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

HOW WE CREATE VALUE
Axiata Group Berhad

Overview

Leadership Insights

How We Create Value

Financial Resilience

Our Operating Companies

Transparency & Accountability

Additional Information

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OUR VALUE CREATION MODEL

<table>
<thead>
<tr>
<th>OUR SIX CAPITAL INPUTS</th>
<th>BUSINESS ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial Capital</strong></td>
<td>Our Purpose</td>
</tr>
<tr>
<td>FC</td>
<td>Advancing Asia</td>
</tr>
<tr>
<td>Capital providers supply us with the necessary funding for our business, in addition to cash generated from operations and investment.</td>
<td>Our Values</td>
</tr>
<tr>
<td></td>
<td>Uncompromising Integrity, Exceptional Performance (UI.EP)</td>
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<tr>
<td><strong>Human Capital</strong></td>
<td>Business Activities</td>
</tr>
<tr>
<td>HC</td>
<td>The Next Generation</td>
</tr>
<tr>
<td>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.</td>
<td>Digital Champion</td>
</tr>
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<td></td>
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<tr>
<td><strong>Intellectual Capital</strong></td>
<td>Triple Core Business</td>
</tr>
<tr>
<td>IC</td>
<td>Digital Telcos</td>
</tr>
<tr>
<td>Our strong brand equity and trust, culture, digitalisation and analytics efforts, as well as our digitised procedures and processes differentiate us in the marketplace.</td>
<td>Digital Businesses</td>
</tr>
<tr>
<td></td>
<td>Infrastructure</td>
</tr>
<tr>
<td></td>
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</tr>
<tr>
<td><strong>Social &amp; Relationship Capital</strong></td>
<td>1. SUSTAINABLE GROWTH</td>
</tr>
<tr>
<td>SRC</td>
<td>Positioning for New Norms</td>
</tr>
<tr>
<td>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.</td>
<td>2. OPERATIONAL EXCELLENCE</td>
</tr>
<tr>
<td></td>
<td>OpCo Transformation</td>
</tr>
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<td></td>
<td>3. STRUCTURAL CHANGES</td>
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<tr>
<td></td>
<td>New Growth Areas</td>
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<td>Cost Management</td>
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<td>New Engagement Model</td>
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<td>6. Digitisation &amp; Analytics</td>
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<td>Stakeholder Management</td>
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<td>7. Organisation 5.0</td>
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<td>9. Industry Consolidation</td>
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<td></td>
<td>10. Portfolio Optimisation &amp; Value Illumination</td>
</tr>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Manufactured Capital</strong></td>
<td>In Alignment with Axiata Sustainability Framework</td>
</tr>
<tr>
<td>MC</td>
<td>Advancing Digital Societies</td>
</tr>
<tr>
<td>Our network infrastructures and data centres are an important source of competitive differentiation. Our Manufactured Capital also includes office buildings for our workforce.</td>
<td>Advancing Green Economy</td>
</tr>
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<td></td>
<td>Advancing Our People &amp; Communities</td>
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<td>Driving Governance &amp; Risk</td>
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<tr>
<td><strong>Natural Capital</strong></td>
<td>Material Matters</td>
</tr>
<tr>
<td>NC</td>
<td>Sustainable Business Growth</td>
</tr>
<tr>
<td>We consume energy in our operations and use land to house our towers and other infrastructure.</td>
<td>Network Quality &amp; Connectivity</td>
</tr>
<tr>
<td></td>
<td>Digital Inclusion</td>
</tr>
<tr>
<td></td>
<td>Digitisation &amp; Innovation</td>
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<td></td>
<td>Customer Experience</td>
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<td>Climate Change</td>
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<td>Environmental Management</td>
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<td>Fair, Diverse &amp; Inclusive Employment</td>
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<td>Talent Development &amp; Attraction</td>
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<td>Emergency &amp; Disaster Response</td>
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<td>Employee Health, Safety &amp; Wellbeing</td>
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<td>Community Development</td>
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<td>Business Ethics &amp; Governance</td>
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<td>Digital Integrity</td>
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<td>Regulatory &amp; Political Risk</td>
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<td>Sustainable Supply Chain</td>
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</tr>
<tr>
<td></td>
<td>IAR, Considering What Matters on pages 26 to 27</td>
</tr>
<tr>
<td></td>
<td>SNCR, Axiata Sustainability Framework on pages 11 to 13</td>
</tr>
</tbody>
</table>

Note: The data above excludes Celcom and Digital Businesses
**Overview**

Axiata Group Berhad

• IAR 2022

**Delivering Long-Term Value to Shareholders**

1. **Delivering Long-Term Value to Shareholders**
   - IAR, page 39

2. **Building a Modern, Agile and Digital Asian Talent Factory**
   - IAR, pages 40 to 41

3. **Becoming a Trusted and Reliable Digital Partner**
   - IAR, pages 42 to 43

4. **Supporting Governments and Communities in Our Markets**
   - IAR, pages 44 to 45

5. **Enabling Digitally-Connected Societies**
   - IAR, pages 46 to 47

6. **Minimising Environmental Impact**
   - IAR, pages 48 to 49

**Stakeholders**

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

Sustainability Pillars
Advancing Digital Societies

Material Matters
• Sustainable Business Growth

Stakeholders
Media Suppliers & Business Partners Shareholders, Investors & Analysts

Revenue (RM billion)
| 2020 | 2021 | 2022 |
| 24.2 | 25.9 | 27.5 |

EBITDA (RM billion)
| 2020 | 2021 | 2022 |
| 10.7 | 11.4 | 12.4 |

Normalised PATAMI
| 2020 | 2021 | 2022 |
| 0.9 | 1.3 | 1.5 |

Cash Balance (RM billion)
| 2020 | 2021 | 2022 |
| 7.2 | 7.0 | 7.5 |

Dividend Per Share (DPS)/Dividend Payout Ratio (DPR)
• 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 | 2021 | 2022 |
| 2.6x | 2.6x | 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)
2020: 1.8 2021: 2.0 2022: 1.7

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

IAR, Financial Resilience on pages 51 to 60
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 ULEP 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 ULEP 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
  - Launched S/H.E.1, a programme by WAMA2 - in collaboration with LeadWomen Malaysia and UNITAR
  - Launched the inaugural Age-X programme to create meaningful intergenerational engagement on ideas, perspectives and skillsets

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

ADL3

• Over 1,300 software engineering and technology consulting professionals with deep expertise in AI 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

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

ACE4, AGA5 & 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.

Connectivity & Interdependencies in Our Business Model

Sustainability Pillars

- Advancing Digital Societies
- Advancing Our People & Communities

Materials

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

Stakeholders

- Suppliers & Business Partners
- Employees, Management & Board

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. AGA = Axiata Group Analytics
6. ACE = Analytics Certified Experts
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

Health & Safety

Lost Time Injury Frequency Rate (LTIFR) (per million hours worked) across OpCos range from 0 - 0.55

2022
### Talent at Axiata

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>158</td>
<td>128</td>
<td>121</td>
</tr>
<tr>
<td>Middle Management</td>
<td>438</td>
<td>637</td>
<td>670</td>
</tr>
</tbody>
</table>

### External : Internal Hiring Ratio

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio</td>
<td>29 : 71</td>
<td>54 : 46</td>
<td>65 : 35</td>
</tr>
</tbody>
</table>

### 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**

### Senior Leadership at Axiata

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

#### Nationalities of our Leadership

- 37% Foreign
- 63% Local

### Diverse Talent Base

#### Nationality

- > 80 nationalities employed across our OpCos

#### Gender Diversity

- Male : Female employee ratio
  - Male 68 : Female 32

#### Age and Generational Diversity

- 30 years old and below: 22.7%
- 31 - 49 years old: 6.0%
- 50 years old and above: 71.3%

### Talent Development

- **293,943 training hours** logged in 2022

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average training hours (by gender)</td>
<td>26.4</td>
<td>28.9</td>
</tr>
</tbody>
</table>

#### Average training hours (by employee category)

- **Senior Management**: 8.4<sup>9</sup>
- **Middle Management**: 35.6<sup>9</sup>
- **Executive**: 31.1<sup>9</sup>
- **Non-executive**: 19.0<sup>9</sup>

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

Notes:
- Includes Celcom as of 30 November 2022
- The data excludes Celcom and Digital Businesses
- Senior Leadership/ senior management comprises of CEO and CEO-1
- 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 2022 figures have been updated to include our digital businesses (Boost, ADA and ADL)
- Women in Senior Leadership Teams comprises of CEO and CEO-1 across Axiata Group

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**How We Measure and Communicate Our Value**

**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
OUTCOME 3: BECOMING A TRUSTED AND RELIABLE DIGITAL PARTNER

How We Measure and Communicate Our Value

<table>
<thead>
<tr>
<th>Total Number of Mobile Customers (million)</th>
<th>ADA serving regional businesses</th>
<th>Enterprise</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020: 157</td>
<td>• Recognised as Southeast Asia’s only agency in Adweek’s Fastest Growing Agency 2022 list</td>
<td>~ 193,000 enterprises across ASEAN and South Asia</td>
</tr>
<tr>
<td>2021: 163</td>
<td>• Awarded 87 industry awards and recognition in 2022</td>
<td>• Year on year growth of +19.7% in 2022</td>
</tr>
<tr>
<td>2022: 174.4</td>
<td>• Extended partnerships ecosystem across Creative, eCommerce, messaging partners and enablers</td>
<td>IT Blueprint Transformation</td>
</tr>
</tbody>
</table>

Digital Reputation Score

<table>
<thead>
<tr>
<th>2022</th>
<th>#1 in 6 markets</th>
<th>2020: 1,719</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Celcom, XL, Dialog, Robi, Smart &amp; Ncell</td>
<td>2021: 1,902</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2021</th>
<th>#1 in 4 markets</th>
<th>2022: 2036</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Robi, Dialog, Ncell &amp; Smart</td>
<td>2023: 2216</td>
</tr>
</tbody>
</table>

Brand Power Results

<table>
<thead>
<tr>
<th>2022</th>
<th>#1 in 3 markets</th>
<th>2020: 1,581</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Dialog, Smart &amp; Ncell</td>
<td>2021: 1,656</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2021</th>
<th>#1 in 2 markets</th>
<th>2022: 2,167</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>XL &amp; Robi</td>
<td>2023: 2,324</td>
</tr>
</tbody>
</table>

Net Promoter Score

<table>
<thead>
<tr>
<th>2022</th>
<th>#1 in 3 markets</th>
<th>2020: 13.4pp</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Celcom, Dialog &amp; Smart</td>
<td>2021: 16.1pp</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>2021</th>
<th>#1 in 4 markets</th>
<th>2022: 5.2pp</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Celcom, Dialog, Smart &amp; Ncell</td>
<td>2023: 7.3pp</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2022</th>
<th>#2 in 3 markets</th>
<th>2020: 1,581</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Celcom, XL &amp; Robi</td>
<td>2021: 1,719</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2021</th>
<th>#2 in 2 markets</th>
<th>2022: 2036</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>XL &amp; Robi</td>
<td>2023: 2216</td>
</tr>
</tbody>
</table>

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 marketplaces and IoT platforms

- Continued to engage OpCos on Digitised Telco Model (DTM)

Notes:

1. ISMS = Information Security Management System
2. ADL = Axiata Digital Labs
3. MBSS = Minimum Baseline Security Standard
4. API = Application Programming Interface for building and integrating application software
5. 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
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 MPAL with the launched of new IoT solutions - 5G AI Security & Surveillance, fleet management system and Smart City solutions

Link Net
- 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, Bing, strengthening of apopstrophe, bdapps and eCommerce marketplace, Robishop

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

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

Digitisation & Analytics as Enablers

Celcom
- Successfully implemented Phase 2 of Digital Stack Transformation enabling faster Go-To-Market and nimbler 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

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 democratization of data analytics access and capability building through ‘Analytics at the Edge’ programme initiated in 2020

Smart
- Utilised an open source called Database 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

Analytics Use Cases

Celcom
- 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

Robi
- > 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

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

Yoodo
- 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 MegaWasana 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
- Smart has 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 subscription platform for self-subscription, from account registration up to installation schedule

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 > 500,000visits per month on Celcom’s e-shop
- 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

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

Supported Robi
- Strengthened data privacy and cyber security through completed development and commercial deployment of 28 new use cases
- Learning of use case deployment actively shared as best practice among OpCos

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

Supported Smart
- Successfully implemented Phase 2 of Digital Stack Transformation enabling faster Go-To-Market and nimbler 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

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

Supported Dialog
- MyDialog self-care app most downloaded app in Sri Lanka - > 8 million registered customers
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- Digital care reached 58% (YTD) compared to human and assisted channels, an 88% increase since 2015 based on 60% smartphone penetration

Supported 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

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

Supported Smart
- Utilised an open source called Database 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

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

Supported Link Net
- Soft launched NADIA - a self-digital subscription 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

How We Create Value

- Contributing to the socioeconomic development of the countries we operate in
- Advancing 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
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Connectivity & Interdependencies in Our Business Model

<table>
<thead>
<tr>
<th>Capitals</th>
<th>Material Matters</th>
<th>Stakeholders</th>
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<td>FC SRC</td>
<td>Network Quality &amp; Connectivity</td>
<td>Media</td>
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<td>Digital Inclusion</td>
<td>Regulators and Government</td>
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<td>Emergency &amp; Disaster Response</td>
<td>Suppliers &amp; Business Partners</td>
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<td>Community Development</td>
<td>Community &amp; Civil Society Organisations</td>
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Sustainability Pillars

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

How We Measure and Communicate Our Value

<table>
<thead>
<tr>
<th>Total GDP Contribution (USD billion)</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
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<td>7.7</td>
<td>11.1</td>
<td>9.5</td>
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<thead>
<tr>
<th>Number of Jobs Supported Across the Region (million)</th>
<th>2020</th>
<th>2021</th>
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<table>
<thead>
<tr>
<th>Total Taxes and Fees Paid (USD billion)</th>
<th>2020</th>
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<th>2022</th>
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EDOTCO Social Community Investment Impact

2022
14,537 lives in Malaysia, Sri Lanka, Cambodia, Bangladesh, Pakistan and Myanmar
> 7,800 families in Malaysia, Sri Lanka, Bangladesh, Cambodia and Myanmar
5,000 app developers across Bangladesh participated in the National Hackathon 2022 organised by bdapps in collaboration with Government’s ICT Division

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 fibreisation
  - 100% compliant in Mandatory Standard Quality of Service (MSQoS) sets by MCMC
  - Participated in National’s 5G equity shareholding
  - Collaborated with BAKTI to optimise the USO scheme
  - > 70 5G sites available in 23 cities, utilising OSS 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, 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\(^9\)’s Gomata Sanniwadeyana 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

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 to Water
\(^8\) Measurement of economic impact and value creation in the markets and communities
\(^9\) TRCSL = Telecommunications Regulatory Commission of Sri Lanka

Additional Information

- Formed Bangladesh Safe Internet Forum as public advocacy platform to raise public awareness
- 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 Bangladeshis
- 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\(^10\) and NT\(^11\) 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\(^12\) 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\(^13\) for fiberig 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
## 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 MRSM¹⁴ 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

**Dialog**
- 43% of Nenasa Educational App users are female
- YEHei Thozi – > 120,000 active users
- Idreamart for Women – > 4,500 individuall engagements and 15.6% revenue contribution from female-led Idreamart businesses
- Organised Dirijen 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 Ichodhena, 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 Sarlai, Chitwan and Rupandehi
- Collaborated with Kantipur Media Group, Living with ICT media and UNDP to promote DEI²¹ 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 Wakeshah 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

**Ncell**
- Distributed > 200 cycles to needy female students from government schools
- Equipped 4 outreach centres of DH²⁶ 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 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 Meherewa 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 DHM²⁸ for telemetry data transfer of flood water level/ weather for implementation of Flood Early Warning System
- 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

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

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Note:  
¹⁴ MRSM = Maktab Rendah Sains MARA  
²¹ DEI = Diversity, Equity and Inclusion  
²⁶ DH = Dhulikhel Hospital  
²⁸ DHM = Department of Hydrology and Meteorology  
²⁹ SNCR, Advancing Our People & Communities on pages 78 to 99  
IAR, In Conversation With Our GCEO on pages 12 and 22
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 in Malaysia, SADIF in Cambodia, DADIF in Sri Lanka and r-ventures 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
- 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

Capital Stacks
- FC: Sustainability
- SRC: Business Growth
- MC: Customer Experience

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

Material Matters
- Sustainable Business Growth
- Network Quality & Connectivity
- Digital Inclusion
- Digitisation & Innovation

Stakeholders
- Customers
- Media
- Regulators and Government
- Shareholders, Investors & Analysts
- Employees, Management & Board

How We Create Value

How We Measure and Communicate Our Value

Developing the Regional Digital Ecosystem

ADIF Funding for Digital Start-Ups (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
- 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
- Bantuan Peranti Pribatin - 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 - benefitted > 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, Pandalai Learning Ecosystem and TCS Sustainiahan
- Data quota contributed by XL Axiata customers enabled more than 2,400 students to access education across Indonesia
- Pesanren Digital on YouTube content planning, execution and on-air - 147 students participated in the training
- Nenasw App - > 35,000 active registered users on Nenasw 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
- Launched bdapps Campus Ambassador Programme in 120+ institutions
- Partnered with Save the Children International for Mobile Training Centre under the EYE4 programme
- 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
- > 6,100 students attended an organised STEM fair
- Sipar Mobile Library Programme - > 5,000 beneficiaries
- SmartEdu University Student Development Programme benefitted > 48 university students
- 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 2014 and for Robi Venture since start of investments since 2019.
- ADIF = Axiata Digital Innovation Fund
- SADIF = Smart Axiata Digital Innovation Fund
- DADIF = Dialog Axiata Digital Innovation Fund
- r-ventures = Robi Ventures
- Total fund allocation for DADIF worth SLR1.567.5 million to be disbursed by phase
- CYDIP = Celcom Young Digital Innovators Programme
- EYE = Education for Youth Empowerment
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 Pendidikan Usahawan Desamall, Richworks, Google Bootcamp, SiiswaCommerce, SiiswaMal and Arena Usahawan Siiswa
- ~20,000 participants/ students trained in Digital Education programmes through Axiata Digital Leadership Programme, Bantuan Peranti Prihatin, CYIDP, CyberSAFE, Google Gemilang, Pandai Learning Ecosystem, TCS Sustainathon, Unified Digital Library and Young Educators Challenge

**Dialog**
- Laut Nusantara improving livelihoods of fishermen ~ > 57,500 active users
- 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 submissions 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. 98% 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® 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**
- 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**
- All-in-one Fintech App
  - Consumers in Malaysia (million)
    - 2020: 8.8
    - 2021: 9.7
- Merchant Touchpoints in Malaysia
  - 2020: > 300,000
  - 2021: > 439,000
- Cross-border Payment Platform’s Digital Partners 2020: > 100
  - 2021: > 100
- Total Loans Disbursed in Malaysia & Indonesia since inception (RM billion)
  - 2020: > 0.2
  - 2021: > 0.9
- Boost PayLater Disbursed (RM million)
  - 2020: > 4
  - 2021: > 4.3
- eZ Cash Registered Users (million)
  - 2020: > 40
  - 2021: > 4.3

Note: *SLESA = Sri Lanka Esports Association*
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
• Optimize 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 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
  - > 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 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

Material Matters

- Climate Change
- Environmental Management

Stakeholders

Regulators and Government

Sustainability Pillars

Advancing Green Economy

Driving Governance & Risk

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%

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

- 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

<table>
<thead>
<tr>
<th>Scope</th>
<th>Year</th>
<th>Carbon Emissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1&lt;sup&gt;st&lt;/sup&gt;</td>
<td>2021</td>
<td>74,016.87 tCO₂e&lt;sup&gt;a&lt;/sup&gt;</td>
</tr>
<tr>
<td>2&lt;sup&gt;nd&lt;/sup&gt;</td>
<td>2021</td>
<td>1,287,797.61 tCO₂e&lt;sup&gt;e&lt;/sup&gt;</td>
</tr>
</tbody>
</table>

**Total 2022**: 1,391,684.68 tCO₂e<sup>e</sup>   
**Total 2021**: 1,361,814.48 tCO₂e<sup>e</sup>

### 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 2050 and 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

#### 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

#### 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
- 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 2023 includes 809 new 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

#### Dialog
- Number of trees planted
  - 2021: ~ 38,500
  - 2020: 23,750
  - 2022: > 42,000

#### 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

#### Notes:
1. Overall Scope 1 and 2 emissions from baseline year 2020 and 2021 have been updated to reflect the latest emission for Malaysia and Nepal.
2. The data above covers Digital Telcos and Infrastructure only
3. Direct GHG emissions from sources that are owned or controlled by the Group
4. Indirect GHG emissions resulting from the generation of electricity, heating and cooling or steam purchased by the Group
5. There was no mobile waste recycling programme conducted in year 2022
6. This data has been externally assured. Refer to independent limited assurance report in the SNCR 2022
7. SNCR, Advancing Green Economy on pages 61 to 76