CREATING BOUNDLESS BUSINESS POSSIBILITIES

Supporting entrepreneurial dreams through digital innovation funds in Malaysia, Sri Lanka, Cambodia and Bangladesh

AXIATA DIGITAL INNOVATION FUND (ADIF) INVESTEE, HAPPY BUNCH

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Search

HOW WE CREATE VALUE

Axiata Group Berhad • IAR 2022

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OUR VALUE CREATION MODEL

OUR SIX CAPITAL INPUTS

FC Financial Capital

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

- Gross Debt/EBITDA ratio of **2.9x**
- Debt Equity Ratio of **1.2x**
- Operating expenses of **RM15.1 billion**
- Capital expenditure of **RM6.5 billion**

HC Human Capital

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

- More than **14,341** employees from 80 nationalities across Asia
- **293,943**[1] **training hours** logged in 2022

IC Intellectual Capital

Our strong brand equity and trust, culture, digitalisation and analytics efforts, as well as our digitised procedures and processes differentiate us in the marketplace.

- Launched and operationalised Axiata Cyber Fusion Centre to deliver world-class cyber security capabilities
- Catalyse public-private partnerships and collaborations to heighten cyber resilience within the region

SRC Social & Relationship Capital

Continuous and ongoing close engagements and partnerships with our key stakeholders, among others, are key towards ensuring we maintain strong and trusted relationships with our stakeholders.

- 2022 Brand Power Results:
  - **#1** in Sri Lanka, Cambodia & Nepal
  - **#2** in Malaysia, Indonesia & Bangladesh

MC Manufactured Capital

Our network infrastructures and data centres are an important source of competitive differentiation. Our Manufactured Capital also includes office buildings for our workforce.

- **32,689** towers owned by EDOTCO
- **25,445** towers managed by EDOTCO
- Group-wide BTS infrastructure
- Group Plant, Property and Equipment (PPE) value of **RM27.2 billion**

NC Natural Capital

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

- Direct energy consumption of **0.94 million GJ**
- Indirect energy consumption of **6.90 million GJ**

Material Matters

- Sustainable Business Growth
- Network Quality & Connectivity
- Digital Inclusion
- Digitisation & Innovation
- Customer Experience
- Climate Change
- Environmental Management
- Fair, Diverse & Inclusive Employment
- Talent Development & Attraction
- Emergency & Disaster Response
- Employee Health, Safety & Wellbeing
- Community Development
- Business Ethics & Governance
- Digital Integrity
- Regulatory & Political Risk
- Sustainable Supply Chain

IAR, Considering What Matters on pages 26 to 27

BUSINESS ACTIVITIES

Our Purpose
Advancing Asia

Our Vision
The Next Generation Digital Champion

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

Triple Core Business

DIGITAL TELCOS | **DIGITAL BUSINESSES** | **INFRASTRUCTURE**

Axiata 5.0 Vision: 3 Core Pillars and 10 Key Focus Areas

1. SUSTAINABLE GROWTH

2. OPERATIONAL EXCELLENCE

3. STRUCTURAL CHANGES

10 Key Focus Areas

1. Positioning for New Norms
2. OpCos Transformation
3. New Growth Areas
4. Cost Management
5. New Engagement Model
6. Digitisation & Analytics
7. Stakeholder Management
8. Organisation 5.0
9. Industry Consolidation
10. Portfolio Optimisation & Value Illumination

IAR, page 35

In Alignment with Axiata Sustainability Framework

Advancing Digital Societies | Advancing Green Economy | Advancing Our People & Communities | Driving Governance & Risk

SNCR, Axiata Sustainability Framework on pages 11 to 13

Note: [1] *The data above excludes Celcom and Digital Businesses*

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OUR VALUE CREATION MODEL

Outputs

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

Capitals: FC, HC, IC, SRC, MC, NC

OUTCOMES

1. Delivering Long-Term Value to Shareholders

2. Building a Modern, Agile and Digital Asian Talent Factory

3. Becoming a Trusted and Reliable Digital Partner

4. Supporting Governments and Communities in Our Markets

5. Enabling Digitally-Connected Societies

6. Minimising Environmental Impact

Stakeholders

- Media
- Suppliers & Business Partners
- Shareholders, Investors & Analysts

- Employees, Management & Board
- Suppliers & Business Partners

- Customers
- Suppliers & Business Partners
- Regulators and Government
- Shareholders, Investors & Analysts

- Media
- Community & Civil Society Organisations
- Regulators and Government
- Suppliers & Business Partners

- Customers
- Community & Civil Society Organisations
- Media
- Regulators and Government
- Suppliers & Business Partners
- Shareholders, Investors & Analysts
- Employees, Management & Board

- Regulators and Government
- Industry Bodies

TRADE-OFFS

- In the short term, the corporate exercises pursued by the Group will put pressure on our Financial Capital but will increase our Manufactured Capital and strengthen Intellectual Capital and Human Capital in the long term. Despite the potential short-term impact on our Financial Capital, we are able to generate resilient financial value in the long run as guided by the Axiata 5.0 Vision

- As Axiata moves forward in its journey from Telco to TechCo, investments in technology capabilities and digital talents are necessary to expand offerings and generate stronger revenue streams. This may have an impact on our Financial Capital but will positively shape new value-creation opportunities through Intellectual Capital, Manufactured Capital and Human Capital. We will balance the utilisation of our Financial Capital by making disciplined and effective investment decisions that will achieve long-term growth and sustainable performance

- Axiata's TCFD adoption and Net-Zero journey will significantly impact all six capitals. This involves improving our Natural Capital consumption through reduction and mitigation initiatives. This requires channelling Financial Capital into our Manufactured Capital, as we invest in resource-efficient infrastructure and operations, such as integrating renewable energy and exploring 'outdoorisation.' We also invest in Human Capital by training and upskilling employees to accelerate the move towards a low-carbon economy, ultimately improving Natural Capital and contributing to Social & Relationship Capital in the long term

- We are committed to building digital inclusion to enable society to adapt to a digital future, which will positively impact our Social & Relationship Capital. While our efforts to bridge the digital divide and foster regional socioeconomic development require investments that may reduce our Financial Capital in the short term, in the long term, these investments will augment the value of our Social & Relationship Capital, Human Capital, Intellectual Capital and Financial Capital

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OUTCOME 1: DELIVERING LONG-TERM VALUE TO SHAREHOLDERS

Our Value Creation Goals

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

Activities and Processes to Create Value

- Achieved cost excellence with RM1.7 billion in savings, including RM1.1 billion from capex savings and RM0.6 billion from opex savings
- Strengthening of OpCo Dividend Policy with a minimum 50% payout
- Declaration of a special dividend of 4 sen per share following the successful completion of the Celcom-Digi merger
- Execution of a Capital Allocation Framework based on five key guardrails which include country capital allocation, segment capital allocation, investment affordability by sources of capital, return requirements and reprioritised portfolio mix
- Prudent capital structure management amid an uncertain macroeconomic backdrop, where 44% of loans are in local currency and 69% with more than two years maturity. In addition, 22% of USD loans are hedged
- Axiata Group and XL Axiata completed the acquisition and Mandatory Tender Offer of Link Net in Indonesia, paving the way for the convergence aspirations in Indonesia
- Despite inflation and currency depreciation in Sri Lanka, Dialog's revenue ex-device remained resilient (+26% YoY) following the implementation of Project Resilience to rationalise cost and localise the business
- EDOTCO's acquisition of towers in the Philippines and Indonesia to support the next phase of growth in these markets
- Boost and RHB consortium, with their combined expertise in fintech, banking services and risk management, secured the highly anticipated Digital Bank License issued by Bank Negara Malaysia
- Monetised increased demand for data and content following changed consumer consumption during the pandemic with improved products, reliable network and strong distribution
- Strengthened Enterprise offerings beyond connectivity with ICT solutions, to ride on the digital transformation wave among businesses

Connectivity & Interdependencies in Our Business Model

Capitals

FC SRC

Sustainability Pillars

Advancing Digital Societies

Material Matters

● Sustainable Business Growth

Stakeholders

Media | Suppliers & Business Partners | Shareholders, Investors & Analysts

How We Measure and Communicate Our Value

Revenue (RM billion)

24.2 25.9 **27.5**

2020 2021 **2022**

EBITDA (RM billion)

10.7 11.4 **12.4**

2020 2021 **2022**
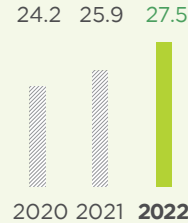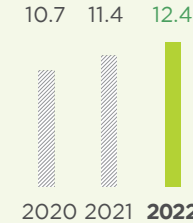
Normalised PATAMI (RM billion)

0.9 1.3 **1.5**

2020 2021 **2022**

Cash Balance (RM billion)

7.2 7.0 **7.5**

2020 2021 **2022**
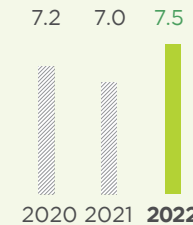
Dividend Per Share (DPS)/Dividend Payout Ratio (DPR)

	2020	2021	2022
DPS	7.0 sen	9.5 sen	10.0 sen + Special Dividend of 4.0 sen
DPR[1]	74%	66%	**60%**

Gross Debt/EBITDA Ratio

2020	2.6x
2021	2.6x
2022	2.9x

Note: [1] DPR - Dividend Payout Ratio excluding special dividend
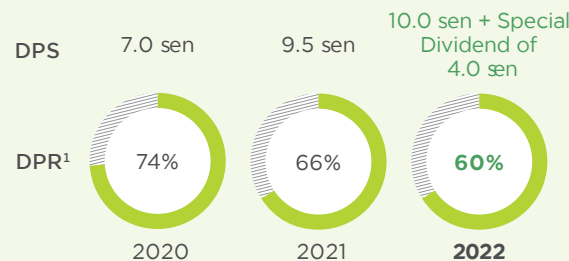
Credit Ratings

Moody's

| 2020 Baa2 | 2021 Baa2 | **2022 Baa2** |

S&P

| 2020 BBB+ | 2021 BBB+ | **2022 BBB** |
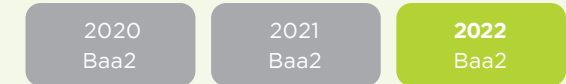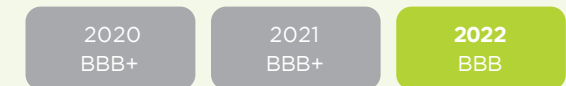
Cost Savings (RM billion)

2022: 1.7

2021: 2.0

2020: 1.8
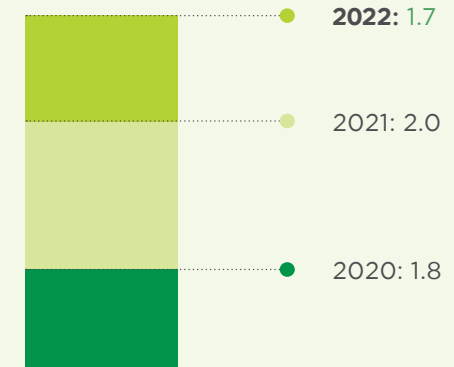
With operational excellence as a Key Focus Area of the Axiata 5.0 Vision, the Cost Excellence Programme **continued to deliver strongly with RM1.7 billion savings** in 2022 across capex and opex

2022
Collective Brain savings of RM1.4 billion

OUTCOME 2: BUILDING A MODERN, AGILE AND DIGITAL ASIAN TALENT FACTORY

Our Value Creation Goals

- Talent development platform geared towards being a Modern, Agile and Digital (M.A.D.) Asian Talent Factory
- Attract and retain talented employees
- Diverse workforce with multiple opportunities for career advancements

Activities and Processes to Create Value

- Launched BEYOND to navigate organisations through business-disruptive uncertainties
- Conducted the artificial intelligence (AI) Summit to discover new trends and technologies
- Making significant investment in research and development and partners with leading telecommunications companies
- Conducted 3-episode AI training for all Axiata and OpCo CXOs in collaboration with Google, AWS and Microsoft with contents tailor-made for Axiata
- Developed Long Range Planning (LRP) Strategy 2022-2024 to strengthen the foundation of Axiata's Winning Culture
- Continued to reinforce Building Axiata's Winning Culture Framework throughout the organisation with immersion into the UI.EP corporate values
- Elevated priority on strengthening risk and compliance culture with Group Risk and Compliance taking the lead to champion the 'Uncompromising Integrity' aspect of UI.EP values
- Rolled out Data Citizen programme to all OpCos to develop fundamental knowledge on how to apply Data and Analytics
- Rolled out Virgin Pulse Go programme to promote physical wellness
- Scalability of AI Group-wide
- Advanced EP for employees through the Axiata FastForward (AFF) programmes
- Championing Diversity, Equity and Inclusion (DEI) at the workplace:
  - Became a member of Global TM Forum DEI Circle
  - Completed signatory of the UN Women's Empowerment Principles (WEP) Charter
  - Launched S/H.E[1], a programme by WAMA[2] - in collaboration with LeadWomen Malaysia and UNITAR
  - Launched the inaugural Age-X programme to create meaningful intergenerational engagement on ideas, perspectives and skillsets

Connectivity & Interdependencies in Our Business Model

Capitals

FC | HC

Sustainability Pillars

- Advancing Digital Societies
- Advancing Our People & Communities

Material Matters

- Customer Experience
- Digitisation & Innovation
- Fair, Diverse & Inclusive Employment
- Talent Development & Attraction
- Employee Health, Safety & Wellbeing

Stakeholders

- Suppliers & Business Partners
- Employees, Management & Board

How We Measure and Communicate Our Value

Advancing as Next Generation Digital Champion

- **LEAP3Digital Maturity**
  - 3 out of 6 OpCos at 'Digital Leader' stage (highly mature)
  - 3 out of 6 OpCos at 'Driving Digital' stage
  - 52 unique digitisation initiatives
  - Maturity score improved by 4.23%

- **AI Maturity Index**
  - AI Maturity average for 5 OpCos (XL, Smart, Dialog, Robi and Ncell) improved by 20pp to 64.4% in 2022
  - All OpCos are well positioned to adopt AI Factory approach to implement AI@Scale to deliver impact

- **AI for Impact**
  Throughout 2022, OpCos significantly enhanced their capabilities in the areas of Analytics and AI. In 2023, the primary focus will be on unlocking the value realisation of AI capabilities while creating measurable impact
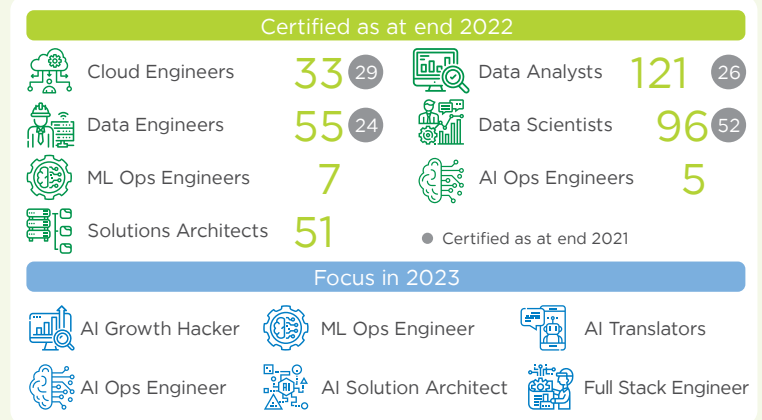
ADL[4]

- Over 1,300 software engineering and technology consulting professionals with deep expertise in Agile development, full-stack web & mobile, DevOps, UI/UX, AI/ML and Cloud
- Received a total of 21 Open APIs conformance certifications at Platinum tier in the TM Forum
- Completed 167 digital projects using key products and solutions and managed service supports

Championing DEI

- Won UN WEP award for 'Community Engagement and Partnerships' Category

ACE[5], AGA[6] & AFF - AI & Analytics Talents

Building on the 177 data professionals certified in 2021, we exceeded our 2022 target of 212 by certifying 368 data professionals. Our priority for 2023 is to focus on developing AI Ops and ML Ops skills which are essential skills to enable the AI Factory.

Certified as at end 2022

	Certified 2022	Certified 2021
Cloud Engineers	33	29
Data Engineers	55	24
ML Ops Engineers	7	
Solutions Architects	51	
Data Analysts	121	26
Data Scientists	96	52
AI Ops Engineers	5	

● Certified as at end 2021

Focus in 2023

- AI Growth Hacker
- ML Ops Engineer
- AI Translators
- AI Ops Engineer
- AI Solution Architect
- Full Stack Engineer

Building Digital Trust with a Robust Data Privacy & Cyber Security Culture

- Achieved a completion rate of 97.7% in Data Privacy & Cyber-aware Culture Training programmes among employees
- Appointment of Compliance Champions – 15 champions across the Group
- Vendor development programme on ABAC virtual training and assessment at 50% completion
- Group average Privacy Maturity Level of 3.1/5.0[7]

ADL's Achievement

- Axonect Hybrid Multi-Cloud Orchestrator wins the 2022 TM Forum Excellence Award in the Cloud native IT & Networks category
- ADL Robotic Process Automation team was Runner Up in SLASSCOM: Digital Genesis Reloaded Global IA Awards 2022

Health & Safety

Lost Time Injury Frequency Rate (LTIFR) (per million hours worked) across OpCos range from

2022
0 - 0.55

Notes:
1. S/H.E = Sustainable. Human. Equitable
2. WAMA = Women of Axiata and Male Allies
3. LEAP = Learn, Engage, Accelerate and Perform programme to assess and accelerate OpCos' digitisation initiatives across all functions
4. ADL = Axiata Digital Labs
5. ACE = Analytics Certified Experts
6. AGA = Axiata Group Analytics
7. This aggregate privacy maturity level is self-assessed, not verified by internal audit or any independent consultant. The data does not include Boost, ADA, ADL and Link Net

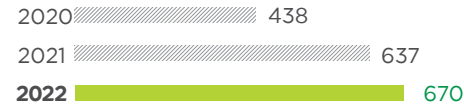# OUTCOME 2: BUILDING A MODERN, AGILE AND DIGITAL ASIAN TALENT FACTORY

How We Measure and Communicate Our Value

Talent at Axiata[8]

Top Management

2020	158
2021	128
2022	121

Middle Management

2020	438
2021	637
2022	670
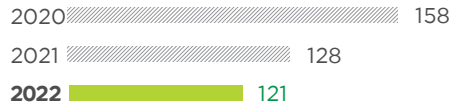
External : Internal Hiring Ratio

2020 ▶ 29 : 71	2021 ▶ 54 : 46	**2022 ▶ 65 : 35**

Group Employee Engagement Survey Result

Total Respondents

- **9,534**
  out of 10,630 (90%)
  2021: 93%
  2020: 96%

- **Overall Engagement**
  Score **80%**
  2021: 91%
  2020: 92%

Freedom for Collective Bargaining and Joining a Union

- **2** Digital Telcos
  have employee unions

- Unions represent
  5.89%
  of our employees

Talent Development

293,943 training hours[9] logged in 2022

Average training hours (by gender)

Male 26.4[9]	Female 28.9[9]

Average training hours (by employee category)

Senior Management: 8.4[9]
Middle Management: 35.6[9]
Executive: 31.1 [9]
Non-executive: 19.0[9]

Senior Leadership at Axiata[10]

Leadership Positions in 2022
- 35% filled internally
- Nationalities of our leadership - 53

Nationalities of our Leadership

37% Foreign
63% Local

Gender Diversity in Leadership[11]

2022 76%	2022 24%
2021 : 77%	2021 : 23%
2020 : 78%	2020 : 22%
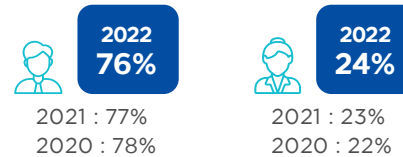
Women in Leadership[12]

- **24%**
  leadership positions held by women in 2022

- **7** female
  leadership appointments in 2022

Diverse Talent Base

Nationality

- **> 80** nationalities
  employed across our OpCos

Gender Diversity

Male : Female employee ratio
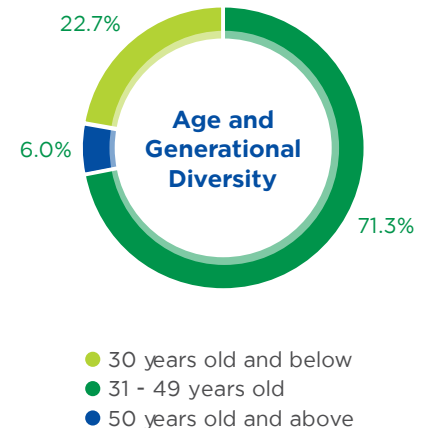
Male 68	:	Female 32

Age and Generational Diversity

22.7%
6.0%
71.3%

- 30 years old and below
- 31 - 49 years old
- 50 years old and above

---

^ This data has been externally assured. Refer to independent limited assurance report in the SNCR 2022

Notes:
8 Includes Celcom as of 30 November 2022
9 The data excludes Celcom and Digital Businesses
10 Senior Leadership/ senior management comprises of CEO and CEO-1
11 The 2020 figure for women in leadership covered employees in six digital telcos of Celcom, XL, Dialog, Robi, Smart and Ncell, as well as EDOTCO and Corporate Centre. However, the 2021 and 2022figures have been updated to include our digital businesses (Boost, ADA and ADL)
12 Women in Senior Leadership Teams comprises of CEO and CEO-1 a cross Axiata Group

SNCR, Fair, Diverse & Inclusive Employment and Business Ethics & Governance on pages 79 to 83 and 102 to 108

GAFS, Building Digital Trust Through Data Privacy And Cyber Security on pages 44 to 47

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OUTCOME 3: BECOMING A TRUSTED AND RELIABLE DIGITAL PARTNER

Our Value Creation Goals

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

Activities and Processes to Create Value

- Implementation of ISMS[1] in ADL2Sri Lanka
- Implementation of MBSS32.0 to enhance security control level in Cambodia
- Ongoing digitisation of the core through Open Digital Architecture (ODA)
  - Created a programme to train and adopt 15 TM Forum Open APIs and ODA coverage increase in Digital Telco Enabler (DTE)
- Introduced Big Data Blueprint for OpCos to adopt state-of-the-art technologies to cater to business intelligence, data mining, advanced analytics and machine learning applications
- Delivered > 167 projects to support OpCos in digital stack revamping, digitisation, transformations and takeovers, automation, platform setups, data analytics and developing solutions
- Ongoing Network Transformation Programme with operations improvements, increased fiberisation over MW, facilitated 3G shutdown and VoLTE migration
- Awareness session 'An Ethical Winning Culture' was conducted Group-wide
- Establishment of the Corruption Risk Register Group-wide
- The 3-Year Privacy Programme achieved its final milestone at the end of 2022
- Strengthening customer trust and ensuring cyber resilience via Axiata's Cyber Security Strategy - Digital Trust and Resilience (DT&R) 2023
  - Launched and operationalised Axiata Cyber Fusion Centre (ACFC) to catalyse public-private partnerships and heighten cyber resilience
  - Adopted Zero Trust Framework to limit exposure from advanced threats & protect our critical assets
- Renewal of the Corruption-Free pledge, holding Axiata Integrity Month and establishing the Corruption Risk Register across the Group
- AI Factory blueprint and tech ML Ops pipeline implemented in XL, Dialog and Robi. ML pipeline automation is now operational
- Driving special projects powered by IT, includes the strategy and pilots on Metaverse

Connectivity & Interdependencies in Our Business Model

Capitals

FC | IC | SRC

Sustainability Pillars

- Advancing Digital Societies
- Advancing Our People & Communities

Material Matters

- Network Quality & Connectivity
- Digitisation & Innovation
- Customer Experience
- Digital Inclusion
- Emergency & Disaster Response
- Community Development
- Digital Integrity
- Sustainable Supply Chain

Stakeholders

- Customers
- Shareholders, Investors & Analysts
- Regulators and Government
- Suppliers & Business Partners
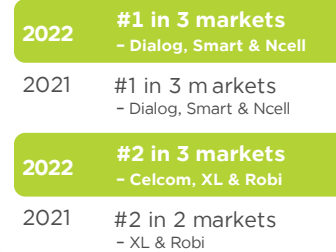
How We Measure and Communicate Our Value
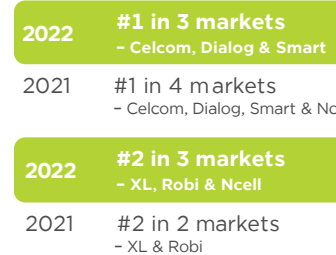
Total Number of Mobile Customers (million)

- 2020: 157
- 2021: 163
- **2022: 174[4]**

Digital Reputation Score

| 2022 | #1 in 6 markets – Celcom, XL, Dialog, Robi, Smart & Ncell |
| 2021 | #1 in 4 markets – Robi, Dialog, Ncell & Smart |

Brand Power Results

| 2022 | #1 in 3 markets – Dialog, Smart & Ncell |
| 2021 | #1 in 3 markets – Dialog, Smart & Ncell |

| 2022 | #2 in 3 markets – Celcom, XL & Robi |
| 2021 | #2 in 2 markets – XL & Robi |

Net Promoter Score

| 2022 | #1 in 3 markets – Celcom, Dialog & Smart |
| 2021 | #1 in 4 markets – Celcom, Dialog, Smart & Ncell |

| 2022 | #2 in 3 markets – XL, Robi & Ncell |
| 2021 | #2 in 2 markets – XL & Robi |

ADA serving regional businesses

- Recognised as Southeast Asia's only agency in Adweek's Fastest Growing Agency 2022 list
- Awarded 87 industry awards and recognition in 2022
- Extended partnerships ecosystem across Creative, eCommerce, messaging partners and enablers

Number of Clients

2022: 1,581

2020: 1,719
2021: 1,902

Group Digital Interaction Ratio[6] Improvement

| 2020: 13.4pp | 2021: 16.1pp | **2022: 5.2pp** |

Digital Transformation

- Leveraging IR 4.0 technologies across five core areas:
  - Products & Services
  - External Customer Interfaces
  - Internal Processes
  - Infrastructure & Platform
  - Organisation & Culture
- Focused on driving adoption of Microservices and API usage as well as developing platforms such as B2B[7] marketplaces and IoT platforms
- Continued to engage OpCos on Digitised Telco Model (DTM)

Enterprise

- **~ 193,000** enterprises across ASEAN and South Asia
- Year on year growth of **+19.7%** in 2022

IT Blueprint Transformation

- Published **> 6,000 APIs[5]** across regional footprint
- Implemented > 50 new digitisation projects using Automation or AI technologies

Notes:
[1] ISMS = Information Security Management System
[2] ADL = Axiata Digital Labs
[3] MBSS = Minimum Baseline Security Standard
[4] Including mobile subscribers from CelcomDigi
[5] API = Application Programming Interface for building and integrating application software
[6] As of 2021, digital interactions refer to all customer queries, complaints and conversations via self-care apps and other digital channels. This differs from 2020 digital interactions which included digital recharge transactions. Axiata began monitoring Digital Interaction Ratio in 2020
[7] B2B = Business-to-Business

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OUTCOME 3: BECOMING A TRUSTED AND RELIABLE DIGITAL PARTNER

How We Measure and Communicate Our Value

Enhance Enterprise Solutions

Celcom
- Partnered with DHL Supply Chain to co-create digital logistic ecosystems in Malaysia
- Hosted Celcom Business Tech Week across Malaysia showcasing enterprise digital transformation solutions for IR 4.0 industry use cases
- Supported Langkawi Port, GPSINA and MPAJ with the launched of new IoT solutions - 5G AI Security & Surveillance, fleet management system and Smart City solutions

XL
- Continued to strengthen its presence in ICT market through the acquisition of Hypernet

Robi
- Expanded presence in new growth areas by building a diverse digital portfolio of enterprise ICT solutions to meet the new market demand
- Future-proofing business model through added focus on innovative enterprise business solutions, AI and Cloud solutions, digital entertainment platform, Binge, strengthening of appstore, bdapps and eCommerce marketplace, Robishop

Dialog
- Successfully delivered integrated solutions beyond the conventional connectivity and siloed ICT services
- ICT organisation transformation

Smart
- Launched Smart Fleet Management, a first-of-its-kind suite of digital tools powered CarTrack, that enables businesses to monitor and gain insights into fleet operation and driver behaviour
  - 3 large-size business partners participated in test and trial period at end 2022

Link Net
- Enhanced connectivity as digital transformation partner for corporate businesses/enterprises in industries including the stock exchange, broadcast and IoT solutions for industrial areas

Digitisation & Analytics as Enablers

Celcom
- Successfully implemented Phase 2 of Digital Stack Transformation enabling faster Go-To-Market and nimble operations
- All new improved customer analytics platforms through project Sentinel:
  - Deliver enhanced network analytics for 5G Non-standalone, PS, VoLTE and VoWIFI to improve customer experience
  - Optimised marketing analytics of customer segmentation and targeting with geo-location and real-time triggering
  - Strengthened data security, accuracy and protection and elimination of data leakage

Yoodo
- Achieved > 30% of new activation via eSIM
- Launched 'cash top-up' via digital barcode scan on the Yoodo app at 7-Eleven

XL
- Enabled Cloud environment and trend in Capital Market with IDX Stock Exchange members via Global Cloud Service Provider

Robi
- Received special awards through LEAP Analytics, LEAP Enterprise and the most impactful sustainability initiative for different digitisation and analytics interventions
- > 2,800 participants from 11 countries took part in the Datathon 2.0 competition
- Robi recognised as the Champion in AI Maturity 2022 by TM Forum

Dialog
- One of the leaders of AI Factory implementation in Axiata Group, which enabled faster productionisation and scaling of ML/AI use-cases
- Continued democratisation of data analytics access and capability building through 'Analytics at the Edge' programme initiated in 2020

Smart
- Utilised an open source called DataHub in Meta Data Management, for organising workflow through automatic execution, standardisation and data presentation
- Promoted Data Privacy awareness internally through the Smart Guardian Newsletter 2022, a joint initiative by Compliance and Risk, Cyber Security and Regulatory Affairs

Ncell
- Progress made in digital assets i.e. integrated dashboards, AI and ML use cases to real time decision-making
- Operationalisation of an organisation-wide data lake

Analytics Use Cases

- Repository of over 100 use cases covering all major organisational functions
- Top 10% use cases identified based on high impact
- Completed development and commercial deployment of 28 new use cases
- Learning of use case deployment actively shared as best practice among OpCos

Strengthened Data Privacy and Cyber Security

- 96.46% completion rate on cyber security training programmes Group-wide
- By end of 2022, Group-wide completion rate of 97.67% was achieved among employees who completed the Data Privacy training
- Group remains focused on sustaining its cyber security posture, while managing emerging cyber threats and risks, through the Digital Trust & Resilience strategy roll out
- Focus on research and automation to drive efficiencies as well as to ensure readiness to detect and respond to emerging cyber threats

ABAC Plan

- 98.9% completion rate on mandatory ABAC training Group-wide
- Rolled out VITAL system at Corporate Centre and across OpCos
- 23 Compliance Officers completed Compliance certification from the International Compliance Association
- 4 personnel completed the Certified Integrity Officer (CeIO) training programme with MACC

Digitised Customer Experience

Celcom
- Highest rated app - Celcom App versus peers with a rating of 4.7 on the Apple App Store and 4.1 on Google Play Store
- Recorded ~ 80,000 transactions and averaging > 500,000 visits per month on Celcom's e-store
- Provided dedicated customer support through social media channels with > 100k interactions
- App transaction value reached > RM1.8 billion, driven by > 3 million active users

Yoodo
- Revamped its app to improve overall digital experience and received strong ratings of 4.4 on Apple App Store and 4.6 on the Google Play Store

XL
- Established e2e billing experience on digital apps, improved and centralised omnichannel capability in customer care

Dialog
- MyDialog self-care app most downloaded app in Sri Lanka - > 8 million registered customers
- Launched the new Dialog Mega Wasana rewards scheme to all Dialog Mobile/HBB and DTV customers
- First OpCo to have reached Level 5 on Frost & Sullivan Digital Maturity in all 14 capability areas in 2021 and 2022
- Digital care reached 58% (YTD) compared to human and assisted channels, an 88% increase since 2015 based on 60% smartphone penetration

Robi
- 52% increase in customer interactions at Digital Customer Touchpoints
- 99%+ of total customer interactions are at Self-care Channels
- Digital Reputation Score has increased to 53.8% in 2022 compared to 42.9% in 2021
- 13.9 million active users on Self-care app (My Robi & My Airtel apps)

Smart
- Offer new features in Smart's Pleng App including music videos, podcasts, category searches, in-app stories and enhanced user interface
- SmartNas self-care mobile app that enables subscribers to access and control their account and purchase/activate e-SIM cards digitally within minutes without visiting Smart Shops

Ncell
- > 12.2 million downloads for Single Customer app
- Enhancement on chatbot UI/UX, loyalty programme and merchant portal development

Link Net
- Soft launched NADIA - a self-digital acquisition platform for self-subscription, from account registration up to installation schedule

OUTCOME 4: SUPPORTING GOVERNMENTS AND COMMUNITIES IN OUR MARKETS

Our Value Creation Goals

- Contribute to the socioeconomic development of the countries we operate in
- Advance national digital ambitions and aspirations

Activities and Processes to Create Value

- National-level collaboration to strengthen cyber security landscape:
  - Engaging with National CERT[1] for threat intelligence and best practices
  - Participated in cyber drills and Capture-The-Flag events organised by Bank Negara Malaysia
  - Continued collaboration with MDEC[2] for cyber capability and skill development
  - Hosting educational institutions at ACFC to promote cyber security skill development
- Championed female empowerment through AYTP[3] programmes and GSMA's Connected Women Initiative
- Provided humanitarian aid to communities in need in line with GSMA's Humanitarian Connectivity Charter
- Provided new initiatives - ADLP[4] for girls
- Continued supporting governments and communities in education, community and environment pillars
- Continued contributing to the community via EDOTCO's T2C[5], T2P[6] and T2W[7] by providing electricity from renewable energy sites, clean water and humanitarian relief; EDOTCO Rangers programme enabled staff to give back to society

Connectivity & Interdependencies in Our Business Model

Capitals

FC **SRC**

Sustainability Pillars

- Advancing Digital Societies
- Advancing Green Economy
- Advancing Our People & Communities
- Driving Governance & Risk

Material Matters

- Network Quality & Connectivity
- Digital Inclusion
- Emergency & Disaster Response
- Community Development
- Business Ethics & Governance
- Regulatory & Political Risk
- Climate Change
- Environmental Management

Stakeholders

- Media
- Regulators and Government
- Community & Civil Society Organisations
- Suppliers & Business Partners

How We Measure and Communicate Our Value

Total GDP Contribution (USD billion)

Year	Value
2020	7.7
2021	11.1
2022	9.5[8]

Number of Jobs Supported Across the Region (million)

Year	Value
2020	0.6
2021	0.7
2022	0.7[8]

Total Taxes and Fees Paid (USD billion)

Year	Value
2020	1.3
2021	1.7
2022	1.5[8]

EDOTCO Social Community Investment Impact

2022

14,537 lives
in Malaysia, Sri Lanka, Cambodia, Bangladesh, Pakistan and Myanmar

2020
> 7,800 families in Malaysia, Sri Lanka, Bangladesh, Cambodia and Myanmar

2021
> 11,000 families in Malaysia, Sri Lanka, Bangladesh and Pakistan

Contributing to Advancing National Digital & QoS Policies

Celcom
- Completed JENDELA Phase 1 with targets met
- Roll out 5G sites in accordance with national 5G roll out plan
- > 4,000 5G sites onboarded in major cities across Malaysia
- 5G services commercially available to customers in November 2022 onwards
- Added > 800 km of fibre achieving close to 40% sites fiberisation
- 100% compliant in Mandatory Standard Quality of Service (MSQoS) sets by MCMC
- Participated in National's 5G equity shareholding

XL
- Collaborated with BAKTI to optimise the USO scheme
- > 70 5G sites available in 23 cities, utilising DSS technology in 2.1 GHz

Dialog
- During Sri Lanka's economic crisis, the fuel crisis became one of the country's most critical issues, causing vital sectors to come to a standstill. The National Fuel Pass solution, developed and implemented by Dialog, MillenniumIT ESP and ICTA[9], under the Ministry of Power and Energy's guidance, resolved the fuel crisis and contributed to significant national savings
- Extended uninterrupted connectivity during the power crisis
- Mobile network expanded by 486 new sites, totalling 4,723 sites in 2022
- Supported TRCSL's[10] Gamata Sanniwedanaya Project and initiated 25 new sites
- Deployed 328 lamp poles and macro towers along railway tracks island-wide
- Launched 5G SA Trial Network, first in South Asia

Robi
- 5,000 app developers across Bangladesh participated in the National Hackathon 2022 organised by bdapps in collaboration with Government's ICT Division

- Formed Bangladesh Safe Internet Forum as public advocacy platform to raise public awareness

Smart
- Improved 4G LTE network coverage with 3,370 base stations in 25 out of 25 provinces across the Kingdom
- Annually, 2% of the company's revenue goes to the Universal Service Obligatory Fund and 1% to the Ministry of Post and Telecommunications' Capacity Building, Research and Development Fund to improve infrastructure and support digital literacy programmes for young Cambodians
- Smart was the first and currently only mobile operator in Cambodia to provide WiFi calling services

Ncell
- Increment of 4G coverage to 88.3%
- Partnered with NTA[11] and NT[12] on public awareness campaigns

Boost
- Successfully awarded the Digital Bank license
- Soft launched Boost PayLater to assist users in their planning and budgeting for purchases

EDOTCO
- Strategic partnership with DNB[13] by delivering 1,200 tenancies
- Continued site delivery under JENDELA:
  - Malaysia: Partnered with GoTo-U and launched EV charging at Laman EDOTCO parking
  - Bangladesh: Provided infra service to MNO and partnered with Fiber@ Home for fibering the sites
  - Sri Lanka: Strategic partnership with local councils for securing multi-purpose pole locations
  - Cambodia: Collaborated with TRC to build and secure multi-purpose pole locations

Notes:
1. CERT = Computer Emergency Response Team
2. MDEC = Malaysian Digital Economy Corporation
3. AYTP = Axiata Young Talent Programme
4. ADLP = Axiata Digital Leaders Programme
5. T2C = Tower to Community
6. T2P = Tower to Power
7. T2W = Tower 2 Water
8. Measurement of economic impact and value creation in the markets and communities served by Digital Telcos and Infrastructure
9. ICTA = Information and Communication Technology Agency
10. TRCSL = Telecommunications Regulatory Commission of Sri Lanka
11. NTA = Nepal Telecommunications Authority
12. NT = Nepal Telecom
13. DNB = Digital Nasional Berhad

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OUTCOME 4: SUPPORTING GOVERNMENTS AND COMMUNITIES IN OUR MARKETS

How We Measure and Communicate Our Value

Empowering Women

Celcom
- In collaboration with Axiata Foundation, reached out to > 2,600 female students from MRSM[14] nationwide on Digital Etiquette and Literacy
- In collaboration with Axiata Foundation, reached out to > 80 female undergraduates to develop digital talent for job opportunities in ICT
- Digital Entrepreneurship programmes such as Arena Usahawan Siswa, SiswaCommerce, SiswaMall, Google Bootcamp, BeBozz, Digitalpreneur, Rickworks and Program Pendigitalan Usahawan benefited > 5,000 women entrepreneurs

XL
- Empowering > 200,000 women's MSMEs via Sisternet
- Actively participates in G20 and W20 Indonesia events

Dialog
- 43% of Nenasa Educational App users are female
- Yeheli Thozi – > 120,000 active users
- Ideamart for Women – > 4,500 individual engagements and 15.6% revenue contribution from female-led Ideamart businesses
- Organised Diriyen Idiriyata Women's Day workshop

Robi
- Collaborated with Women and eCommerce Trust to enhance their technological soft skills - 450 women entrepreneur
- She Squad Programme - increased female participation by 133%
- > 7,000 female app developers on bdapps, comprising 23%, higher than national average of 16%
- Robi's Ichchedana, the first of its kind comprehensive service pack for the women in Bangladesh, is serving around 0.5 million users. All the features included in this service are centred around women's safety and privacy

Ncell
- Collaborated with the Zonta Club for providing literacy classes to 200 women from Sarlali, Chitwan and Rupandehi
- Collaborated with Kantipur Media Group, Living with ICT media and UNDP to promote DEI[15] framework

EDOTCO Rangers Highlights

~ 5,900 lives
provided electricity to homes, schools and clinics from EDOTCO's sites in Malaysia, Bangladesh and Pakistan (T2P)

~ 3,700 lives
provided clean water via Reverse Osmosis (RO) and hand pump systems for the community and WASH (water sanitation and hygiene) awareness programme in Malaysia and Cambodia (T2W)

~ 5,000 lives
provided disaster relief according to local needs in Malaysia, Bangladesh, Pakistan, Sri Lanka, Cambodia and Myanmar as well as Wakalah Zakat in Malaysia (T2C)

CSR Programmes

Celcom
- 8 Digital Entrepreneurship programmes benefited > 8,000 entrepreneurs
- 13 Equity in Education programmes benefited > 21,000 students nationwide
- 5 Community Relief programmes benefited > 11,000 recipients from B40/lower income community

Dialog
- Dialog Foundation launched Karuna.lk, Sri Lanka's first crowdfunding platform with verified and trusted non-profits, organisations and causes
- In commemoration of World Hearing Day, the Ratmalana Audiology Centre (RAC), supported by Dialog for 15 years, conducted a free hearing tests for the public
- Powered 'Aya', a National-level empowerment and development initiative conducted in celebration of International Women's Day

Robi
- Provided iftar to 6,000 underprivileged children outside of Dhaka

Smart
- Partnered with World Vision to develop Dynamic Life Skills and deliver Community Service-Learning projects - impacted > 9,000 adolescent and youth
- Partnered with UNESCO to provide Basic Education Equivalency Programme for youths who had left school to work to continue with their education - 420 students

Ncell
- Distributed > 200 cycles to needy female students from government schools
- Equipped 4 outreach centres of DH[16] with telemedicine kit and started Personalised Health Programme under the Telemedicine and Health Informatics Programme to serve remote and underserved communities through quality healthcare services, using technology and data-driven healthcare methods
- Awarded 18 Ncell Scholarships to the top students and 6 students received Ncell Excellence Awards

Link Net
- Supported education and marginalised communities through donations to social organisations like IBEKA, Sokola Institute and Menembus Batas Foundation

2022 Contributions to Humanitarian Connectivity Charter

celcom
- Provided 6 boats and 1 4-wheel drive vehicle to Malaysian Relief Agency
- Flood relief assistance to > 4,000 recipients in terms of food packs/hot meals, post-flood clean up by Celcom's volunteers and mobile clinic in collaboration with Malaysian Relief Agency
- > 2 million early warning SMS alerts sent in collaboration with the National Disaster Management Agency (NADMA)

Dialog
- Donated essential Oxygen Concentrators to the Ministry of Health (MOH) to distribute to 12 hospitals across Sri Lanka
- Launched the Manudam Mehewara to support > 119,000 vulnerable families and communities across the country with emergency aid amid the ongoing economic crisis

robi
- Provided 5,000 face masks to Shakti Foundation's members and staff
- Distributed emergency flood relief in Sunamganj district

Ncell
- Supported the Ministry of Health and Population and UNDP in driving the nationwide vaccination campaign against COVID-19 via SMS and digital platforms
- Provided 500 SIM cards to DHM[17] for telemetry data transfer of flood water level/ weather for implementation of Flood Early Warning System

linknet
- Implemented water meter sensor for flood Early Warning System to improve disaster preparedness
- Rolled out Hospitality Discount Scheme specially for customers during COVID-19 pandemic

EDOTCO
- Provided aid to > 4,000 lives in Malaysia, Bangladesh, Sri Lanka, Pakistan that are affected by disaster (flood, winter storm & COVID-19)

Note:
[14] MRSM = Maktab Rendah Sains MARA
[15] DEI = Diversity, Equity and Inclusion
[16] DH = Dhulikhel Hospital
[17] DHM = Department of Hydrology and Meteorology

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OUTCOME 5: ENABLING DIGITALLY-CONNECTED SOCIETIES

Our Value Creation Goals

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

Activities and Processes to Create Value

- Axiata Foundation fostered digital skills in Malaysian youths through the Axiata Young Talent Programme, Axiata Digital Leaders Programme and Axiata Equity-in-Education Fund programmes
- Supported digital economy development by funding start-ups and ventures through ADIF[1] in Malaysia, SADIF[2] in Cambodia, DADIF[3] in Sri Lanka and r-ventures[4] in Bangladesh
- Enabling digital literacy among youth, with Smart collaborating with the Ministry of Education for digital literacy workshops and promoting technical and entrepreneurial skills through STEM under the Techno Innovation Challenge; and Celcom conducting the Celcom Young Digital Innovators Programme to equip youth with digital skills for IR4.0 demands
- Full spectrum fintech arm, Boost secured a digital bank license to enable financial inclusion for underserved segments
- Robi's bdapps empowered youth by organising National Hackathon 2022 in collaboration with Government's ICT Division
- Promoted responsible and inclusive digital use with Smart's collaboration with APLE Cambodia on the safe use of digital technology for children
- XL empowering Indonesian women-led MSMEs to leverage digitalisation through its support of Sisternet

Connectivity & Interdependencies in Our Business Model

Capitals

FC | SRC | MC

Material Matters

- Sustainable Business Growth
- Network Quality & Connectivity
- Digital Inclusion
- Digitisation & Innovation
- Customer Experience
- Emergency & Disaster Response
- Community Development
- Digital Integrity

Sustainability Pillars

- Advancing Digital Societies
- Advancing Green Economy
- Driving Governance & Risk

Stakeholders

- Customers
- Media
- Regulators and Government
- Shareholders, Investors & Analysts
- Community & Civil Society Organisations
- Suppliers & Business Partners
- Employees, Management & Board

How We Measure and Communicate Our Value

Developing the Regional Digital Ecosystem

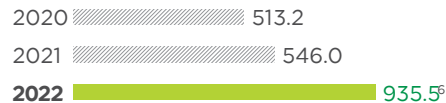#### ADIF Funding for Digital Start-Ups[5] (Malaysia)

- Invested RM63.2 million between 2014 - 2022
- 53% of the companies are Bumiputera
- 12 investee companies recorded an average YoY growth of 12.8% in 2022
- Created 2,047 jobs and helped 1.5 million SMEs
- 25% of the companies are led by women

SADIF Funding for Digital Start-Ups (Cambodia) (USD million)

2020	2.5
2021	3.0
2022	**3.0**

Invested in 9 companies

DADIF Funding for Digital Start-Ups (Sri Lanka) (LKR million)

2020	513.2
2021	546.0
2022	**935.5[6]**

Invested in 10 companies

r-ventures Funding for Digital Start-Ups (Bangladesh) (BDT million)

2020	96.0
2021	103.0
2022	**113.6**

Invested in 13 companies

Contributing to Digital & Online Education

celcom
- Bantuan Peranti Prihatin - benefitted > 30 schools and > 1,500 students through the distribution of refurbished laptops, new tablets and smartphones
- CYDIP - empowering > 10,000 students and teachers to develop digital skills and knowledge
- Unified Digital Library - benefited > 3,000 students to cultivate digital reading culture among young Malaysians
- Promoted cyber and internet security awareness to > 3,000 students to cultivate a positive culture on the use of internet
- ~ 2,000 students participated in Young Educators Challenge, Pandai Learning Ecosystem and TCS Sustainathon

XL axiata
- Data quota contributed by XL Axiata customers enabled more than 2,400 students to access education across Indonesia
- Pesantren Digital on YouTube content planning, execution and on-air - 147 students participated in the training

Dialog
- Nenasa App - > 35,000 active registered users on Nenasa Educational App, a multi-platform aggregator of educational and edutainment content
- Nenadiri initiative - > 103,400 students from 470 schools were given Data scholarships at a cost of ~ LKR124 million

robi
- Launched bdapps Campus Ambassador Programme in 120+ institutions
- Partnered with Save the Children International for Mobile Training Centre under the EYE[8] programme

Ncell
- Installation of modern digital computer labs in 60 government schools in rural Nepal in collaboration with the Ministry of Communication and Information Technology and Nepal Telecommunications Authority, serving 30,000 students and trained > 150 teachers to use the lab and manage minor technical problems

Smart
- > 6,100 students attended an organised STEM fair
- Sipar Mobile Library Programme - > 5,000 beneficiaries
- SmartEdu University Student Development Programme benefitted > 48 university students

linknet
- Donated 2,990 Chromebooks to 201 schools, impacting 15,450 students
- Free internet via #BerbagiTanpaBatas for 250 students

Notes: The funding for SADIF, DADIF and r-ventures (Robi Ventures) refers to cumulative value from the start of investments since 2018, and for Robi Venture since start of investments since 2019
1 ADIF = Axiata Digital Innovation Fund
2 SADIF = Smart Axiata Digital Innovation Fund
3 DADIF = Dialog Axiata Digital Innovation Fund
4 r-ventures = Robi Ventures

5 The RM100 million ADIF was formed in 2014 to help digital start-ups to enhance their innovative products and grow their businesses through funding, know-how and market access. As at end 2020, ADIF has completed the disbursement of funding and is now focusing on providing support to the companies it has invested in
6 Total fund allocation for DADIF worth SLR1,567.5 million to be disbursed by phase
7 CYDIP = Celcom Young Digital Innovators Programme
8 EYE = Education for Youth Empowerment

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OUTCOME 5: ENABLING DIGITALLY-CONNECTED SOCIETIES

How We Measure and Communicate Our Value

Bridging the Digital Divide

Celcom
- ~ 8,500 participants/ students/ entrepreneurs trained in Digital Entrepreneurship programmes through Digitalpreneur, BeBoZz, Program Pendigitalan Usahawan Desamall, Richworks, Google Bootcamp, SiswaCommerce, SiswaMall and Arena Usahawan Siswa
- ~ 20,000 participants/ students trained in Digital Education programmes through Axiata Digital Leadership Programme, Bantuan Peranti Prihatin, CYDIP, CyberSAFE, Google Gemilang, Pandai Learning Ecosystem, TCS Sustainathon, Unified Digital Library and Young Educators Challenge

XL
- Laut Nusantara improving livelihoods of fishermen - > 57,500 active users

Dialog
- Saru - IoT kit for smallholder to enhance crop quality through automated farming in collaboration with University of Moratuwa and University of Ruhuna - > 20 users on this pilot project
- Improved connectivity to > 1,000 villages & deep rural communities via Sew Desatama Dialog
- Diriya.lk - a free, trilingual online knowledge portal for Sri Lankan entrepreneurs to reduce knowledge gap
- Govi Mithuru improving livelihoods of small holder farmers - > 850,000 app users, > 30 different crops advisory information

Robi
- National App Store bdapps empowering digital entrepreneurs - > 70,000 apps and > 48,000 developers earning ~ BDT680 million in 2022
- Conducted bdapps National Hackathon - a nationwide app competition for young app developers which resulted in > 2,000 submissions from > 5,000 youths

Smart
- SmartStart UniPreneur Learning Platform - benefited > 611 students to develop technical capabilities in entrepreneurship
- Cambodia Digital Awards – the Kingdom's biggest ICT awards to highlight and celebrate local talents with approximately 172 institutions competing
- Digital Literacy Workshop – with Ministry of Education, Youth and Sports - to encourage the development of the younger generation's digital literacy with the aim of helping Cambodia create an inclusive digital society and economy and become digital citizen that will benefit everyone. 1,080 students from 3 provinces from 10th – 12th have benefited from it
- Smart has been a proud supporter of Safer Internet Day to promote the safe and positive use of digital technology for children and young people and to inspire a national conversation about using technology responsibly, respectfully, critically and creatively. SmartStart YIP aimed at enabling and empowering young Cambodian talents to develop their innovative tech and digital ideas with Smart. The goal is to help turn the best concepts into actual tech enterprises. 598 students benefited from it
- KIDKATHON has provided the opportunity to collaborate, think critically, perform under pressure and be aware of the world's existing problems and serves as a platform for kids to express their passion through technology, innovation and establishing a debugging mindset. There were 108 beneficiaries

Link Net
- Expand network coverage to reach out additional > 240,000 home passed

Developing the eSports ecosystem

Yoodo
- Collaborated with The Pokémon Company to organise the first Malaysia Pokémon UNITE tournament
- Partnered with ASUS Republic of Gamers (ROG) for Mobile Legends: Bang Bang (MLBB) Amateur League
- Strengthened partnerships with international and regional eSport organisations to form Yoodo Alliance (PUBG Mobile) and Yoodo RSG (Mobile Legends: Bang Bang)

Dialog
- Dialog partnered SLESA[9] as Sri Lanka's Official National Team Sponsor and sponsored 7 major National eSports titles to represent Sri Lanka at world tournaments
- Sponsored largest eSports tournament in Sri Lanka - 'DIALOG-SLESA All-island Free Fire Championship'
- Sri Lanka's eSport champions were honoured at the Dialog-SLESA National Esports Awards Ceremony and the national team was given National Colours

Robi
- 321,526 gamers participated in Axiata Game Hero competition from Bangladesh
- Robi's gaming user base reached 9.5 million

Smart
- Collaborated with Cambodian-born developers to bring six seasonal mobile games to SmartNas
- Organised first ever international eSports competition in Cambodia with the largest accumulated prize - Smart Kingdom of Legends - SEA rivals
- Continued to support Cambodia's National Games for the third consecutive time as main sponsor

Driving Financial Inclusion

Boost Be Unstoppable

| 2022 10.4 | All-in-one Fintech App Consumers in Malaysia (million) 2020 : 8.8 2021 : 9.7 |

| 2022 > 550,000 | Merchant Touchpoints in Malaysia 2020 : > 300,000 2021 : > 439,000 |

| 2022 > 100 | Cross-border Payment Platform's Digital Partners 2020 : > 100 2021 : > 100 |

| 2022 > 2.5 | Total Loans Disbursed in Malaysia & Indonesia since inception (RM billion) 2020 : > 0.2 2021 : > 0.9 |

| 2022 > 4 | Boost PayLater Disbursed (RM million) |

eZ Cash

| 2022 2.7 | eZ Cash Registered Users (million) 2020 : > 4.0 2021 : > 4.3 |

Note: 9 SLESA = Sri Lanka Esports Association

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OUTCOME 6: MINIMISING ENVIRONMENTAL IMPACT

Our Value Creation Goals

- Focused carbon reduction strategy towards achieving net-zero by 2050 in line with mobile industry decarbonisation goals
- Optimise energy consumption through energy efficiency initiatives and renewable energy sources

Activities and Processes to Create Value

- Introduced the Board Sustainability Committee to entrench our commitment at the highest levels to deliver strong ESG performance
- Commenced adoption of the Task Force on Climate-related Financial Disclosures (TCFD) recommendations to prepare our business to mitigate negative climate impacts and unlock opportunities
- Accelerate the decarbonisation at network operations, transform value chain and deliver an inclusive climate agenda Group-wide via the Net-Zero Carbon Roadmap
- Sustainability-related key performance indicators (KPIs), including our net-zero commitment, are included in the GCEO as well as OpCo Senior Leadership Teams' (SLTs) annual remuneration-linked KPIs
- Converting BTS sites to renewable energy sources across the Group
- EDOTCO's initiatives:
  - Initiated Greenhouse Gas (GHG) inventory for Scope 1, Scope 2 and Scope 3 to manage EDOTCO's overall carbon footprint
  - Developing a 2030 carbon neutrality roadmap based on GHG inventory results
  - Set up CoDE[1] in Bangladesh for all NTCs as a hub of innovation and improvisation. CoDE

had designed and implemented > 2,500 towers including new designs below, which has saved materials used and cost:
  - \> 15 tubular towers
  - \> SPC street furniture POC[2]
  - \> 12 tower design for new wind zone
  - \> 27 new foundation designs
  - \> 11 tower designs for Indonesia
  - \> 4 towers for JENDELA & MCMC
- Rolled out e.go, mobile apps for vendors to digitise the E2E process
- Working towards Green Building Certification (GBI) for EDOTCO New Corporate HQ Office
- Finalised Just Nice Tower designs in Malaysia
- Launched Green Framework & Supplier Code of Conduct to help vendors to reduce, reuse and recycle solid waste generation
- Developed the Environmental Policy Statement to conduct responsible and sustainable business activities
- 85% implementation of Green Office initiatives across all NTCs[3] in 2022
- Launched 2R Recycling & Reforestation programme, 1,117 kg of used oil collected and planted additional 3,400 trees in 2022
- Tree planting programme across the footprint bringing total number of trees > 42,000

Connectivity & Interdependencies in Our Business Model

Capitals

FC | MC | IC | NC

Sustainability Pillars

- Advancing Green Economy
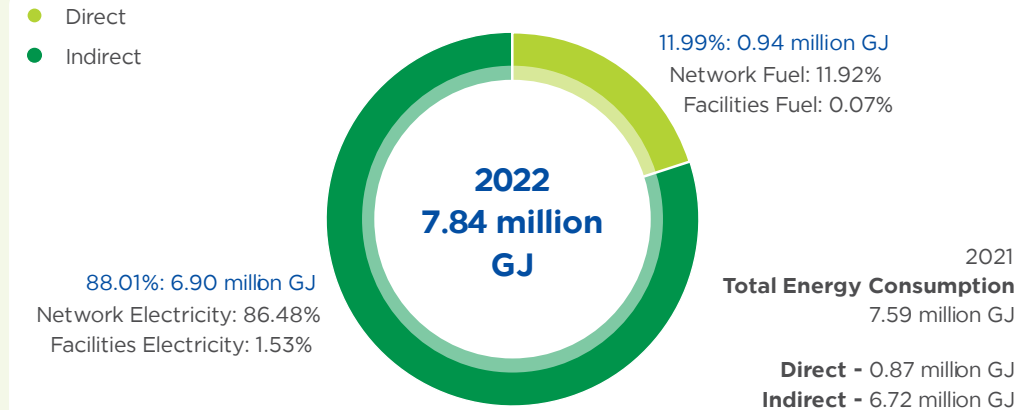- Driving Governance & Risk

Material Matters

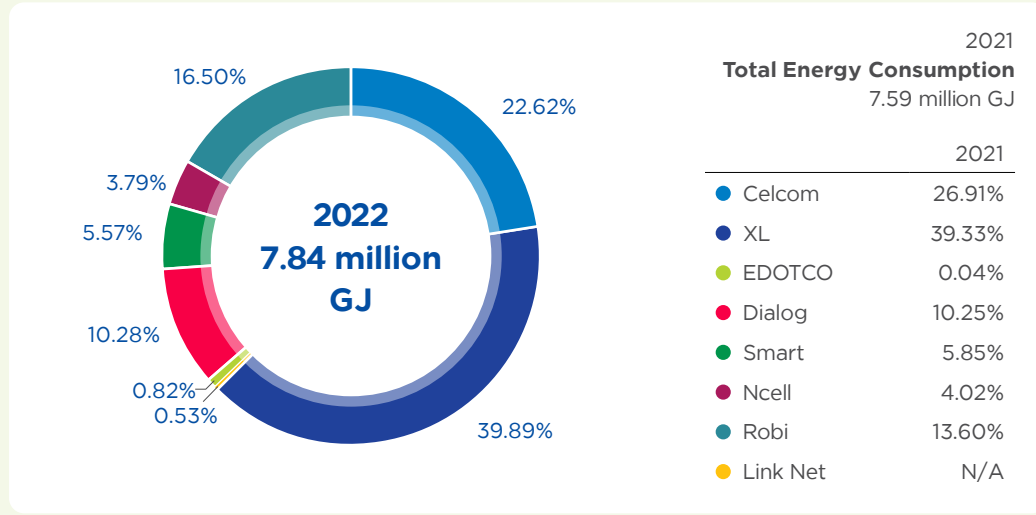- Climate Change
- Environmental Management

Stakeholders

- Regulators and Government
- Industry Bodies

How We Measure and Communicate Our Value

Group-wide Total Energy Consumption

- Direct
- Indirect

2022 7.84 million GJ

11.99%: 0.94 million GJ
Network Fuel: 11.92%
Facilities Fuel: 0.07%

88.01%: 6.90 million GJ
Network Electricity: 86.48%
Facilities Electricity: 1.53%

2021
Total Energy Consumption
7.59 million GJ

Direct - 0.87 million GJ
Indirect - 6.72 million GJ

Group-wide Total Energy Consumption by OpCos

2022 7.84 million GJ

22.62%
39.89%
0.53%
0.82%
10.28%
5.57%
3.79%
16.50%

2021
Total Energy Consumption
7.59 million GJ

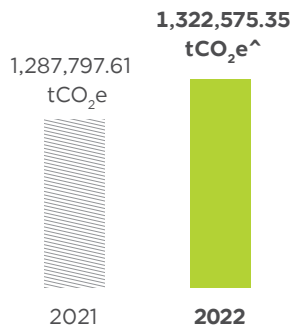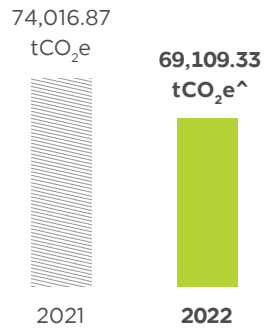|	2021
● Celcom	26.91%
● XL	39.33%
● EDOTCO	0.04%
● Dialog	10.25%
● Smart	5.85%
● Ncell	4.02%
● Robi	13.60%
● Link Net	N/A

Notes: [1] *CoDE = Centre of Design Excellence*
[2] *POC = Proof of Concept*
[3] *NTCs = National Tower Companies*

OUTCOME 6: MINIMISING ENVIRONMENTAL IMPACT

How We Measure and Communicate Our Value

Group Carbon Emissions

Total 2022[4]: 1,391,684.68 tCO$_2$e^

Total 2021: 1,361,814.48 tCO$_2$e

Scope 1[5]

74,016.87 tCO$_2$e   **69,109.33 tCO$_2$e^**

2021   **2022**

Scope 2[6]

1,287,797.61 tCO$_2$e   **1,322,575.35 tCO$_2$e^**

2021   **2022**

OpCo Environmental Programmes

celcom
- \> 1,000 employees completed the e-learning on Net-Zero Transition
- Continue to support Axiata's commitment to achieve net-zero emissions by 2050and to reduce operational carbon emissions by 45% from a baseline 2020
- Our green technology initiatives in 2022 includes:
  - Converted 24/7 running genset (406 sites) to commercial power supply (30 sites)
  - Introduced new technology hybrid solar at 30 sites, which uses multiple energy sources from solar, battery and gensets
  - Installed Advanced Metering Infrastructure (AMI) at 226 sites

XL axiata
- Switching from copper cables to environmental-friendly fibre optic cables
- PLNsation; changing the use of diesel generators into PLN electricity, reducing diesel consumption
- Modernisation and outdoorisation on BTS RAN devices to shelter-less

Dialog
- Deployed 168 new solar sites with a total capacity of 724.74 kW. Out of this, 4 were full solar sites and 1 full solar lamp pole
- Solar implementation plan for 2023includes 809new solar sites with a total capacity of 4,671.74 kW
- eKunu - Placed in a total of 28 experience centres around the island for e-waste collection
- Waste collection:
  - 706.2 tonnes of e-waste
  - 5.9 tonnes of waste paper recycled

robi
- Reuse, reduce, recycle 308 tonnes of e-Waste of technology, IT and Admin equipment
- Deployed solar solutions across 2,146 sites (around 14% of total sites), with 10.6 MW capacity
- 11,947 MWh of green energy produced from fostering an environment-friendly workplace

Smart
- Deployed solar panels at 242 sites, 7% increase as compared to 2021
- Participated in Cambodia Energy Efficiency Initiative organised by Sevea to reduce energy consumption in Smart's office
- Innovated the Digital Control Stock to reduce papers and plastics
- Rolled out single-use plastic reduction programme
- Greatly improve power and cooling redundancy in Smart data centres

Ncell
- Planted 550 trees during World Environment Day in collaboration with Wildlife Conservation Nepal, and a cycle rally organised jointly with Cycle City Network Nepal, UNDP and the Department of Environment to raise awareness on environment conservation and protection
- Continued maintaining the greenery in 10.2 km Koteshwor-Kalanki stretch of Ringroad, promoting clean, green and healthy city

EDOTCO
- **Number of trees planted**

  2022 > 42,000   2021: ~ 38,500   2020: 23,750

- **Sustainable Waste Management[7]**

  489.1 tonnes of e-waste collected/ reused/ recycled/ auctioned   **761** kg of office recyclable items

^ This data has been externally assured. Refer to independent limited assurance report in the SNCR 2022

Notes:
[4] Overall Scope 1 and 2 emissions from baseline year 2020 and 2021 have been updated to reflect the latest emission for Malaysia and Nepal. The data above covers Digital Telcos and Infrastructure only
[5] Direct GHG emissions from sources that are owned or controlled by the Group
[6] Indirect GHG emissions resulting from the generation of electricity, heating and cooling or steam purchased by the Group
[7] There was no mobile waste recycling programme conducted in year 2022