategic Meta and Google partnerships

Operational Excellence

- Implemented initiatives on cost savings and financial efficiencies in terms of procurement and billing, and finance
- Strengthened digitisation efforts by automating key processes across HR and Finance
- Expanded data and analytics capabilities by adding 3.1 billion data points to **XACT** to glean consumer insights
- Expanded our policies to better support women in the workplace, in efforts to drive gender equity and improve benefits that reflect the gender balance
- Drove process improvement initiatives across the organisation for operational efficiency

Structural Changes

- Acquired SingPost's e-commerce unit to bolster end-to-end e-commerce solutions across all 10 markets

Outlook for 2023 and Beyond

- Integrate services across ADA's Technology Solutions division, Marketing Solutions, Business Insights, e-commerce enablement and Customer Engagement to provide more comprehensive and integrated solutions to its clients following the expansion of its services in 2022
- Deepen ADA's tech implementation capabilities to help clients' digital maturity advancement
- Explore expansion into new markets in APAC through partnerships, organic growth and acquisitions
- Explore opportunities for in-market consolidation and to acquire new capabilities to unlock even more digital solutions
- Scale growth areas and invest in emerging ones related to analytics, commerce, customer experience and marketing to provide integrated digital growth solutions to ADA clients for continued growth performance
- Focus on innovation, productivity and building a sustainable growth engine through new product launches and geographical expansion
- Expand on cost savings and financial efficiencies from process improvement/ automation initiatives
- Strengthen talent pool by building and developing digital talents through structured training programmes for employees to stay ahead of the curve in areas of technical, interpersonal and industry knowledge

EDOTCO GROUP REVIEW



Country:
Malaysia

**Year of Investment/
Shareholding:**
2012/63%

Nature of Business:
Telecommunications
Infrastructure and
Services



Scan QR code to visit EDOTCO's website



Mohamed Adlan Ahmad Tajudin
CEO of EDOTCO Group

As EDOTCO commemorates its 10th anniversary, we are proud to have established a significant presence in nine countries across South and Southeast Asia. Today, we stand as the sixth largest global telecommunications TowerCo, committed to bridging the digital divide in the region.

Our recent successful acquisition of telecommunication towers in the Philippines and Indonesia marks a significant milestone in our growth story. With over 58,000 towers in our regional portfolio, we are closer to achieving our mission of providing reliable and accessible digital connectivity to all.

We launched our inaugural Sustainability Blueprint, reinforcing our commitment to ESG and sustainable connectivity across Malaysia and Asia. Our renewed brand purpose of 'Shaping Future Connectivity' and refreshed brand pillars of Connecting the Unconnected, Next Generation Infrastructure, Sustainable and Responsible Solutions and Bionic Organisation culture, will guide us as we strive towards realising a 5G future and accelerating equitable access to digital connectivity across the region.

Overall, 2022 has been a year of growth for the EDOTCO Group and we look forward to continuing our efforts to shape a sustainable and connected future.

	Towers Owned	Towers Managed	Tenancies	Tenancy Ratio
Group	32,689	25,445	53,507	1.64
Malaysia	6,124	15,336	13,843	2.26
Indonesia	761	166	907	1.19
Bangladesh	15,223	3,775	23,900	1.57
Myanmar	2,126	945	4,255	2.00
Cambodia	3,189	4,483	4,518	1.42
Sri Lanka	683	740	769	1.13
Pakistan	2,234	-	2,952	1.32
Philippines	2,335	-	2,349	1.01
Laos	14	-	14	1.00

Financial Review

- Revenue growth of 25.4% driven by significant increases in organic contribution with Built to Suit (B2S) roll out and co-location tenancies, and inorganic tower acquisition
- EBITDA increased by 33.0%, driven by revenue flow-through and lower staff cost, offset by higher rental cost and D&A
- PATAMI declined by 51.0% impacted by forex loss, higher net finance cost to fund acquisitions and one-off regulatory fees



ESG Highlights



Environmental

- Developed Environmental Policy Statement, approved by the Board in February 2022, outlining principles for responsible and sustainable business activities
- Sustainable waste management guided by the Green Framework and Supplier Code of Conduct to minimise solid waste generation through source reduction, reuse and recycling to avoid landfill dumping; collected and recycled 489.1 tonnes of e-waste and 761.0 kg of recyclable items
- Obtaining Green Building Index (GBI) certification for Laman EDOTCO that indirectly reduces Scope 1 & Scope 2 emissions



Social

- Launched a Virtual Reality TowerCo101 training for employees, providing a virtual experience of tower operations, especially useful for field employees working at heights of 60metres and above
- Introduced EDOTCO Listen Programme via a digital tool (Incogneato) to enable employees to provide feedback anonymously
- Practices a non-discriminatory recruitment and remuneration policy, promoting gender equality, with a female-to-male ratio of 0.97 to 1.0
- Implemented initiatives to improve sustainable development through three strategic programmes: Tower2Power, Tower2Water and Tower2Community, which provide electricity, clean water and disaster relief
- All major subsidiaries have ISO45001 and secured OHS National Award for Malaysia Telecommunication Industry



Governance

- We completed all initiatives under the Integrity and Anti-Corruption Plan (IACP), obtained the ISO37001 Anti-bribery Management System certification and introduced new initiatives to strengthen our data privacy and cyber security management

EDOTCO GROUP REVIEW



Operating Environment

- Aggressive expansion by other TowerCos via new built and tower acquisition
- MNO consolidation took place in Malaysia that is likely to impact future orders and existing tenancies
- Policies and regulatory reforms in some operating markets due to leadership changes in the regulatory bodies
- Structural headwind to the macroeconomics and change of leadership in Sri Lanka, have put the review of Telecommunications Act and licensing reform on the back-burner
- Commitment to delivering targets under the Malaysia Digital Economy Blueprint intact under new government
- Stronger enforcement by regulators in Cambodia, which required EDOTCO to enhance its processes and procedures, and in Malaysia with the further tightening of wholesale access regime
- As a Significant Market Power (SMP) licensee in Tower Sharing Market, EDOTCO has been subjected to glide-path restriction on B2S and sale and lease back (SLB)
- Introduction of Prakas on Quality of Services by Telecom Regulator of Cambodia has been a game-changer to TowerCos with more B2S and/or co-location will be required to satisfy the requirement
- Secured two Klasifikasi Baku Lapangan Usaha Indonesia (KBLI) 68111 and 70209 which will enable EDOTCO to acquire, own and operate tower infrastructure business and operate specific Managed Services activity in Indonesia
- Secured a Commencement Certificate (CC) for Telecom Infrastructure Provider (TIP) and Telecom Tower Provider (TTP) for Gilgit-Baltistan, Pakistan which enables EDOTCO to launch fibre transmission business nationwide and own and operate tower business in the Gilgit-Baltistan administrative region

Awards Highlights

Malaysia Technology Excellence Awards 2022

- Infrastructure Technology – Telecommunications Award

UN Global Compact Network Malaysia & Brunei (UNGCMYB) Sustainability Performance Award 2022

- Sustainability Awareness & Employee Engagement Recognition
- Partnership for the Goals Recognition

Sustainability & CSR Malaysia Awards 2022

- Company of the Year for Excellence in Environment and Community Welfare

Progress on Axiata 5.0 Vision

Sustainable Growth

- Getting ready for eventual public listing and have been preparing the initial public offering (IPO) Readiness roadmap
- Improved margins by addressing leakages and implementing a Zero Touch Operation approach through the use of preventive analytics
- Embarked on strategic initiative for the expansion of managed services in partnership with Telecom Infra Project (TIP) for Network-as-a-service.

Operational Excellence

- Achieved cost savings through efficiencies in operating model
- Participated in the Axiata Collective Brain IT track, collaborating with other OpCos on joint problem-solving initiatives
- Developed a Digital Roadmap for the next three years to drive our digital aspirations
- Conducted continuous engagement with shareholders to provide strategic updates and guidance on matters such as Total Shareholder Return (TSR), portfolio optimisation and other key initiatives
- Engage in ongoing regulatory discussions in each country to ensure compliance with licensing requirements, digital roadmaps, infrastructure policies and other related matters
- Established a Championship culture as part of our distinctive corporate culture

Structural Changes

- Continue exploring home market acquisition opportunities
- Expanded towers portfolio via entry into Indonesia and the Philippines

Outlook for 2023 and Beyond

- 5G roll out ramping up, leading to MNOs monetising their tower assets, which may attract more new competition into EDOTCO's home markets
- More funds for Asian infrastructure companies InfraCos which is rapidly expanding with more inflow from EU and US PE fund
- Anticipate a challenging regulatory landscape, with EDOTCO to continue pushing for structural regulatory reforms to unlock opportunities for adjacent services in multiple jurisdictions, including IBS and small cells services agenda (Bangladesh), reforms in licensing rules (Myanmar), Electric Vehicle partnership (Malaysia), Energy-as-a-Service (Indonesia) and active sharing solutions in Pakistan
- EDOTCO will continue regulatory stakeholder engagement to advocate for operations beyond passive infrastructure services; commercially-driven Neutral Host in 5G ecosystem across markets where there is no 5G policy as yet; efficient, cost-effective and future-proof deployment policy; and regulatory reform with international advocacy partners
- As a development partner to the government, EDOTCO to deliver infrastructure sites in the universal service provider (USP) areas under JENDELA Phase 1 by 2023 in Malaysia
- Explore opportunities in Cambodia under QOS/Project Khan which is to improve access to fixed and mobile broadband connectivity with towerco being ultimate beneficiaries