

INTEGRATED ANNUAL REPORT 2023





ADVANCING ASIA, TOGETHER.

Axiata paves the way for a more connected future, championing cutting-edge innovative technology and solutions that empower progress across ASEAN and South Asia, bridging the digital divide to foster a thriving and inclusive future where communities and businesses flourish.



Delivering Value To Shareholders¹

Revenue

RM22.0 billion
(2022: RM20.0 billion)

EBITDA

RM9.6 billion
(2022: RM8.6 billion)

Normalised PATAM²

RM0.3 billion
(2022: RM0.2 billion)

A Trusted Digital Partner Connecting Societies

Mobile customers

162.5³ million
(2022: 157.2³ million)

Enterprise services for

> 173,000⁴
businesses

Boost Life users

> 11.0 million

Supporting Governments & Communities⁵

Total GDP contribution

USD8.7 billion

Total taxes and fees paid to Governments

USD1.3 billion

Supported

0.6 million jobs
across Asia

Building Modern, Agile And Digital Talents

Diverse Talent Factory of

> 10,800 employees

A highly skilled pool of regional

Digital, Analytics
and AI talents

Collective Brain

promoting hyper-collaboration and co-creation
between our diverse regional talents

Managing Environmental Impact

Part of the Science-Based Target initiative (SBTi) Business Ambition Pledge for

1.5°C and pending validation from
SBTi on targets

Reviewed and updated

Scope 1 & 2 emissions, and
established Scope 3 emissions
baseline to 2022

Transitioning towards

renewable energy
solutions
across the OpCos

Notes:

¹ All financial data are based on continuing operations

² Excludes goodwill/assets impairment, PPA amortisation, foreign exchange losses and derivatives and one-off regulatory fees and penalties

³ Includes Key Associate Company - CelcomDigi Berhad, exclude Ncell

⁴ Excludes Key Associate Company - CelcomDigi Berhad and Ncell

⁵ National contribution figures include (i) 6 OpCos [XL, Link Net, Dialog, Robi, Smart, EDOTCO (excluding EDOTCO Myanmar)]; (ii) Axiata's operations in Malaysia for 7 entities as part of Malaysia's Digital Ecosystem (ADA Malaysia, Axiata Digital Labs Malaysia, Boost Malaysia, EDOTCO Malaysia, Axiata Group Berhad, Axiata Foundation, Axiata Enterprise); and (iii) CelcomDigi which is a material Key Associate Company of Axiata, proportioned to Axiata's share of CelcomDigi which is 33.1%

TABLE OF CONTENTS

Creating Value In 2023

OVERVIEW

pg 4 - 8

- 4 Basis Of This Report
- 6 This Is Axiata
- 8 Our Investor Proposition

LEADERSHIP INSIGHTS

pg 10 - 22

- 10 Chairman's Message
- 13 In Conversation With Our Group Chief Executive Officer And Managing Director

OUR STRATEGY

pg 24 - 35

- 24 The Context Of Our Operations
- 26 Considering What Matters
- 27 Stakeholders Engagement
- 29 Our Risks Linked To Strategy
- 35 Articulating Our Strategy For Sustainable Value Creation

HOW WE CREATE VALUE

pg 37 - 49

- 37 Our Value Creation Model
- 39 Outcome 1: Delivering Long-Term Value To Shareholders
- 40 Outcome 2: Building A Modern, Agile and Digital Talent Factory
- 42 Outcome 3: Becoming A Trusted And Reliable Digital Partner
- 44 Outcome 4: Supporting Governments And Communities In Our Markets
- 46 Outcome 5: Enabling Digitally-Connected Societies
- 48 Outcome 6: Managing Environmental Impact

FINANCIAL RESILIENCE

pg 51 - 60

- 51 Financial Review
- 54 Consolidated Statement Of Comprehensive Income
- 54 Consolidated Statement Of Cash Flows
- 55 Consolidated Statement Of Financial Position
- 56 Group Financial Snapshot
- 57 Group Financial Position
- 58 Key Performance Indicators
- 59 Our Share Price Performance
- 60 Our Dividend Policy

OUR TRIPLE CORE BUSINESS

pg 62 - 80

Operating Companies

- 62 XL Axiata Review
- 64 Dialog Axiata Review
- 66 Robi Axiata Review
- 68 Smart Axiata Review
- 70 EDOTCO Group Review
- 72 Link Net Review
- 74 Boost Review
- 76 ADA Review
- 78 Axiata Digital Labs Review

Key Associate Company

- 80 CelcomDigi Berhad

TRANSPARENCY & ACCOUNTABILITY

pg 82 - 102

- 82 Committed To Accountability
- 83 Our Governance Structure
- 84 Leading With Accountability
- 86 An Experienced Leadership
- 88 Our Governance At A Glance
- 90 Embedding Sustainability Into Our Governance Structures
- 91 Board Leadership And Effectiveness
- 94 Board Accountability
- 96 Board Committees
- 100 Internal Control And Risk Management
- 101 Communication With Stakeholders
- 102 Financial Calendar

ADDITIONAL INFORMATION

pg 104 - 111

- 104 Corporate Information
- 105 Notice Of Annual General Meeting
- 111 Statement Accompanying Notice Of Annual General Meeting
 - Proxy Form



Connecting lives in the digital era

Enable a thriving connected world and
foster digital inclusivity to empower
communities.



OVERVIEW



BASIS OF THIS REPORT

Reporting Philosophy

The Axiata Group Berhad's ('Axiata', 'the Group' or 'Axiata Group') Integrated Annual Report (IAR), which forms part of the 2023 Reporting Suite, is a comprehensive resource for understanding our company's approach to creating and preserving stakeholder value while also managing the risk of value erosion in the short, medium and long term. The report highlights how we are paving the way to become the Next Generation Digital Champion by building a connected and digital Asia, focusing on community, business and public sector transformation. It is targeted primarily for investors but is also informative for a broader audience.

Scope and Boundary

All three reports cover the performance of the Group across its operating footprint in ASEAN and South Asia, which includes Malaysia, Indonesia, Sri Lanka, Bangladesh, Cambodia, Pakistan, Myanmar, Laos, the Philippines, as well as the broader geography covered by the digital advertising and analytics businesses. The reporting period covered is from 1 January to 31 December 2023, including significant events up to 31 March 2024, where material. These reports include performance reviews of CelcomDigi Berhad, which became a Key Associate Company on 1 December 2022, but do not include reviews on Ncell Axiata, which was sold on 1 December 2023. The financial reviews of both companies are provided in the Governance & Audited Financial Statements 2023. For a full overview, we encourage stakeholders to collectively review the three specified reports listed.

1 Integrated Reporting Boundary

Covers the Group's strategic activities, business model, operating context, financial and non-financial performance and outcomes that influence our capacity for value creation. It focuses on the five Vectors of Value Creation that underpin the performance of our Triple Core Business: Digital Telcos, Infrastructure and Digital Businesses.

2 Financial Reporting Boundary

Covers the Group's governance details, audited financial statements, and essential regulatory-required information.

3 Sustainability Reporting Boundary

Covers the Group's material sustainability performance across our business. It focuses on the incorporation of the Axiata Sustainability Framework and the 3-year TCFD roadmap in enhancing our Environmental, Social and Governance (ESG) efforts.

Our Reporting Suite



Printed Version
 Online Version

Frameworks, Standards and Guidelines

Integrated Annual Report 2023

- Malaysian Code on Corporate Governance 2021
- Bursa Malaysia Main Market Listing Requirements
- Companies Act 2016
- Value Reporting Foundation/International Integrated Reporting Council's (IIRC) International Integrated Reporting <IR> Framework
- Malaysian Financial Reporting Standards (MFRS)
- FTSE4Good Bursa Malaysia requirements



Printed Version
 Online Version

Governance & Audited Financial Statements 2023

- Malaysian Code on Corporate Governance 2021
- Bursa Malaysia Main Market Listing Requirements
- Companies Act 2016
- Malaysian Financial Reporting Standards (MFRS)
- International Financial Reporting Standards (IFRS)



Online Version

Sustainability & National Contribution Report 2023

- Bursa Malaysia Main Market Listing Requirements
- Bursa Malaysia Sustainability Reporting Guide (3rd edition)
- Global Reporting Initiative (GRI) Universal Standards 2021
- United Nations Sustainable Development Goals (UN SDGs)
- Task Force on Climate-related Financial Disclosures (TCFD) recommendations
- Greenhouse Gas (GHG) Protocol
- UN Global Compact's (UNGC) Ten Principles
- GSMA ESG Metrics for Mobile Sector

Certain OpCos also produce standalone reports, offering additional detailed insights.



Integrated Thinking and Reporting Process

This IAR reflects Axiata's Group-wide effort to incorporate integrated thinking principles into our strategy, business model and value creation. This approach enables effective integration of Axiata's Corporate Strategy, aligning with our shared aspiration of becoming a Sustainable Dividend Company. This IAR showcases the interconnected disclosures and linkages within this report and others in our Reporting Suite.

Materiality

We disclose information on material matters influencing value creation and preservation across the short, medium and long-term horizons. A comprehensive assessment is conducted every two years, complemented by annual reviews, to review our material matters against updated regulatory and benchmark disclosure requirements. Throughout the reporting year, no major external factors required changes to our material matters, nor were there any significant shifts in our business model or operational context. For clarity, the material matters assessment in 2022 took into consideration the acquisition of Link Net and the demerger of CelcomDigi.

In 2023, the Board Sustainability Committee (BSC) reaffirmed the 16 sustainability-related material matters identified in 2022. Our strategic response to managing these material matters is detailed in this report and our Sustainability & National Contribution Report.

Enhancing Sustainability Integration and Disclosures

We incorporate sustainability into our business practices to generate long-term value. We take into account the potential risks and impacts of ESG when developing our strategies and initiatives across our markets. Our ESG practices and disclosures align with global and local sustainability standards (see Reporting Suite for details), informed by key indicators from recognised ESG ratings such as the Carbon Disclosure Project (CDP) Worldwide, S&P Global Corporate Sustainability Assessment (CSA), FTSE4Good Bursa Malaysia, MSCI and Digital Inclusion Benchmark (DIB).



BASIS OF THIS REPORT

Alignment with the United Nations Sustainable Development Goals (UN SDGs)

The Group integrates the UN SDGs to advance the sustainable development agenda. We focus on closing the digital gap, encouraging climate action and a circular economy, fostering positive social impacts, and ensuring responsible, equitable practices throughout our value chain.

Improvements in Axiata's IAR 2023

Strategy Alignment: Highlighted OpCos' alignment with Axiata's five portfolio vectors and five business strategies that reflect a unified strategic direction across all entities in Our Triple Core Business (on pages 62 to 80).

TCFD Alignment: Identified and highlighted initiatives related to TCFD recommendations within the IAR2023.

QR Code Integration: Incorporated cross-references for more information through QR codes for direct and easy access, including with the OpCos' standalone Reports (on page 4), websites and other online channels within the IAR.

Case Study: Introduced a Risk Case Study (on page 29) to provide insights into our risk management practices and their impact on financial resilience.

Images

Building a Thriving Digital Future for Asia

The image used on the cover depicts our commitment to Advancing Asia toward a dynamic digital era. We illustrate this aim through the intricate mosaic of pixels that make up building blocks. Each of these blocks plays a vital, interlinked role in driving a technology-powered future that fosters collaboration to empower communities and businesses across our regions, ultimately creating a digital landscape for everyone to thrive. Through these efforts, we aim to be the driving force for a thriving digital Asia, ensuring equitable access to opportunities and empowering everyone to reach their full potential.

Forward-Looking Statements

Certain statements in this IAR may constitute forward-looking statements concerning our financial position, future priorities, strategies and growth opportunities. They are formed based on reasonable assumptions and are not intended to guarantee future results. Actual results could differ materially from those projected in any forward-looking statements throughout this IAR due to various events, risks, uncertainties and other factors.

Board Approval

The Board of Directors (Board) ensures the integrity of this IAR, adhering to the IIRC's International <IR> Framework and other disclosure standards. The Board Sustainability Committee (BSC), supported by a dedicated reporting team, supervises the IAR Suite's preparation. The report's assurance comes from management, internal audit, independent external sources and service providers.

Assurance

Our Audited Financial Statements (AFS) are disclosed in the Governance and Audited Financial Statements 2023 and have been fully audited. We have also subjected certain key ESG indicators reported in this report (i.e. Scope 1 & 2 emissions and energy consumption, total training hours, proportion of senior management from the local community) to an external independent limited assurance. For the results of the assurance, see the independent limited assurance report included in the Sustainability and National Contribution Report (SNCR) 2023.

NAVIGATION ICONS

The following icons help to align our integrated narrative so that readers can get a greater sense of the inter-connectivity and inter-relatedness of our business.

Cross References:





 Refer to **IAR, SNCR** and **GAFS**  Refer to website

TCFD Throughout the preparation of this Report, we have been guided by the Task Force on Climate-related Financial Disclosures (TCFD), which has set out a framework of recommended disclosures relating to the financial implications of climate change and what this means for governance, strategy, risk and metrics.

Stakeholders

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

Capitals

 FC Financial Capital	 IC Intellectual Capital	 HC Human Capital
 MC Manufactured Capital	 SRC Social & Relationship Capital	 NC Natural Capital

Material Matters

 1 Sustainable Business Growth	 9 Emergency & Disaster Response
 2 Network Quality & Connectivity	 10 Community Development
 3 Digital Inclusion	 11 Business Ethics & Governance
 4 Digitisation & Innovation	 12 Digital Integrity
 5 Customer Experience	 13 Regulatory & Political Risk
 6 Fair, Diverse & Inclusive Employment	 14 Sustainable Supply Chain
 7 Talent Development & Attraction	 15 Climate Change
 8 Employee Health, Safety & Wellbeing	 16 Environmental Management

5 Vectors of Value Creation

 V1	Synergies Delivery in CelcomDigi
 V2	Structural Transformation in Indonesia
 V3	Business Resilience in Frontier Markets
 V4	Sustainable Value Creation for InfraCo
 V5	Value Illumination of Digital Businesses

5 Strategic Priorities

 SP1	Operational Excellence
 SP2	Telco-TechCo Journey
 SP3	Portfolio Optimisation & Value Illumination
 SP4	New Engagement & Operating Model
 SP5	Winning Culture



THIS IS AXIATA

Axiata leads in the digital and telecommunications sector, harnessing technology, innovation and connectivity to empower and advance an inclusive digital society.

With operations across nine ASEAN and South Asian countries, we aim to become the Next Generation Digital Champion. Our vision is underpinned by our Triple Core Business, driven by Digital Telco, Infrastructure and Digital Business. Axiata's five portfolio vectors and five business strategies, known as the Axiata 5-by-5 Strategy, guide us towards this goal. This strategic framework prioritises sustainable growth with enhanced shareholder value, positioning us as a Sustainable Dividend Company.

Our Purpose

ADVANCING ASIA

Our Vision

The Next Generation
Digital Champion

Our Aspiration

Axiata as a Sustainable
Dividend Company

AXIATA 5-BY-5 STRATEGY

5 Vectors of Value Creation

V1

Synergies Delivery
in CelcomDigi



V2

Structural
Transformation
in Indonesia



V3

Business Resilience
in Frontier Markets



V4

Sustainable
Value Creation
for InfraCo



V5

Value Illumination
of Digital Businesses



5 Strategic Priorities

SP1

Operational
Excellence

SP2

Telco-TechCo
Journey

SP3

Portfolio
Optimisation &
Value Illumination

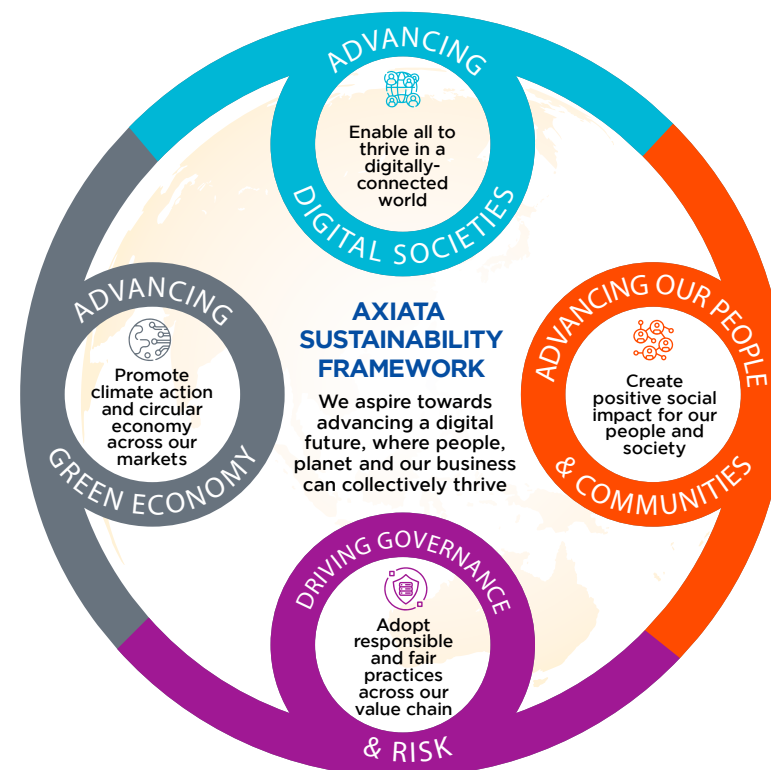
SP4

New Engagement
& Operating
Model

SP5

Winning
Culture

OUR SUSTAINABILITY FRAMEWORK





THIS IS AXIATA

SHAREHOLDING STRUCTURE

As at 31 March 2024



- **36.72**
Khazanah Nasional Berhad
- **18.34**
Permodalan Nasional Berhad
- **18.13**
Employees Provident Fund Board
- **16.09**
Other Malaysian Shareholders
- **10.72**
Foreign Shareholdings

OUR BUSINESS MODEL AND FOOTPRINT ACROSS ASEAN AND SOUTH ASIA



Key Associate Company: celcomdigi

Digital Telcos

Our Digital Telcos deliver comprehensive mobile, fixed and converged connectivity solutions for Consumer, Home and Enterprise segments. We continue to provide intelligent digital solutions tailored to meet the evolving communication needs of our customers.

IAR, Our Triple Core Business on pages 62 to 69 and 80



Infrastructure

Our infrastructure business drives sustainable value by providing the backbone for thriving digital ecosystems through its end-to-end integrated telecommunications infrastructure solutions and services, covering tower leasing, co-locations, custom-built sites, as well as energy, transmission, and operations and maintenance (O&M) services. EDOTCO, the world's sixth-largest Tower Company (TowerCo), oversees more than 58,000 towers across South and Southeast Asia. Following the strategic realignment of its broadband services to XL Axiata as announced in late 2023, Link Net is refocusing its strategy on its core competencies in network development, progressively scaling its fibre wholesale access service for Fibre to-the-Home (FTTH) in Indonesia.

IAR, Our Triple Core Business on pages 70 to 73



Digital Businesses

Our Digital Businesses harness intelligence, innovation and data to drive digital financial services and digital and data transformation. A regional fintech leader, Boost secured regulatory approval to commence digital bank operations and is set to launch Boost Bank by Axiata and RHB (Boost Bank) to broaden financial inclusion and serve the underbanked and unbanked segments in Malaysia. As one of the pioneers in data and analytics, ADA helps clients navigate the digital landscape, transforming decision-making, and driving growth across Asia by turning data into a strategic asset. Axiata Digital Labs (ADL), recognised as an innovative software service and solutions provider, guides businesses in navigating the digital era with its wide range of services to enhance operational efficiency and innovation.

IAR, Our Triple Core Business on pages 74 to 79



Malaysia



Indonesia



Sri Lanka



Bangladesh



Cambodia



Pakistan



Myanmar



Laos



Philippines



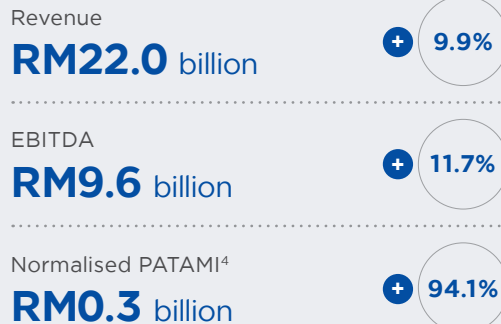
OUR INVESTOR PROPOSITION

Strengthening Financial Position

- **Surpassed Headline Targets**
 - Revenue growth at 7.8%¹
 - EBIT growth at 18.4%¹
- Prudent capex management at RM5.1 billion, below guidance of RM7.1 billion
- Adjusted operating free cash flow of RM1.0 billion
- **Robust consolidated cash balance** of RM4.6 billion
- RM2.2 billion proactive loan prepayment yielded RM82 million in interest savings
- **Resilient balance sheet**
 - Gross Debt/EBITDA of 3.8x²
 - Net Debt/EBITDA of 3.4x²
 - Dividend per share of 10.0 sen in 2023
- edotco Investment (Labuan) raised USD700 million syndicated loan facility

📖 IAR, Outcome 1 on page 39

Delivering Sustainable Value³



📖 IAR, Chairman's Message, In Conversation With Our GCEO and Financial Resilience on pages 10, 13 to 22 and 51 to 60

Notes: ¹ Based on constant rate using FY2022 average forex rate
² Excludes Ncell and EDOTCO Myanmar EBITDA contribution and EDOTCO Myanmar's Debt
³ All financial data are based on continuing operations
⁴ Excludes goodwill/assets impairment, PPA amortisation, foreign exchange losses and derivatives and one-off regulatory fees and penalties

Delivering on M&A Synergies

- **CelcomDigi delivered gross synergies of RM366 million**, attributed to solid execution and efficient cost management on the back of sourcing efficiency and favourable renegotiations of commercial terms within the network integration and modernisation programme
- **Accelerated delaying in Indonesia** with proposed transformation of XL into a Converged ServeCo to capture Fixed Broadband (FBB) and Fixed Mobile Convergence (FMC) demand, and Link Net into a fibre InfraCo (FibreCo) to scale up FTTH access to 8 million homes, which will be implemented by 2029.
- **Proposed merger of Dialog and Airtel's operations in Sri Lanka** with signing of binding term sheet between Dialog Axiata and Bharti Airtel. The transaction is subject to the relevant regulatory and shareholder approvals
- **Mitsui increased effective stake in ADA to 12.69% for USD58 million** and set a watermark valuation at USD550 million, signalling strong confidence in ADA's leadership in digital and data transformation capabilities across Asia

📖 IAR, In Conversation With Our GCEO on pages 13 to 22

Advancing Sustainability Agenda

- Rolled out an ESG model aligned with Group standards across OpCos through the Board Risk and Compliance Committees (BRCC) to focus on essential ESG and regulatory matters
- **Submitted near-term and net-zero climate action targets and baseline (FY2022) to SBTi for validation**
- Progressing on TCFD journey by integrating climate risk into the ERM Policy and identifying climate-related opportunities
- **Joined the Internet Watch Foundation** to enhance public awareness about Child Sexual Abuse Material (CSAM) and work towards a safer online environment, focusing on the protection of children
- Constituent of FTSE4Good Bursa Malaysia Index and the FTSE4Good Bursa Malaysia Shariah Index, with **3-star ESG Grading Band**
- **Improved FTSE Russell ESG rating to 3.6**, up from 3.4
- Maintained AA (Leader) rating by MSCI ESG Ratings
- Performed in **top third** of the Telecommunication Services Industry in the 2023 S&P Global Corporate Sustainability Assessment, with improved score of 39/100
- Maintained CDP score of C (Awareness)
- **Achieved top quartile position** in the Digital Inclusion Benchmark, ranking 22nd out of 200

📖 IAR, Chairman's Message on pages 11 to 12

Driving Digital

- **Refreshed Winning Culture framework** to support Group's journey towards being a Sustainable Dividend Company by advancing Telco-TechCo proposition
- **ADL enabling the Group's journey** across the Telco-TechCo continuum with a team of over 1,300 experts
- Aim to enhance financial inclusivity, **gearing up for Boost Bank** to commence digital banking operations
- **Implement AI Factory** across major operating companies to drive efficiency and scalability of the AI driven use cases. The AI Factory provides the foundation of operationalising the end-to-end AI system life-cycle

📖 IAR, In Conversation With Our GCEO on page 20

📖 SNCR, Talent Development & Attraction on pages 71 to 74

Empowering a winning culture for success

Nurturing an obsession for customers, courage for change and passion for collaboration.



LEADERSHIP INSIGHTS

CHAIRMAN’S MESSAGE

ADVANCING TO
A SUSTAINABLE
FUTURE

“The Group stands at the core of rapid technological and societal change propelled by digital transformation. It is uniquely positioned to actively drive this evolution.”

Tan Sri Shahril Ridza Ridzuan
Chairman



Dear Stakeholders,

On behalf of the Board of Directors (the Board), I am pleased to share my thoughts on Axiata Group Berhad’s (‘Axiata’ or ‘the Group’) progress, particularly at this notable moment in its transformative journey. In recent years, there has been a significant shift in the operating landscape. The rapid advancement of digital technologies and artificial intelligence (AI) has steered consumer expectations towards more integrated, personalised and innovative digital experiences. The challenging macro environment, ever-increasing data consumption, changing market structure and evolving regulatory landscape are further driving the need to diversify business models and expand into broader digital services and solutions.

In 2023, Axiata navigated a challenging operating landscape underlined by macroeconomic, political and social developments. The year was marked by disruptions in trade flows, inflationary pressures, forex volatility, tightened monetary policies as well as geopolitical tensions and regulatory changes. These circumstances fostered an uncertain operating environment across Axiata’s operating markets, particularly in the frontier or developing markets.

Axiata faced these challenges with adaptive strategies and a commitment to creating sustainable value for the long term. This has also compelled the Group to carefully evaluate its portfolio and make difficult calls in markets where the environment is seen to be deteriorating considerably, and redirect its resources towards businesses and geographies that are more sustainable and opportune.

Towards that end, the Group had to make painful but necessary decisions to exit certain markets and refocus capital and efforts on more promising opportunities. Ncell was divested to avoid further regulatory and tax risks in Nepal, while EDOTCO’s decision to exit its business in Myanmar aims to mitigate further value erosion in a deteriorating environment.

Transformative Strides

For Axiata, getting it right matters. The Group stands at the core of rapid technological and societal change, propelled by digital transformation and AI. It is uniquely positioned to actively drive this evolution on the back of the over 162 million customers it serves. Axiata is steering the change by navigating the complexities of macroeconomic developments with its risk management strategy. This proactive stance ensures the Group evolves in sync with the dynamic business environment and emerging trends. It is this deliberate approach that is shaping Axiata’s strategic transformation journey along the Telco-TechCo continuum. This journey will serve the Group’s aspiration for sustainable dividends, focusing on creating a balance sheet that delivers long-term value to its shareholders.

The transformation is well underway, as the Group methodically refines its governance model, portfolio mindset and focuses its resources towards assets that can create future value.

For example, in Indonesia, Link Net is being structurally separated into a fixed broadband infrastructure company while XL into a converged mobile, fixed and content service provider. In Malaysia, Celcom and Digi have merged into CelcomDigi, forming the country’s largest telecommunications company, and Boost Bank secured regulatory approval to commence operations. EDOTCO expanded in the Philippines by acquiring towers from PLDT. Additionally, Hypernet Technologies was acquired to broaden the ICT services portfolio in Indonesia.

In 2023, the Group refined its approach under Axiata’s five vectors of value creation and five business strategies, and further strengthened its technology footprint across various digital domains and showcased its versatility to cater to broader consumer and enterprise needs. To ensure this direction is well supported, a Board Investment Committee was established to provide oversight into the strategic investments.

HIGHLIGHTS OF THE YEAR

Axiata is steering the change by navigating the complexities of macroeconomic **developments with a risk management strategy**



The Group methodically refines its governance model, portfolio mindset and focuses its resources towards **assets that can create future value**



is being structurally separated into a fixed broadband infrastructure company



Boost is gearing up to publicly **launch Boost Bank’s embedded digital bank app**, having secured regulatory approval to commence operations



CHAIRMAN'S MESSAGE

Axiata's ongoing strategic transformation journey has resulted in a strong overall operational performance in 2023, offset by one-off impairment losses consequent to the exits from Nepal and Myanmar. The Group delivered on its headline targets on the back of stronger revenue and operational excellence initiatives in an inflationary and challenging operating environment. The Board is, therefore, pleased to announce a total dividend of 10.0 sen per share for the financial year ended 31 December 2023.

Driving Digital and Financial Inclusion

Digital acceleration has become increasingly critical for maintaining customer relationships and remaining relevant. The Group is committed to promoting equitable digital and socio-economic growth across its footprint markets. This includes expanding the positive economic impact, creating jobs and sharing knowledge. Axiata's impact, reflected by supporting around 0.6¹ million job opportunities and contributing USD8.7¹ billion to the gross domestic product (GDP) across its markets, aligns with its commitment to Advancing Asia. The Axiata Foundation, advocating digital inclusion for a sustainable future, expanded its scope to include community and environmental initiatives, and impacted more than 13,400 people in 2023.



Regionally, Axiata is addressing the growing needs of its 162 million-plus users. However, there are still many who do not have equitable access to digital and financial inclusion. Boost Bank, with its recent approval to start operations as a digital bank, is poised to strategically bridge the gap in providing access to banking and financial services, particularly within underserved communities in Malaysia.

The Group collaborates closely with governments in the region to accelerate public sector transformation, improve service delivery to citizens, and enhance national cyber resilience through digital means. The public-private collaborations for the year included Dialog's national-led Innovation Challenge in Sri Lanka; XL's IoT advancements in Indonesia's education, smart cities and healthcare systems; Smart's contributions to Cambodia's digital and cyber security initiatives; and Robi's support for Bangladesh's vision through datathons and its entrepreneurship programme, to name a few.

The Group's four venture funds across Malaysia, Cambodia, Sri Lanka and Bangladesh funded 43 start-ups and ventures in 2023, driving innovation, fostering employment and accelerating digital transformation in these countries.

Axiata premiered its inaugural Insights@Axiata forum, a gathering of thought leaders and technology professionals to explore ideas on advancing digital inclusion. The forum shed light on the emerging impact and ethical considerations of AI, the importance of cyber security in the digital age and highlighted the need for next-generation infrastructure solutions. These are all vital questions as communities, businesses and even governments grapple with the speed of change brought upon by digital technology. Axiata aims to play its part in this transformative journey by shaping and influencing the future of digital and financial inclusion in the region.

 **IAR**, Outcome 4 and Outcome 5 on pages 44 to 45 and 46 to 47

 **SNCR**, Advancing Digital Societies and National Contribution Report on pages 29 to 53 and 105 to 125

Strengthening Sustainability

The definition of sustainability in the corporate world is ever-evolving. Yet, at its core, it is about adding value to the operating environment and its stakeholders. With this enduring principle in mind, the Group undertook several initiatives to advance its sustainability practices in 2023, especially in the areas of governance, digital inclusion and climate action.

Guided by Axiata's Sustainability Framework, the Group enhanced its integration of environmental, social and governance (ESG) values across its operations. Axiata's Board Sustainability Committee plays a crucial role in this effort, overseeing ESG strategies and the effective management of ESG matters. The Group, through the Board Risk and Compliance Committee (BRCC), implemented an ESG model across all OpCos in 2023 to efficiently track, monitor and prioritise key ESG-related and regulatory issues and risk management, ensuring they are aligned with the Group's sustainability goals and material matters. An effectiveness testing and a maturity assessment of the Anti-Bribery Anti-Corruption programme were conducted, which indicated a strong level of maturity and effectiveness.

Note: ¹ National contribution figures include (i) 6 OpCos [XL, Link Net, Dialog, Robi, Smart, EDOTCO (excluding EDOTCO Myanmar)]; (ii) Axiata's operations in Malaysia for 7 entities as part of Malaysia's Digital Ecosystem (ADA Malaysia, Axiata Digital Labs Malaysia, Boost Malaysia, EDOTCO Malaysia, Axiata Group Berhad, Axiata Foundation, Axiata Enterprise); and (iii) CelcomDigi which is a material Key Associate Company of Axiata, proportioned to Axiata's share of CelcomDigi which is 33.1%

HIGHLIGHTS OF THE YEAR



A total dividend of

10.0 sen
per share

for the financial year ended
31 December 2023



Over

0.6¹ million jobs

generated and

USD8.7¹ billion

contributed to the GDP
of Axiata's markets



Implemented an

**ESG model across
all OpCos** in 2023 to


efficiently track, monitor and
prioritise key ESG-related
and regulatory issues and
risk management, ensuring
they are **aligned with the
Group's sustainability
goals and material
matters**



CHAIRMAN'S MESSAGE


Axiata completed the integration of climate risk assessment based on the Task Force on Climate-related Disclosures (TCFD) requirements into its Enterprise Risk Management (ERM) policy. It reviewed its carbon emissions baseline and set targets for the Science-Based Targets initiative (SBTi) validation submission, in support of its Net-Zero and SBTi goals.

TCFD

 **SNCR**, Climate Change pages 57 to 63


The Group's commitment to ESG integration into its sustainability strategy was reflected in these improved scores: up to 3.6 from the previous 3.4 in the FTSE Russell ESG Rating, constituent of FTSE4Good Bursa Malaysia Index and Bursa Malaysia Shariah Index with a 3-star ESG Grading Band, top third in the Telecommunications Services Industry in the 2023 S&P Global Corporate Sustainability Assessment by S&P Global, maintained its C position in the CDP Scoring (Awareness), and placed in the 22nd position from its previous 28th on the Digital Inclusion Benchmark in the World Benchmarking Alliance. The Group maintained its AA (Leader) rating in the MSCI ESG Rating.

 **IAR**, Our Investor Proposition on page 8

 **SNCR**, Axiata Sustainability Framework, Advancing Green Economy on pages 12 to 13 and 55 to 64

Diversity is just as important in the boardroom as in the wider organisation. Guided by the Group's Diversity, Equity and Inclusion (DEI) framework, Axiata continues to integrate DEI principles to foster an inclusive culture. The Group (Holding Company) is committed to achieving at least 30% female representation at the Board and Management levels.

 **IAR**, Outcome 2 on pages 40 to 41

 **SNCR**, Advancing Our People and Communities on pages 67 to 88

Advancing Cyber Resilience, Data Protection and Responsible Use of AI

As Axiata deepens its Telco-TechCo journey, the importance of strengthening digital trust and resilience through rigorous cyber security and data privacy measures becomes paramount. The digital



landscape presents unique challenges with the rise of sophisticated cyber threats and evolving legal and regulatory frameworks for data privacy. In response, the Board of Directors strengthened its governance through the BRCC to oversee cyber security and data privacy policies, strategies and implementation. This strategic oversight aims to harmonise initiatives across the organisation and ensure that the organisation remains resilient.

Axiata has been actively working to improve its cyber security capabilities under the Digital Trust and Resilience (DT&R) Strategy. The aim is to enhance cyber resilience and counter emerging cyber threats and risks. The Group completed the implementation of its security operations centre operating model, which has led to the creation of innovation and intellectual property, improved efficiency and cost savings. Axiata met the National Institute of Standards and Technology (NIST) target maturity levels, which is a testament to the efforts put in place to strengthen cyber security. Currently, the Cyber Security Strategy (DT&R 2024-2026) is under revision to ensure Axiata remains future-fit.

In 2023, Axiata took steps to strengthen its data privacy framework in response to evolving legal and regulatory developments. Data Privacy offices were established in each OpCo and adopted the Three Lines of Defence model. The Group completed its strategic roadmap for data privacy, covering a three-year period, and is currently developing strategies for the next three years. The successful

completion of strategic initiatives from the roadmap set the stage for developing the next plan, which is called #ASH 3.0, for the years 2024-2026. The new plan considers the evolving threat landscape and technological advancements, and emphasises the synergy between cyber and privacy capabilities to proactively manage data privacy risks and safeguard digital information.

Group-wide initiatives on AI and AI Factory will enable Axiata to expand its digital services and provide segment-of-one approach to its customers. The Group is committed to exploring the use of emerging technology such as Generative AI (GenAI) responsibly, ethically and in a way that benefits customers, employees and shareholders. The Axiata Board has approved GenAI principles and has adopted a risk-based approach to managing AI risks.

 **GAFS**, Building Digital Trust Through Data Privacy And Cyber Security on pages 40 to 42

 **SNCR**, Digital Integrity on pages 90 to 93

Committed to Deliver Value

The success of the Group is deeply intertwined with the success of its stakeholders in the countries that make up Axiata's footprint and will be key to Axiata's ambition of Advancing Asia. The Group is well on its way to realising its long-term strategy and providing sustainable dividends to its shareholders.

In the spirit of driving excellence, Axiata is proud to share that Dr Hans Wijayasuriya, CEO of Telecommunications Business and Group Executive Director, has been honoured with the prestigious GSMA Chairman's Award. This recognition of his contributions to the mobile telecommunications industry mirrors Axiata's consistent efforts to push the boundaries in innovation and digital excellence across Asia.

On behalf of the Board, I extend my sincere thanks to all who have driven Axiata's progress in 2023. The Board is committed to supporting the Group as it embarks on this transformative journey, building upon the achievements of the past years to deliver value in the years ahead for all stakeholders.

Tan Sri Shahril Ridza Ridzuan
Chairman

HIGHLIGHTS OF THE YEAR

TCFD

Completed the **integration of climate risk assessment based on the Task Force on Climate-related Disclosures (TCFD) requirements** into its Enterprise Risk Management (ERM) policy



Improved score of
3.6
from the previous 3.4 in the

FTSE Russell ESG Rating



Completed the implementation of its security operations centre operating model, which has led to the **creation of innovation and intellectual property, improved efficiency and cost savings**

IN CONVERSATION WITH OUR GROUP CHIEF EXECUTIVE OFFICER AND MANAGING DIRECTOR

EXECUTING ON STRATEGY AND VALUE LEVERS

Vivek Sood, Axiata's Group Chief Executive Officer and Managing Director, presents the 2023 performance and outlines Axiata's execution of its portfolio and strategic agenda to be a Sustainable Dividend Company.



Vivek Sood

Group Chief Executive Officer
and Managing Director



Scan to watch a video of the Group Chief Executive Officer
and Managing Director's Message

Ensuring Continual Performance

Q1 How did Axiata's strategy secure growth in 2023?

The Group made notable strides in executing its strategic direction, guided by Axiata's five portfolio vectors and five business strategies, aimed at unlocking value and seizing new opportunities. The CelcomDigi Berhad (CelcomDigi) merger continues to unlock synergies and strengthen its market position, while in Indonesia, our delayering efforts are directed towards a FMC ServeCo and a fibre InfraCo to provide converged consumer offerings and create fibre infrastructure capabilities. We continue to build resilience in Frontier Markets where operations have returned to pre-pandemic levels, expand the Infrastructure business, and illuminate value of our Digital Businesses with a focus on the path to profitability.

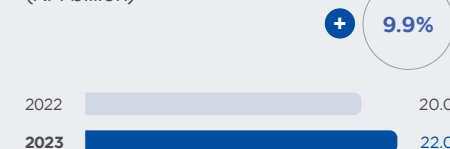
Strategic focus was placed on directing resources and investments into growth sectors with improved cash flow. This delivered positive outcomes, reflected by the strong revenue performance in continuing operations¹ and Earnings Before Interest, Taxes, Depreciation and Amortisation (EBITDA) growth.

Opting to divest from Nepal, while classifying our Myanmar operations as held for sale², was a strategic move to mitigate risks from a deteriorating operating environment, realign resources and focus on more stable markets. This reflected Axiata's resolve and commitment to maximising shareholder value.

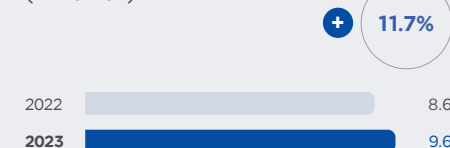
Revenue increased by 9.9%, with contributions from all Operating Companies (OpCos) except Digital Businesses. The focus for Digital Businesses remained on their path towards profitability and investments in Boost Bank in Malaysia. Digital Telcos have been increasing their revenue market share and improving monetisation through higher Average Revenue Per User (ARPU), reflective of market repair subsequent to market consolidation. Encouragingly, most of our Digital Telcos delivered one of their most profitable performances, while also gaining market share.

Earnings Before Interest and Taxes (EBIT) increased over 100% to RM2.4 billion, driven by an 11.7% increase in EBITDA. Normalised Profit After Tax and Minority Interest (PATAMI)³ grew 94.1% to RM0.3 billion in 2023, mainly excluding foreign exchange and derivatives valuation, and goodwill and assets impairment.

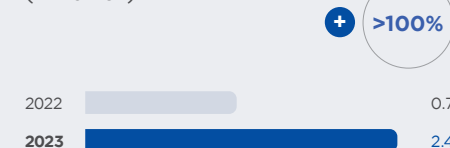
Revenue (RM billion)



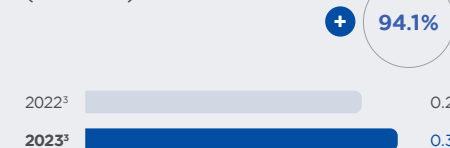
EBITDA (RM billion)



EBIT (RM billion)



Normalised PATAMI (RM billion)



Notes: ¹ Continuing Operations has excluded Ncell as an 80% subsidiary of Axiata Group and EDOTCO Myanmar. CelcomDigi is a 33.1% Key Associate Company

² Disposal of Ncell was completed on 1 December 2023 while discussion on the sale of EDOTCO Myanmar is ongoing as of the publication date of this Integrated Annual Report 2023

³ Excludes goodwill/assets impairment, PPA amortisation, foreign exchange losses and derivatives and one-off regulatory fees and penalties



IN CONVERSATION WITH OUR GROUP CHIEF EXECUTIVE OFFICER AND MANAGING DIRECTOR

Triple Core Business Driving Performance

Q3 What are the key highlights of structural changes for the OpCos and Key Associate Company for 2023?

Our OpCos and Key Associate Company delivered a solid underlying performance and made commendable progress towards strategic objectives, despite challenging global macroeconomic conditions.

Digital Telcos

XL

Strengthened position as a converged mobile, fixed broadband and content service provider

- Double-digit growth in revenue and PATAMI supported by a sustained pricing environment, with ARPU uplift to IDR41,000, and growth in Data and Digital Services
- Enhanced FBB and FMC services in Indonesia, with upcoming transfer of Link Net's 751,000 residential FBB subscribers to XL, which will effectively make XL the second-largest FBB provider in Indonesia with one million customers

Robi

Market repair and structured efficiency measures led to strong operational performance

- Double-digit growth driven by voice and data, paired with subscriber growth and ARPU expansion to BDT142
- Structured cost stewardship programme and improved market discipline, drove PATAMI up by 75.7%

Dialog

Successfully navigating to pre-crisis levels

- Strong profit and cash growth in connectivity, enterprise and international business sectors, and achieved LKR19 billion cost reduction amid external cost challenges
- Reduced foreign exchange exposure by 62% YoY to strengthen balance sheet
- Merger with Bharti Airtel Limited will create a leading Sri Lankan telecommunications company
- Discontinued 3G network

Smart

Delivered highest-ever profit

- Generated steady profit and cash flow, with growth primarily from Data segment
- Progressing on Telco-TechCo journey by delivering FBB and advanced ICT solutions, and pioneer tailored business solutions for large enterprises, small and medium-sized enterprises (SMEs)

Infrastructure

EDOTCO

Strategic expansion strengthening revenue growth and regional presence

- Revenue growth of 13.8% contributed by tower acquisitions in the Philippines and Indonesia, complemented by higher co-location roll out in Malaysia and Bangladesh
- Completion of tower site transfer from PLDT in the Philippines, significantly expanding EDOTCO's regional presence to 35,000 owned towers and achieving co-location ratio of 1.67x

Link Net

Transitioning to FibreCo to tap underpenetrated FBB opportunities in Indonesia

- Achieved higher ARPU of IDR351,000 with plans to transfer 751,000 subscribers to XL as Link Net focuses on its core expertise in network development to strengthen its position as a leading FibreCo
- Scheduled to accelerate the roll out of fibre to deliver coverage to 1 million XL homes by mid-2024

Digital Businesses

Boost

Sustaining ecosystem for digital bank opportunities

- Boost's ecosystem continues to grow as Boost Life users increased to 11.1 million and Malaysian merchants rose to 632,000
- Received Bank Negara Malaysia's (BNM) approval to commence operations of Boost Bank, slated to advance digital inclusion by providing greater digital access to financial services for the underbanked and unbanked segments
- In the lead-up to the public launch, Boost Bank will progressively enhance its product propositions and refine the user experience

ADA

Delivered fifth profitable year

- Revenue driven by growth in Conversational AI, Data & AI and e-commerce services, and stable Marketing Services practice, despite a decrease in overall marketing spend by clients
- Mitsui invested USD58 million through Axiata Digital, with ADA valued at USD550 million

ADL

Supporting Group-wide Telco-TechCo transformation

- Driving Telco-TechCo transformation across the Group, focusing on revamping the digital stack, digitisation, implementing strategic transformations and takeovers, enhancing automation, setting up platforms, utilising data analytics and applying development and operations (DevOps) solutions

Key Associate Company

CelcomDigi

Following the merger, CelcomDigi is categorised as our Key Associate Company. It has been effectively delivering on its strategic outcomes and making progress in its transformational objectives. The integration process is actively underway, keeping the company on track to establish a financially robust business by successfully realising the planned synergies as we continue to build a strong cash flow opportunity in this business.

Unlocking merger synergies

- Delivering financial and operational synergies as envisioned, through optimised capex efficiencies and advancing prioritised network and IT integration initiatives
- Completed 35% of its network integration and modernisation, surpassing target set
- Contributed share of profit of RM530.6 million to the Group, driven by increasing revenue and attracting an additional 466,000 subscribers

IN CONVERSATION WITH OUR GROUP CHIEF EXECUTIVE OFFICER AND MANAGING DIRECTOR

Q4 How will the new corporate strategy drive the ambition to be a Sustainable Dividend Company?

Axiata is on a transformative journey with clear targets to enhance our performance, accelerate value creation, and increase long-term shareholder value. This includes reshaping our portfolio to unlock value and build long-term sustainable businesses.

Targets to achieve

Dividend Per Share (DPS)
of 10.0 sen per annum,
with progressive growth

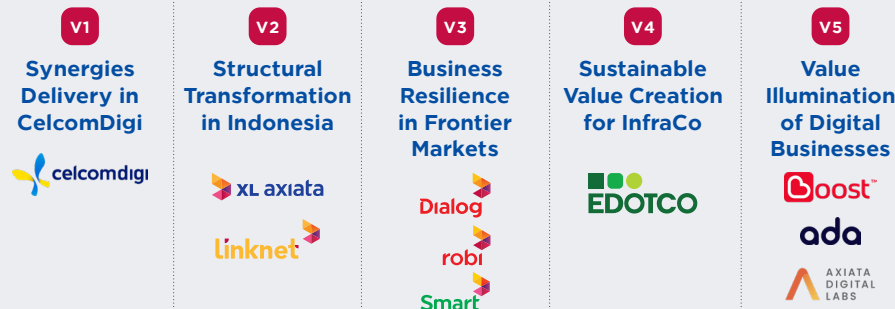
High single digit total
shareholder return per
annum

Net Debt/EBITDA
of 2.5x by end-2026

Axiata's five portfolio vectors and five business strategies will guide us on our journey towards becoming the Next Generation Digital Champion, aligned with an aspiration to be recognised as a Sustainable Dividend Company and a digital and technology leader by transitioning from Telco to Telco-TechCo and giving consistent returns to shareholders.

AXIATA 5-BY-5 STRATEGY

5 Vectors of Value Creation



5 Strategic Priorities



The Axiata 5-by-5 Strategy is anchored on five portfolio vectors that provide a focused framework to create value for achieving our goals:

5 Vectors of Value Creation

- V1 Synergies Delivery in CelcomDigi:** Leverage the consolidation of network, IT systems, distribution, and build a common brand. Further accelerate synergies post-integration costs, and capitalise on benefits of market consolidation with an improved market structure and leadership position
- V2 Structural Transformation in Indonesia:** Optimise market structure to transform Link Net into a fibre InfraCo to accelerate fibre deployment and utilisation with multiple access users, and XL as a converged ServeCo
- V3 Business Resilience in Frontier Markets:** Improve imbalances with market repair, manage forex-denominated debt, address rising costs from inflation, optimise opex and capex, and explore market consolidation
- V4 Sustainable Value Creation for InfraCo:** Manage gearing and forex-denominated debt, realise value from recent tower acquisitions, increase tenancy, create value from analytics and digitalisation, and achieve cost excellence
- V5 Value Illumination of Digital Businesses:** Grow ADA in AI & Analytics in new markets, launch Boost Bank, scale ADL by developing and marketing Digital Telco Enabler (DTE)/ Axonect Enterprise Enabler (AXP) platform with external clients

Underpinning the five Vectors of Value Creation are five strategic priorities aimed at achieving operational excellence, enhancing cash flow and driving technological progress.

5 Strategic Priorities

- SP1** Focus on strategic capital allocation, cost efficiency through capex and opex management, optimise treasury management to manage capital structure, gearing, working capital and cash, and reduce HoldCo cost
- SP2** Enhance network cost excellence, foster innovation-led enablers, adopt asset-light approach with strategic partnerships, and excel in monetising platforms and solutions
- SP3** Prioritise market repair in Indonesia and Bangladesh, seek market consolidation opportunities in Sri Lanka, and enhance financial flexibility through fund raising and derisking in deteriorating environments, attract new investors to grow platforms and opportunistically monetise assets
- SP4** Enhance governance and restructure HoldCo for improved efficiency
- SP5** Embed core values and key behaviours of the Axiata Way, a unique identity that sets our employees apart, to drive Axiata's five portfolio vectors and five business strategies, and realise its vision and aspiration

IN CONVERSATION WITH OUR GROUP CHIEF EXECUTIVE OFFICER AND MANAGING DIRECTOR

Q5 What progressive steps have been taken to advance Axiata's Telco-TechCo ambitions, and how does the network transformation strategy support this evolution?

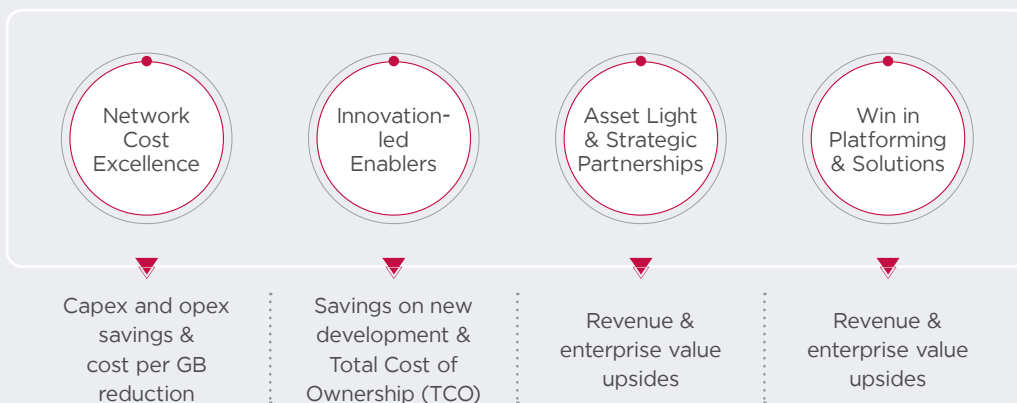
Axiata's Telco-TechCo journey is underpinned by an ambition to achieve superior Returns on Invested Capital (ROIC) and Total Shareholder Return (TSR) while simultaneously spawning new engines of growth. In furthering this ambition, we are applying several fundamental TechCo principles, including but not limited to Delayering, Softwarisation, Cloudification, Platforming and Zero-Touch Smart Partnering.

Axiata has been a pioneer in Delayering, of both Infrastructure as well as New Growth Businesses. We started our strategic delayering initiatives in 2013 by carving out our Tower Infrastructure and forming EDOTCO, which has since emerged as a key player in the regional telecommunications infrastructure sector. Similarly, since 2015, Axiata has established new growth frontiers through the initiation of substantive digital business in the spheres of Fintech, MarTech, AI and Analytics. More recently in 2019, we delayered our Software Development and Platforming capabilities to form ADL, our multi-country Software Development and Digital Transformation unit. In a similar vein, the delayering of our Fibre Assets in Link Net to form one of Indonesia's largest FibreCo infrastructure players is our most recent foray in terms of infrastructure delayering.

Our network transformation strategy is an equally pivotal accelerator of our Telco-TechCo trajectory. Axiata's network transformation strategy is designed to amplify capital returns through the application of TechCo principles alongside the adoption of cutting-edge technological advancements.

The multiple facets of our Telco-TechCo thrust are key to Axiata's growth and competitiveness. Our Telco-TechCo thrust combines synergistically with other elements of Axiata's five portfolio vectors and five business strategies, enabling us to address short-term and long-term shareholder value creation, mitigate capex escalation, and achieve a lower cost to serve.

Key Blocks of Axiata's Telco-TechCo Journey



Key Network initiatives will lead to material cumulative capex savings by 2026

5G

- Network readiness across markets
- Formulate spectrum strategy
- Develop use cases roadmap

- > New services – video, gaming, FWA, etc.
- > Material reduction of cost per GB

Architecture Simplification

- Fiberisation
- DC consolidation
- Virtualisation, legacy removal, etc.

- > Future capex and opex reduction in transport and core domains

Cloud Core

- Gradually implementing Cloud Native 5G SA Convergent Core
- New services – enterprise, etc.
- Fixed mobile convergence

- > Improved customer experience
- > Reduced time to market
- > Significant reduction of Core cost to serve

Autonomous Network

- Develop automation framework
- Implement AI/ML based control loop automation
- Use case-based implementation – SON, energy-efficiency

- > Reduced time to market
- > Material TCO savings per use case

Network Sharing

- RAN network sharing for 4G and 5G
- Fibre and infra sharing

- > Material capex and opex reduction

Arrest OPEX

- Outdoorisation
- Solar
- Network modernisation

- > Opex escalation at max half of revenue growth

Open Networks

- Open RAN
- Open Optical Networks
- Open Disaggregated Routers
- 3-4 years maturity time still

Vendor Strategy

- Improve capex efficiency through vendor footprint review and new procurement approach
- Expand partner and vendor base to include disruptive technology providers and ecosystem partners

IN CONVERSATION WITH OUR GROUP CHIEF EXECUTIVE OFFICER AND MANAGING DIRECTOR

Delivering Value

Q9 What is the progress on efforts to strengthen Axiata's value proposition to shareholders?

We continued efforts to enhance our value proposition for shareholders through two strategic approaches aimed at reinforcing our aspiration as a Sustainable Dividend Company. These strategies focus on achieving operational excellence and optimising our portfolio to illuminate value. Through rigorous capital allocation, including infusing external capital, cost management and strategic market manoeuvres, we aim to be in a position to generate sustainable cash flow and strengthen our financial position for long-term value creation.

Operational Excellence

- Capital Allocation Framework 2.0 provides a guideline on generating sustainable cash flow to enable Axiata to:
 - Deliver 10.0 sen DPS
 - Retain credit rating of Moody's Baa2 and S&P's BBB
- Cost excellence across OpCos to ensure sustainable capex/opex
- Reduce HoldCo cost by approximately 20% with the implementation of a new governance model
- Financial guardrails for OpCos aligned with Axiata's capital structure policy, and commitment to retain credit rating

Portfolio Optimisation and Value Illumination

- Market repairs in Indonesia and Bangladesh where ARPUs have seen a steady uplift
- In-country consolidation in Sri Lanka with proposed merger of Dialog-Airtel, value illumination upon achieving scale
- Exiting Nepal and Myanmar where the deteriorating operating environment would have resulted in value at risk
- Progressing well in creating a ServeCo and FibreCo in Indonesia, thereby illuminating greater Sum-of-the-Parts (SOTP) valuation

Q10 How are you driving Sustainability and Corporate Responsibility to build long-term value?

The Group continues to advance sustainability and corporate responsibility, emphasising a holistic approach around digital inclusion, climate action, governance and risk management.

Climate Action and Environmental

- Submitted near term net-zero targets to SBTi, pending validation
- Reviewed and updated Scope 1 and Scope 2, to reflect material operational boundary changes as of December 2023 and adopted updated Emission Factors referencing International Energy Agency (IEA) 2022
- Reduced Scope 1 emissions by more than 6% in 2023 vs 2022
- Task Force on Climate-related Financial Disclosures (TCFD) Year 2 journey continues with integration of climate risk and opportunities into ERM Policy and preliminary quantification of climate-related opportunities

Social Initiatives and Digital Inclusion

- Continue to progress in EDISON Alliance commitment to positively impact society through healthcare, education in digital skills and financial inclusion
- Joined the Internet Watch Foundation to raise public awareness on the impact of Child Sexual Abuse Material (CSAM) with the aim to contribute to a safer online environment for all, particularly for children

Governance Initiatives

- Set up Axiata Board Investment Committee to provide oversight into strategic investments
- ESG model aligned to Group rolled out across OpCos via Board Risk and Compliance Committee (BRCC) to track, monitor and prioritise key ESG-regulatory matters
- Launched Group-wide automated Corruption Risk Register and chatbot to assist employees on common ABAC queries

Digital Integrity and Cyber Security

- The objectives of the current Cyber Security Data Privacy Strategies, Digital Trust & Resilience and #ASH 2.0 (2021-2023) have been successfully achieved
- Both strategies are being refreshed to address emerging threats, risks, laws and regulations, thereby enhancing cyber security and data privacy maturity across the Group
- Core cyber security capabilities have been internally sourced through the Axiata Cyber Fusion Centre, enabling innovation, IP creation, improved efficiency and cost savings
- Achieving the objectives of the current Cyber Security and Privacy strategies has enabled the Group to achieve NIST maturity levels of 3.4 and 3.0, respectively

Q11 What efforts have been put into strengthening the Winning Culture and building a future-fit organisation?

Winning Culture Framework



Our refreshed Winning Culture will drive our success in winning in all our markets every day. In 2023, we amplified our Winning Culture framework, which is anchored on our long-standing guiding principles of Uncompromising Integrity and Exceptional Performance (UI/EP). Uncompromising integrity has evolved to become our baseline and licence to play.

The three new core values introduced under the Winning Culture, which are Obsession for Customers, Courage for Change, and Passion for Collaboration, reflect the need to adapt to changing times and the importance of agility in today's dynamic business environment, paving the way for exceptional performance. These core values are designed to foster a culture that prioritises customer needs, embraces change and champions innovation, and promotes collaborative excellence. By drawing on the diverse strengths and expertise within our team, we are committed to cultivating a unified, inclusive work environment where everyone can thrive. The OpCos are defining and implementing initiatives to demonstrate the cultural shift towards these three core values.

This commitment is reflected in the results of the Employee Engagement Survey (EES) 2023, which showed a high participation rate of 90% and an 75% favourable score. These results indicate a strong alignment between our employees and our core values, reflecting the positive impact of our efforts to strengthen the Winning Culture.

Achieving a Winning Culture across the Group is one of my KPIs as the Group CEO, which underscores the importance we place on this in our overall strategy.

IN CONVERSATION WITH OUR GROUP CHIEF EXECUTIVE OFFICER AND MANAGING DIRECTOR

Shaping The Future

Q12 What are Axiata's priorities for 2024?

Strategic Priorities

Operational Excellence

- Capital Allocation
- Cost Excellence (capex and opex)
- Treasury Management (capital structure, gearing, working capital and cash)
- HoldCo cost reduction

Telco-TechCo Journey

- Network Cost Excellence
- Innovation-led Enablers
- Asset Light and Strategic Partnerships
- Win in Platforming and Solutions

Portfolio Optimisation & Value Illumination

- Market Repair - Priority on Indonesia and Bangladesh
- Market Consolidation
- Fund-raising and Asset Monetisation

New Engagement & Operating Model

- Governance Enhancement
- HoldCo Restructuring

Winning Culture

- Embed Core Values and Key Behaviours of the Axiata Way

Our strategic direction for 2024 is to drive the execution of Axiata's five portfolio vectors and five business strategies, centred around reinforcing our position in the market and setting the stage for future growth. The immediate aim is to reinforce foundational strengths and ensure we continue to meet the evolving needs of the market efficiently. This also involves a cultural shift within the Group to adapt to the changing landscape and aspirations.

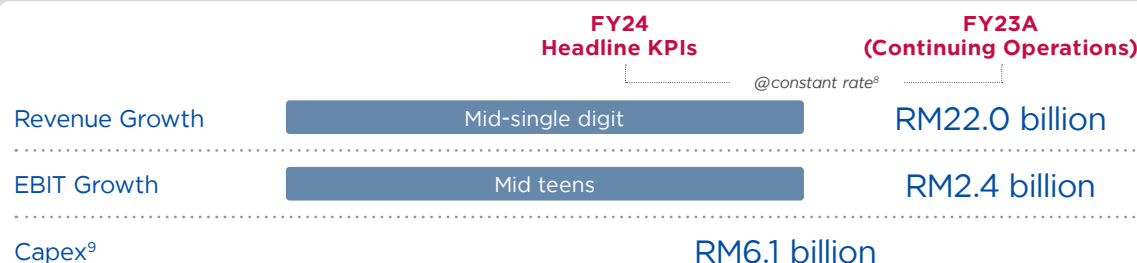
Our priorities for the year include focusing on market repair and unlocking merger synergies through CelcomDigi. In Indonesia, we will further our delayering efforts on the structural transformation of XL Axiata and Link Net to deliver on the expanded home pass and establish a solid presence as a provider of converged mobile, fixed broadband and content services. We look forward to launching Boost Bank in Malaysia, set to redefine digital banking and, more importantly, contribute to expanding financial inclusion for the underbanked and unbanked communities.

The Group will continue to explore market and industry consolidation opportunities to strengthen our competitive edge and market standing. We aim to capture value from the proposed Dialog and Bharti Airtel Limited merger, which will solidify our presence as a leading telecommunications company in Sri Lanka.

Looking to the future, Axiata continues to lay the groundwork for long-term sustainability. Axiata's five portfolio vectors and five business strategies will drive our transformation journey along the Telco-TechCo continuum, which is synonymous with innovation, digital services and next-generation solutions.

In line with these strategic pursuits, we will continuously review our operations to streamline processes and actions that create value from these operations, and if required, attract new investors and monetise to pare down debt. As a company focused on growth, our increasing EBITDA is expected to support our leverage ratios.

To track progress and maintain focus, Axiata has set clear KPIs for 2024:



Notes: ⁸ Constant rate is based on FY23 Average Forex Rate (i.e. 1 USD = RM4.56)

⁹ Capex is not a Headline KPI

IN CONVERSATION WITH OUR GROUP CHIEF EXECUTIVE OFFICER AND MANAGING DIRECTOR

Q13

How are you prepared to tackle emerging challenges, risks and opportunities?

Outlook & Priorities	Challenges	Axiata's Response
Short-term Implementation of structural transformation in Indonesia	Funding fibre deployment roadmap	New investor for FibreCo and structural transformation for better valuations.
5G technology	Additional investment required to start rolling out 5G	Axiata will deploy 5G technology in its operating markets as and when licences are granted, and spectrum is issued. Axiata's roll out strategy would be based on a calibrated approach with close attention to market demand and returns on investment. Axiata will also explore potential strategic partnerships and/or network sharing options to further enhance ROIC while continuing to deliver the benefits of 5G to consumer and enterprise segments.
Medium-term Managing spectrum cost	New spectrum bands (700, 3,500 and mmWave) investments could be at a high cost for Indonesia and Bangladesh	Explore potential network and spectrum sharing options to optimise the amount and cost of spectrum.
Long-term Sustainable dividend	Pressure on cash flow from upcoming spectrum investments, and currency and economic risk for frontier markets	Portfolio realignment including setting guardrails, improving cash upstream and managing capital allocation.

We will continue to strategically navigate challenges to capitalise on growth opportunities. We anticipate asset growth from market improvements, driven by enhanced market structure, stable process, and sustained demand for mobile, digital and enterprise solutions. The Group will continue to focus on improving operational and fiscal efficiency.

Appreciation

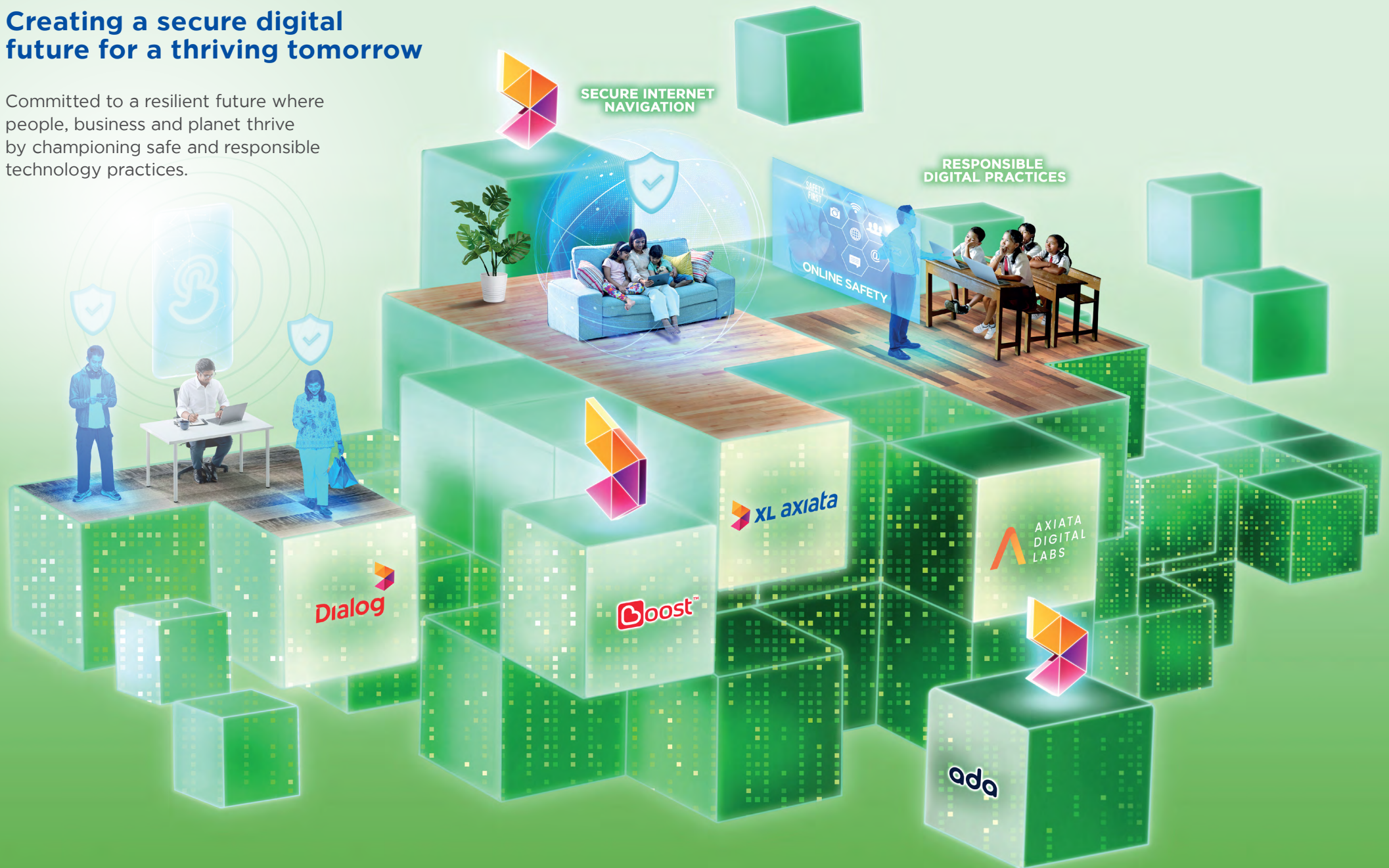
We are well-positioned for the next phase of growth. Guided by the Axiata Strategy that emphasises growth through the five Vectors of Value Creation, Axiata is set to redefine its portfolio, unlock value and seize new opportunities to foster sustainable business growth. The overarching goal is to become the Next Generation Digital Champion, delivering on our aspiration to be a Sustainable Dividend Company.

I would like to extend my appreciation to our shareholders for your continued trust. Your support fuels our drive towards excellence. I thank the Board for their guidance and all at Axiata for their passion and commitment. I am confident that with the strategies and plans we have put in place, Axiata will continue to unlock and deliver value for all our stakeholders.

Vivek Sood
 Group Chief Executive Officer and Managing Director

Creating a secure digital future for a thriving tomorrow

Committed to a resilient future where people, business and planet thrive by championing safe and responsible technology practices.



OUR STRATEGY

THE CONTEXT OF OUR OPERATIONS

Hyper-Competition

Risks



Our Strategic Response



Operating Environment

- Hyperscalers and OTT (Over-The-Top) platforms are increasing share of consumer spending and engagement, which suggests a shift in consumer preference towards advanced, internet-based services over traditional media and technology offerings
- As hyperscalers accelerate investment in cable and last mile solutions (i.e. satellite), they are increasing control on the telco value chain, although it is a lot lower in frontier markets
- Assigning spectrum to enterprise and system integrators for private network deployment is further reducing telco's engagement and pricing power with large enterprises
- In-country consolidation and emerging price correction trends are reducing competition in the telco industry although dominant players still pressure smaller players in many markets, challenging their profitability

Strategic Implications and Our Response

- Investing in internal skills via ADL and platform solutions to regain control of systems and infrastructure, and increase engagement and share of spend of developer ecosystem
- Enhance Analytics/AI skills through the ACE programme and broaden DevOps capabilities within the Network Division, while utilising ADL to scale DevOps talent effectively
- Accelerate digital and IT transformation programme to improve time to market of new solutions
- Investing in AI and analytics to improve customer engagement
- Upskilling existing employees and creating attractive platforms such as ADL and ApiCo to attract best in class talents

Way Forward

- Deliver on the five vectors of value creation
- Adopt a measured and opportunistic approach to investments in 5G spectrum and infrastructure investments
- Work with other industry players on developing a healthy developer ecosystem that will drive creation and monetisation of 5G, Edge and Private Network solutions
- Maintain focus on digital acceleration moving towards implementation of AI and analytics solutions
- Implement network optimisation plans, including internal processes such as zero touch automation and external such as network sharing
- Maintain focus on achieving upside from CelcomDigi merger and structural transformation of Indonesia assets
- Collaborate on strategic partnerships with system integrators and hyperscalers

Climate Change

Risks



Our Strategic Response



Operating Environment

- Climate change requirements and regulations continue to evolve, becoming a permanent agenda for companies
- Momentum gaining for net-zero commitment across all industries, including telcos, to achieve industry decarbonisation by 2050
- Global energy markets under stress with price spikes and more focus on enhancing energy security while aligning with long-term climate goals
- Transition to renewables progressing rapidly; however, supporting regulatory and policy environments enabling access to renewable energy differ across markets
- Ability to address climate-related risks and opportunities plays a significant role as regulators, investors and financial institutions increasingly consider these when assessing companies to make informed decisions
- Higher scrutiny over carbon credits to improve integrity, transparency and enforcement in voluntary carbon markets (VCMs)

Strategic Implications and Our Response

- Failure to act on climate change could result in credibility loss and damage to reputation
- Risk of non-compliance to enhanced regulations and relevant environmental legislation across our operating markets
- Ability to future-proof by understanding climate risks (transition and physical) vulnerabilities and capitalising on climate opportunities
- Growing demand to reduce carbon emissions and B2B/B2C interest in smart solutions provides Axiata with business and non-business opportunities to enable decarbonisation
- Decarbonisation of our network and value chain offers operational excellence and cost efficiencies in the long term

Way Forward

- Signed the Science Based Target Initiative Business Ambition Pledge for 1.5°C and pending SBTi validation on targets
- Align with SBTi to revise our baseline from 2020 to 2022. The baseline encompassing Scopes 1, 2 and 3 emissions for FY2022 is currently being validated by SBTi
- Continue operationalising Axiata Net-Zero Carbon Roadmap to reach net-zero no later than 2050
- OpCos to align with Axiata's Net-Zero Carbon Roadmap by localising plans to decarbonise
- Continue TCFD Year 3 journey incorporating considerations to mitigate climate-related risks while capitalising on opportunities
- Continue to assess and pursue renewable energy adoption to reduce carbon emissions
- Chief Technology Officer Council will continue to integrate energy efficiency into the regional network to reduce costs and carbon emissions
- Cross-collaboration across markets and sectors when engaging regulators and policy-makers to increase public-private dialogue

Digital Acceleration

Risks



Our Strategic Response



Operating Environment

- Geopolitical conflicts and increase in adoption of emerging technologies such as AI, Quantum computing, etc. are leading to increase in frequency and complexity of cyber attacks
- Emergence of 5G and Edge computing enables innovation and productivity, but increases security, privacy and data integrity risks
- Rapid technological advances resulting in premature obsolescence of key technology and equipment, stressing working capital and liquidity
- AI's rapid advancement transforming interactions and reshaping innovation and operational efficiency
- Shortage of talent in specialised domains such as cyber security can lead to resource unavailability in key operational and tactical roles, thereby having an impact on cyber resilience

Strategic Implications and Our Response

- Third-party risk management strategy to minimise supply chain risks arising from external vendors/ contractors with weak cyber security and data privacy practices
- Addressing cyber security and data privacy risks to safeguard operations, finances and reputation
- Pioneered integrated cross-vertical risk management by promoting cross-divisional collaboration
- Managing people risk with insider threat programmes and external vendor assessments to reduce human-related vulnerabilities
- Enhancing response to cyber security threats by integrating threat-intelligence framework and associated controls
- Deploying AI and GenAI strategies for operational efficiency, cost optimisation, better planning and customer experience
- Upskilling over 150 employees under Enterprise Academy to meet organisation and clients' needs
- Axiata Enterprise supporting over 75 million businesses in digital acceleration for business excellence
- Developed GenAI Playbook to operationalise GenAI adoption within OpCos in 2024

Way Forward

- Execution of a three-year data privacy roadmap #ASH3.0 strategy incorporating risks from emerging technologies, geo-political conflicts and compliance requirements from data privacy laws and regulations
- Execution of Digital Trust & Resilience Strategy, three-year cyber security roadmap incorporating risks from emerging technologies, geo-political conflicts and compliance requirements from applicable laws and regulations
- Engage in public-private partnerships to address regional cyber threats, promote knowledge sharing and leverage expertise of Axiata Cyber Fusion Centre
- Continuous engagement with Board members and Senior Leadership Team to enhance risk understanding and prioritise security investments
- Prioritise investments based on security risk assessments and impact for effective return on investments and resource utilisation
- Axiata.AI Council to upskill people and implement AI factory and GenAI use cases

CONSIDERING WHAT MATTERS

Materiality Assessment

Materiality assessments are crucial to our sustainability journey, allowing us to evaluate the Environmental, Social and Governance (ESG) issues affecting our business and stakeholders. This process enables us to identify opportunities and mitigate risks associated with each material matter. Material sustainability issues serve as a strategic compass that guides our Board, leadership and the entire organisation in understanding and addressing the issues that impact us and our stakeholders. By aligning our strategies with the material matters and stakeholder needs, the leadership team can make informed decisions that foster sustainable development.

We conduct a detailed assessment every two years, with a yearly review in between, to ensure our focus on ESG matters aligns with our impact on society, the environment and our business growth. This includes stakeholder perspectives, current sustainability issues and changes to the industry and regulations.

The scope and process of the full-scale FY2022 materiality assessment covered the review of material matters based on ESG guidelines and standards, internal and external stakeholders engagement, alignment with Axiata's Enterprise Risk Management (ERM) parameters, calibration and validation with management, before approval by the BSC in 2022.

In 2023, as part of our annual review for validation, the Board Sustainability Committee (BSC) approved the existing 16 material matters, which were identified in FY2022, through a comprehensive materiality assessment across the Group. To enhance our disclosures, we have mapped the 16 material matters to Bursa Malaysia's 11 common sustainability matters in 2023.

The BSC's approval was on the basis that throughout the reporting year, there were no major external factors that necessitated a material change to our identified material matters, nor were there any significant changes to our business model or operating context that warranted a change in the identified material matters. This is because the FY2022 assessment included Link Net and excluded CelcomDigi. Considering Axiata concluded its sale of Ncell on 1 December 2023, the material matters were still applicable for the majority of 11 months.

Materiality Matrix

The materiality matrix below integrates input from Axiata and its stakeholders. The categorised material matters, ranging from High to Medium-Low importance, represent prioritised issues in the Group.

Ranking	Sustainability Matters	Importance Level
1	Digital Integrity	High Importance
2	Network Quality & Connectivity	Medium-High Importance
3	Business Ethics & Governance	
4	Emergency & Disaster Response	
5	Sustainable Business Growth	
6	Customer Experience	Medium Importance
7	Digitisation & Innovation	
8	Digital Inclusion	
9	Climate Change	
10	Regulatory & Political Risk	
11	Employee Health, Safety & Wellbeing	
12	Talent Development & Attraction	
13	Fair, Diverse & Inclusive Employment	
14	Sustainable Supply Chain	Medium-Low Importance
15	Community Development	
16	Environmental Management	



STAKEHOLDER ENGAGEMENT

On-going

As needed

Quarterly

Annually

Monthly

Throughout the year



Customers

Why They Are Important

Our customers encompass both individual and business subscribers, and also Enterprise customers. We value each of our customers and prioritise their experience on our network, as well as the impact of our solutions and services. We are committed to delivering optimal performance to meet our customers' expectations and enhance their user experience.

How We Engage

We undertake a range of surveys across our markets to understand customer satisfaction and expectations. Scores are benchmarked against our peers and data analyses, among other factors and drives operational excellence.

- Customer surveys
- Engagements and activities

Topics Raised:

- Enhancing network and ICT services quality and availability
- Improving customer experience
- Ensuring transparent pricing for packages, products and establishing service differentiation

Axiata's Response and Results

- Deliver the best value at optimum cost
- Drive operational excellence in meeting customer expectations
- Develop digital lifestyle products and self-service customer care solutions
- Provide support for customers with value-adding products, deals, packages, connectivity and ICT services



Suppliers & Business Partners

Why They Are Important

Our suppliers and business partners provide us with business-critical products and services that enable us to execute our business strategy. We collaborate through partnerships to deliver the best value for our operations and to mutually support the growth of respective businesses.

How We Engage

We engage with key suppliers to understand the solutions and services that can enhance operational excellence. We collaborate with our business partners and suppliers to address improvement opportunities during performance management meetings and the Annual Supplier Forum.

- Direct engagements and meetings
- Tenders and bidding

Topics Raised:

- Ensuring suppliers and partners comply with our Supplier Code of Conduct
- Engaging suppliers and partners on emerging corporate developments and enhancing understanding of our long-term strategy
- Providing opportunities for vendor and partner development
- Offering supplier support and continuity of services during emergency situations (e.g. floods)
- Integrating ESG within the supply chain

Axiata's Response and Results

- Source from local vendors
- Support local direct and indirect employment through our supply chain
- Engage in value chain discussions for the telco industry to operate efficiently
- Conduct supplier forums and quarterly performance reviews with major suppliers



Community & Civil Society Organisations (CSO)

Why They Are Important

We operate within a diverse and rapidly developing economic region. We acknowledge that active community participation and engagement are essential components of our social licence to operate.

How We Engage

We build relationships with the community through partnerships with local NGOs to promote digital inclusion initiatives, corporate responsibility programmes and assess the needs of local stakeholders. We communicate our initiatives through digital and print media.

- Continuous communication through email and multi-platform messaging applications
- Ad-hoc meetings
- Annual meetings

Topics Raised:

- Supporting the UN SDGs
- Building the capacity of future leaders
- Contributing pre- and post-disaster assistance
- Addressing local social needs
- Providing advancements in digital connectivity and of the broader digital ecosystem for society

Axiata's Response and Results

- Digital and financial inclusion initiatives covering digital skills, connectivity and inclusivity
- Disaster management and response initiatives
- Develop national talent to raise future leaders
- Establish Digital Innovation Funds in four countries to foster innovation and local entrepreneurship



Shareholders, Investors, Analysts

Why They Are Important

As owners of Axiata, shareholders and analysts provide us with the financial capital needed to sustain our growth. They are entitled to receive a return on their investment and to be apprised of developments within the Group.

How We Engage

We hold Annual General Meetings (AGM) to meet and be accountable to shareholders. We also regularly partake in investor roadshows/conferences to continuously engage with shareholders, analysts and prospective investors on matters relating to strategy, financials and corporate developments, including ESG-related matters

- Quarterly analyst investor results call
- Investor conferences
- Annual General Meetings
- Analyst and Investor Day
- Shareholder and investor engagements
- Analyst engagements
- ESG questionnaires

Topics Raised

- Optimising our financial performance
- Achieving our long-term business strategy
- Board governance on ESG-related topics
- Integrating Axiata's ESG strategy, performance and disclosures, including the management of climate-related risks
- Share price performance and outlook
- Emphasising our support of the UN SDGs
- Advocating labour and human rights standards

Axiata's Response and Results

- Ensure transparency in corporate reporting and disclosures across multiple platforms, and sharing these reports with the public
- Conduct briefings and engagements with shareholders, investors and analysts on emerging topics in the industry and national landscape
- Increase investor focus on ESG matters such as digital inclusion, climate-related risks, labour and human rights standards

STAKEHOLDER ENGAGEMENT

● On-going
● As needed
● Quarterly
● Annually
● Monthly
● Throughout the year

Media	Regulators and Government	Industry Bodies	Employees, Management & Board
<p>Why They Are Important</p> <p>The media provides a platform to communicate with our key stakeholders and local communities. Media channels allow us to promote new products and services, make corporate announcements and share thought leadership ideas, opinions and insights.</p> <p>How We Engage</p> <p>We engage with the media through interviews, press releases, conferences and other engagement activities.</p> <ul style="list-style-type: none"> Media releases and interviews Regular updates to key regional and international editorial contacts Advertorial placements Media-hosted panel events Media enquiries Quarterly media engagement during the release of financial results Media briefings and press kits Internal events AGM media briefing session <p>Topics Raised:</p> <ul style="list-style-type: none"> Providing updates on internal corporate developments and changes Sharing financial results and market performance Industry trends and issues (e.g. GSMA Open Gateway deployment, INsights@Axiata) Communicating our technology breakthroughs <p>Axiata's Response and Results</p> <ul style="list-style-type: none"> Provide regular performance updates, corporate activities and updates on new investments Facilitate interaction between the media and senior leadership during the AGM and provide FY results and quarterly results via media briefing sessions Respond to regional and global media queries promptly Communicate Axiata's strategy to boost performance improvements and drive profitable growth in its geographic footprint by maximising the potential of its OpCos, encompassing digital telcos, digital business and infrastructure segments, through focused capital allocation 	<p>Why They Are Important</p> <p>Our regulators and authorities specify the national laws and regulations that determine the licence and scope of our activities in our respective market operations. They grant operating licences to our OpCos and impose regulatory measures that may have potential cost implications for the Group.</p> <p>How We Engage</p> <p>We proactively engage with country regulators and authorities through industry meetings, leadership platforms and capacity building workshops to support and enable the digital ecosystem.</p> <ul style="list-style-type: none"> National Regulatory Authority Top leadership, e.g. Prime Minister-level, President-level Heads of regulatory agencies Ministers responsible for ICT and digital sectors Ministers related to investments, trade, foreign affairs and finance <p>Topics Raised:</p> <ul style="list-style-type: none"> Discussing spectrum management and allocations, and licensing matters such as fees Regulatory fairness, including Network Fair Contribution Competition policy including digital competition Taxation and the industry's long-term sustainability Regulatory compliance (telecommunication services, financial services) Information security and data protection IR 4.0 and digitalisation towards the Digital Economy National Contribution Integrating ESG matters into business operations, particularly climate change <p>Axiata's Response and Results</p> <ul style="list-style-type: none"> Invest in the development of local telecommunications infrastructure Contribute directly and indirectly to the development of the local and regional digital economy Support digital innovation initiatives to drive the development of local and regional digital ecosystems Deploy world-class cyber security and data privacy practices Engage actively in dialogue with regulators and government agencies to foster collaboration, address telco concerns and respond to ESG regulations or disclosure requirements 	<p>Why They Are Important</p> <p>As a regional industry player in the telecommunications sector, we collaborate and partner with other industry bodies within and related to our sector, aligning with key areas of interest.</p> <p>How We Engage</p> <p>We engage with relevant industry bodies through regular discussions and business roundtables to continuously improve the telecommunications industry.</p> <ul style="list-style-type: none"> Meetings, discussions and roundtables with industry bodies such as UNGCMYB and GSMA <p>Topics Raised:</p> <ul style="list-style-type: none"> Ensuring business continuity by capitalising on opportunities Establishing partnerships and collaborations Peer and knowledge sharing Engaging in discussions on emerging sustainability topics <p>Axiata's Response and Results</p> <ul style="list-style-type: none"> Roundtables with UNGCMYB, GSMA and industry players on sustainability-related matters including renewable energy As part of our thought leadership, we actively engage with industry bodies to foster collaboration, address telco concerns and anticipate and adequately respond to ESG regulations or disclosure requirements Engage in telco industry proceedings and policies aimed at improving the industry and benefitting communities and society 	<p>Why They Are Important</p> <p>Our innovative and diverse talent pool is essential for delivering the best digital experience to our customers. We cultivate a culture of high performance and accountability, which attracts, develops and retains the best talent to execute our business.</p> <p>How We Engage</p> <p>Axiata conducts an annual Employee Engagement Survey and regular townhalls, and utilises a range of digital platforms to stay engaged with employees across the Group.</p> <ul style="list-style-type: none"> Updates are broadcasted on television channels Emails on Scoop (our intranet platform) updates and ad hoc information Townhalls Employee engagement survey <p>Topics Raised:</p> <ul style="list-style-type: none"> Sharing Axiata's long-term business strategy and performance Highlighting career and talent development opportunities Ensuring work-life balance and employee wellbeing support Embedding diversity and inclusivity <p>Axiata's Response and Results</p> <ul style="list-style-type: none"> Provide job opportunities to local talents Implement Group and OpCo Talent Development programmes Equip our talents to become the next generation digital champions Foster a Diverse, Equitable and Inclusive (DEI) work environment

OUR RISKS LINKED TO STRATEGY

FINANCIAL RISK

Risk Category: **Financial Risk**

Risk Movement: **Stable**

Risk Level: ●

Context

- Exposure to foreign exchange (forex) risk across nine markets, especially the depreciation of local currencies against the USD in frontier markets, rising interest rates, inflationary pressures, changing regulations and risk of a global recession
- Limited balance sheet headroom may restrict the ability for additional borrowings to fund capex requirements and future strategic corporate exercises
- Volatile market conditions complicate financial budgeting

Impact

- USD liquidity crisis in frontier markets may impact availability of USD funds to meet USD-denominated obligations
- Depreciation of reporting currency against USD inflates the debt level at Axiata Group Berhad (consolidated)
- Depleting retained earnings due to unrealised forex losses as a result of unhedged USD liability exposure impacts OpCos' capability to upstream dividend

Mitigating Actions and Opportunities Arising

Risk Owners: Axiata Treasury Management Centre

- Proactive engagements with OpCos and financial institutions to monitor local market developments and preemptively address potential issues by implementing mitigating measures
- Proactive engagement with Bank Negara Malaysia and strategic banks in relation to the investments outside Malaysia and repatriation of funds back to Malaysia due to foreign currency-related uncertainties in frontier markets, and with rating agencies to ensure investment-grade rating can be maintained
- Strict implementation and monitoring of the Group's capital structure guardrails such as Gross and Net Debt/EBITDA ratio through better understanding of debt requirements, local and foreign currency debt mix, and hedging of foreign currency debt, where available, and fixed and floating interest mix
- Provision of shareholder loans to Dialog and Robi to mitigate liquidity risk while testing various alternative solutions for foreign currency liquidity
- Localising capex expenses in Sri Lanka and Bangladesh, and other OpCos, where possible

Key Risk Indicators

- Funding risk: Ability to tap the debt capital markets or obtain new funding facilities from financial institutions
- Liquidity risk: Ability to meet Axiata's financial obligations as a result of cashflow constraints
- Forex risk: Exposure to foreign currency volatilities across nine markets
- Interest rate risk: Adverse change in interest rate, which may impact the financials of Axiata

Changes in 2023

- Proactive and pre-emptive solutioning to avoid payment defaults due to in-country liquidity shortage
- Pare down USD currency debt or convert to local currency debt to minimise forex impact
- Pare down debt to mitigate impact of increasing interest rate

Link to Strategy and Material Matters

Our Strategic Response

V2 V3 V4 SP1 SP3

Link to Material Matters

1 2 4 5 13

Risk Level: ● Low ● Medium ● High ● Significant ● Extreme



CASE STUDY

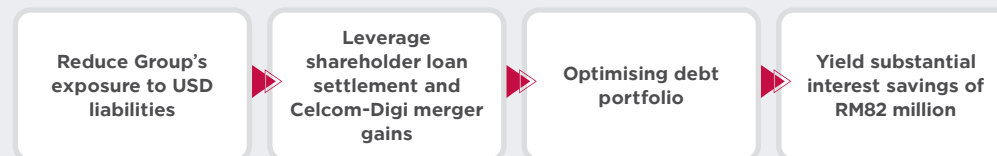
How we achieve Financial Prudence through Strategic Debt Management

The Issue

In 2023, we faced volatile market conditions that complicated our financial budgeting. Challenges in the operating environment included managing forex risk across our nine markets due to depreciating local currencies against the USD, rising interest rates, and inflationary pressures amid changing regulations and the potential for a global recession.

Our Mitigation Plan

In May 2023, Axiata received a RM2.2 billion shareholder loan settlement. This influx of capital presented an opportunity for strategic debt management against the backdrop of an anticipated depreciating Ringgit. We considered various options for optimally allocating this capital to reduce financial risk while maximising Axiata's financial health and operational flexibility.



We recognise the importance of maintaining a healthy balance sheet, and as such, we prioritised the restructuring of our debt portfolio. We utilised the proceeds of the RM2.2 billion shareholder loan to reduce the Ringgit tranche of the existing Multi-Currency Term Loan facility by RM1.77 billion, which was due in December 2023. This effort alone generated interest savings of RM36 million and helped reduce the debt burden ahead of schedule.

In anticipation of further depreciation of the Ringgit, Axiata Treasury Management Centre leveraged on the financial benefits gained from the Celcom-Digi merger and pre-emptively allocated the final proceeds to partially fund the prepayment of USD100 million of the Company's Multi-Currency Term Loan. This transaction was executed in September 2023, ahead of its original payment due date (June 2025), at an exchange rate of RM4.672 to the USD. This approach avoided approximately RM46 million in interest payments over the loan's remaining tenure. This prepayment strategy was instrumental in mitigating the Group's exposure to USD liabilities, which constituted about 58% of Axiata's total debt portfolio as of the fourth quarter of 2023.

Value Created

Forex Risk Reduction

Improve Debt Profile

Strengthen Balance Sheet

- Proactively mitigate exchange rate risk to safeguard against potential loss from currency depreciation
- Proactive settlement of debts yielded combined interest savings of RM82 million
- Contribute to a healthier balance sheet, which could lead to better credit ratings and improved cost of borrowings

OUR RISKS LINKED TO STRATEGY

Risk Level: ● Low ● Medium ● High ● Significant ● Extreme

MARKET RISK

Context

- Challenging emerging market's macroeconomic and geopolitics landscape impacting forex and commodity costs
- Fragmented market structures and high infrastructure costs
- Rapid advancement of IR 4.0 and telco technologies
- Exponential growth in data consumption, offset by rising price competition and consumer price sensitivity, resulting in pressured margins with escalating costs and investment requirements
- Market repair via price hardening/optimisation would depend on market behaviour, which is unpredictable
- Intensified competition, particularly in Indonesia and Bangladesh, with aggressive pricing strategy
- Risk of potential inability to adapt swiftly and build sufficient resilience in the infrastructure and digital telco markets (Competition Risk)
- OpCos are mostly operating in developing markets, which are more susceptible to currency fluctuations and macroeconomic risks including rising inflation
- Shrinking market opportunities in a highly competitive and regulated industry (Industry Risk)

Impact

- Currency fluctuation may cause inflationary pressure, which could lead to shrinking consumer affordability (top line impact) and cost escalation, especially for USD-linked expenditures (bottom line impact), with potential implications to EBITDA in the short to medium-run
- Exponential data consumption growth and technological evolution intensifying, expected to translate into cyclical pressure on capex and product pricing in the long-run
- Market consolidation and price hardening driving ARPU upwards
- High competition and shift towards alternative technologies in Digital Marketing will require new approaches to secure top line and improve profitability
- Infrastructure business, especially in Malaysia, is challenged due to 2nd 5G network, and fixed broadband business in Indonesia continues to witness intense price competition with rapid expansion of naked fixed broadband providers

Risk Category: **Market, Operational and Financial**

Risk Movement: **Stable** Risk Level: ●

Mitigating Actions and Opportunities Arising

Risk Owners: Group Business Operations

- Market repair and price hardening continues to be a key strategic focus where product mix and resource offerings across digital OpCos are tactically reviewed and managed via regional strategies
- Continue to double down on brand advantage and strengths, customer experience and better market know-how
- Mitigate currency fluctuations and macroeconomic risks by undergoing a treasury review to reduce USD exposure
- Rising interest rates, especially in developing markets, has also resulted in substantial escalation of net finance costs. In line with treasury review to reduce USD exposure, the Group is also working on improvement of the OpCos financing structure with a risk-adjusted view

- Continue working via Expert Working Groups (EWGs) in order to help OpCos better identify in advance, prepare for and react swiftly towards upcoming market disruptions, challenges and headwinds
- Explore securing advance payments in return for exclusivity to selected OpCos' sunset A2P business to enable OpCos to pare down USD loans and reduce future Net Finance Cost (NFC), as well as potential forex exposure, with concentrated efforts made to increase ratio of local currency contracts
- Accelerate digital businesses' top line growth in Data transformation to offset decline in legacy business

Key Risk Indicators

- Macroeconomic outlook, such as currency exchange rates, key interest rates, inflation rates and market share

Changes in 2023

- Improved operational efficiency and cost structure through tactical cost transformation initiatives
- Strategic move towards increased adoption of digitisation, analytics and automation across business functions
- Strategic Group oversight and heightened cross-entity collaborations for knowledge sharing and leveraging combined learnings to address OpCo-specific risks and/or opportunities
- Focused market segmentation (delaying)

Link to Strategy and Material Matters

Our Strategic Response

V2 V3 V4 SP1

Link to Material Matters

1 2 3 5 11 12 13

OPERATIONAL RISK

Context

- Operation and supply chain disruption resulting from environmental, geo-political and economic factors
- Reputational risk resulting from operational failure or service disruption
- Fluctuations in market demand, currency fluctuations, inflation or economic recession can further contribute to supply chain disruption
- Business continuity risk associated with natural disasters and other major disruptions such as pandemics, power outages, terrorist attacks and political instability

Impact

- Dependency on a few suppliers could limit Axiata's efforts in building a resilient and sustainable supply chain capability
- Geo-political or economic shifts may cause delays, increase expenses, and affect product quality and consumer demand

Risk Category: **Operational Risk**

Risk Movement: **Stable** Risk Level: ●

Mitigating Actions and Opportunities Arising

Risk Owners: Axiata Procurement Centre

- Supply chain strategy encompassing working with existing incumbent supplier(s) in partnership mode to leverage their competitiveness and capabilities to provide cutting edge technology/ future proofing, while ensuring best commercial terms in the region
- Leverage supply chain deliveries from multiple locations within Asia region which are considered more stable and less impacted/influenced by geo-political risk

- Continue to explore market opportunities across the range of existing major suppliers' business portfolio while streamlining major/key suppliers as strategic partners

Key Risk Indicators

- Operation and supply chain disruption

Changes in 2023

- Work with existing incumbent supplier(s) in a partnership mode to leverage on the existing scale while working with the best in the region
- Higher dependency on supply chain deliveries from multiple locations within Asia region considering it is more stable and less impacted/influenced by geo-political risk

Link to Strategy and Material Matters

Our Strategic Response

V1 V2 V3 V4 SP1 SP2

Link to Material Matters

1 2 3 4 5 8 9
10 11 12 14 15 16

OUR RISKS LINKED TO STRATEGY

Risk Level: Low Medium High Significant Extreme

PEOPLE RISK

Context

- Increasing demand for digital, AI-savvy and agile talent
- Talent attraction and retention capabilities are still a challenge
- Forecasts indicate increased talent competition in the near term and a high attrition rate for in-demand roles
- Ensure establishment of an ideal structure that fosters market agility and adaptability to optimise organisational size

Impact

- Increased competition and challenges in attracting and securing talents
- Potential loss of key talents and resource limitations could hamper Axiata's business aspirations

Risk Category: **Operational and People Risks**

Mitigating Actions and Opportunities Arising

Risk Owners: Group People Division

- Dynamic talent acquisition approach, robust talent development programmes, attractive performance-based rewards and safe work environment
- Advocate staff empowerment to respond to changing customer demands and work processes
- Employee engagement to motivate and maintain morale, and reduce attrition
- Adapt to distributed workforce and changed work modes by incorporating alternative talent sources such as contract and gig-workers
- Periodical updates on policies and self-declared documents such as Code of Conduct and Conflict of Interest that set out rules and guidelines on business and personal conduct expectations
- Drive Axiata Winning Culture programmes to enhance awareness, understanding and adoption of the refreshed core values and key behaviours at all levels

- Implemented enhanced Employee Assistance Programmes and workshops themed around managing change, increasing awareness, and understanding mental health and wellbeing
- Implemented Role Modelling and Culture Champions initiatives aimed at cultivating the Axiata Winning Culture
- Accelerate hiring with alternative sources of talent by looking beyond normal talent pools
- Roll out revamped onboarding experience, including pre-, during and post-onboarding periods
- Implement improvements in data capture and analytics during off-boarding at the exit interview stage to identify root causes and possible trends
- Engagement activities with top leadership to increase touchpoints with each Division

Key Risk Indicators

- Loss of key personnel
- Leadership competency gap
- Capacity and capability shortage
- Employee safety and health risk assessment

Risk Movement: **Stable** Risk Level: High

Changes in 2023

- Review collaborations with external organisations to focus on opportunities more aligned with the talent development priorities vis-à-vis the new Axiata Operating Model
- Emphasis on strategic talent mobility of senior-level talents for CXO-level roles across the Group through a bespoke and targeted approach
- Shift of a more strategic and advisory role by Group to OpCos on Talent & Succession, in line with the greater empowerment to OpCos to drive talent development programmes for their talents

[Link to Strategy and Material Matters](#)

Our Strategic Response

SP2 SP5

Link to Material Matters

3 4 5 6 7 8 11 12 14

REGULATORY RISK

Context

- Broad range of telco regulations, depending on market maturity
- Digital bank specific compliance to Fintech regulations
- General elections across several footprint markets, amplifying challenges and uncertainties with changes in policy-makers that may impact business operating conditions
- Potential increase in tax and levies imposed by the relevant regulatory bodies
- Increased scrutiny of big tech may lead to digital regulations in Asia Pacific

Impact

- Changes in policies and regulations could disrupt business operations, impair returns and long-term growth prospects
- Impact of change of government and regulatory leaders resulting in changes in compliance requirements and may increase compliance costs

Risk Category: **Compliance Risk**

Mitigating Actions and Opportunities Arising

Risk Owners: Group Regulatory

- Active engagements and dialogue with regulatory and government officials to anticipate emerging regulations, highlight and address concerns, and advocate sustainable regulatory regimes
- Drive thought leadership by participating in government consultations and industry events to collaborate and share knowledge on best policies and practices, including with relevant partners such as the International Telecommunication Union (ITU), Asia Pacific Telecommunity (APT), OECD and GSMA
- Collaborate with other industry players to present common policy positions for the betterment of the countries we operate in

- Joint on-ground engagement with OpCos to drive strategic regulatory positions
- Improvement on Axiata's Regulatory Compliance Framework to manage regulatory compliance risks
- Establish Regulatory EWG to share best practices among OpCos

Key Risk Indicators

- Regulatory non-compliance scorecard
- Emerging external regulatory conditions that may impact business

Risk Movement: **Decreased** Risk Level: High

Changes in 2023

- Improved regulatory compliance monitoring and insights with the enhancement on Axiata Regulatory Compliance Framework
- Reduced some of the regulatory pressure due to more agile responses in anticipating and adapting to adverse regulatory changes

[Link to Strategy and Material Matters](#)

Our Strategic Response

V1 V2 V3 SP2

Link to Material Matters

2 11 12 13 14

OUR RISKS LINKED TO STRATEGY

Risk Level: ● Low ● Medium ● High ● Significant ● Extreme

CYBER SECURITY & DATA PRIVACY RISK

Context

- Importance of safeguarding confidentiality, integrity and system availability of customers, employees and sensitive business information
- Need for adequate protection and response against cyber security attacks and data privacy breaches
- Inspiring customer confidence and digital trust and resilience as a competitive differentiator
- Insourcing of cyber security capabilities along with a focus on in-house development of tools to offset challenges posed by macro economic dynamics
- Rise of emerging technologies such as AI, ML, Quantum computing and others presents a notable security challenge conflicts
- Shortage of talent in the operating footprint in the group, particularly in the realm of cyber skills and expertise

Impact

- Cyber attacks leading to data breaches, financial losses and reputational damage, while undermining customer trust
- Intellectual property theft can erode competitive advantage, hinder innovation capabilities and compromise market position
- Unavailability of critical systems and applications resulting in revenue and reputation loss, erosion of customer confidence, and legal and regulatory penalties

Risk Category: **Cyber, Regulatory and Operational Risk**

Mitigating Actions and Opportunities Arising

Risk Owners: Group Risk and Compliance

- Proactive engagement with universities and technical institutions to address talent shortage in cyber security
- Adequate protection and readiness to respond against cyber attacks originating as part of geo-political conflicts
- Implement cyber security strategy to improve overall maturity and resilience, measure maturity against NIST Cyber Security Framework
- Perform independent benchmark and maturity reviews to validate effectiveness
- Enhance detection, response and offensive security capabilities
- Enhance situational awareness and resilience through public and private efforts
- Remediate identified telecom infrastructure risks through independent assessments
- OpCos aligned with common KPIs collaborate to achieve Group objectives
- Implement and maintain cyber security baseline controls through the modernisation of security event monitoring and data analytics platform
- Manage people risk through insider threat programmes and third-party vendor vetting, minimising vulnerabilities associated with human factors

- Enhance internal cyber security capabilities to increase overall resilience against potential threats
- Perform cyber attack simulations and penetration testing to identify vulnerabilities and improve incident response preparedness
- Integrate advanced analytics and threat intelligence to gain insights into emerging threats and proactively adapt our defences
- Active participation in public-private partnerships with government agencies to address regional cyber threats, promote knowledge sharing, and leverage expert capabilities of Axiata Cyber Fusion Centre
- Implementation of privacy control gate points to improve the Data Privacy control maturity of OpCos
- Research on emerging technologies such as AI, ML, quantum computing etc. and development of relevant security controls to effectively and proactively manage risks associated with them. This proactive approach ensures security while leveraging technological advancements for innovation and competitiveness.

Risk Movement: **Decreased**

Risk Level: ●

Key Risk Indicators

- Cyber Security and Data Privacy framework maturity
- Detection and response time for Critical and High Priority Security Incidents and Privacy Breaches
- Remediation of critical and high vulnerabilities
- Training completion and simulation results
- Compliance to applicable laws and regulations
- Percentage of vendors with high residual risk

Changes in 2023

- Refreshed Group cyber security and privacy strategies, with greater focus on risks posed by emerging technologies, applicable laws and regulations, geo-political conflicts and increasing adoption of digital technologies
- Adoption of cyber security frameworks such as MITRE for vertical enhancement of capabilities such as Incident Response and Threat Hunting
- Risk quantification framework to effectively identify, classify, prioritise and manage cyber risks

Link to Strategy and Material Matters

Our Strategic Response

SP1 **SP2**

Link to Material Matters

1 **2** **5** **11** **12** **13**

TECHNOLOGY RISK

Context

- In an ever-evolving technological landscape, we are cognisant of the potential risks posed by broader economic headwinds and the need for continuous investments in emerging technologies. The rapid pace of technological advancements demands a proactive approach to maintain our competitive edge and ensure long-term sustainability

Impact

- Short-term: Pressure on working capital and liquidity could impact our ability to maintain and improve technology assets, potentially leading to cash flow challenges and heightened competition
- Medium-term: Failure to keep pace with technological changes and secure adequate funding for major initiatives could limit our ability to remain competitive and achieve future growth objectives
- Long-term: Inadequate investment in new technologies and innovations could result in premature obsolescence, reducing our long-term value proposition and hindering our ability to maintain a competitive advantage

Risk Category: **Operational, Technology, People and Market Risk**

Mitigating Actions and Opportunities Arising

Risk Owners: Group Technology

- Continuous Technological Evaluation: We constantly review and update our technological capabilities to remain relevant while maintaining financial prudence. Our procurement processes prioritise future-proofing, ensuring that selected network equipment aligns with long-term technological trends
- Strategic Technological Partnerships: We actively foster strategic partnerships and collaborations with industry leaders, leveraging synergies to drive innovation and technological advancements. This approach enables us to stay ahead of the curve and capitalise on emerging opportunities
- Diversification and Cost Optimisation: To mitigate risks, we are diversifying our revenue streams across geographies, markets, and business lines. Additionally, we emphasise cost

optimisation through operational efficiency improvements and effective supply chain management

- Digital Transformation and Resilience: We have adopted open and standards-based technologies, operationalising TM Forum's ODA with an API first approach to mitigate digital transformation risks. Our cloud-native software development approach, leveraging containerisation and abstracted APIs, mitigates obsolescence and technical debt risks while ensuring portability across cloud platforms
- Embracing GenAI: Recognising the transformative potential of GenAI, we have developed a comprehensive strategy and architecture for enterprise application of AI and GenAI to guide, operationalise and scale implementation of AI and GenAI across our OpCos, commencing in 2024

Risk Movement: **Increased**

Risk Level: ●

Key Risk Indicators

- Monitoring working capital and liquidity ratios, research and development spending, technology obsolescence, customer satisfaction and retention, revenue growth, and market share
- Enhance technology planning and procurement processes
- Strengthen partnerships and collaborations
- Improve the overall risk management framework

Changes in 2023

- Improved technology planning and procurement
- Enhanced customer experience
- Strengthened partnerships and collaborations
- Improved risk management framework

Link to Strategy and Material Matters

Our Strategic Response

SP1 **SP2** **SP4**

Link to Material Matters

2 **9** **11** **12**

OUR RISKS LINKED TO STRATEGY

Risk Level: ● Low ● Medium ● High ● Significant ● Extreme

GOVERNANCE RISK

Context

- Non-compliance with internal and external Anti-Bribery Anti-Corruption (ABAC) laws in countries we operate in due to unethical conduct and absence of good corporate governance, which impedes shareholders' protection, exposure to fines, penalties and loss of reputation
- Lack of adequate procedures being implemented within the organisation which increases risks of corporate liability (pursuant to Section 17A of the MACC Act) and poses potential risks of fines, penalties and loss of reputation
- Heightened investor focus on ESG matters and disclosures, including net-zero commitment and labour standards
- New developments on sustainability disclosures in local market and globally, which includes convergence of reporting frameworks and climate-related disclosures such as TCFD

Impact

- Loss of investors' confidence
- Potential material penalties in the event of breach/non-compliance with the MACC Act related to ABAC
- Enhanced sustainability disclosure requirements may disrupt operations, lead to penalties, fines or impact investor confidence
- Intentional or unintentional 'greenwashing' can damage stakeholder trust and brand value
- Inability to meet rising ESG mandates and expectations by investors and key stakeholders and failure to achieve ESG targets may impact reputation, investor confidence and compliance with ESG-related regulations
- Impact of climate change requires strategic and proactive measures to mitigate its effects on our operations and financials

Risk Category: **Compliance and Regulatory Risk**

Risk Movement: **Stable**

Risk Level: ●

Mitigating Actions and Opportunities Arising

Risk Owners: Group Risk and Compliance, Group Sustainability

- Maintaining and developing strong ethical platform and corporate governance standards to support business integrity and performance
- Implement compliance programme and enhance overall maturity
- Implement ABAC procedures, revise policies and procedures, and align processes with appropriate control mechanisms
- Establish automated compliance monitoring and measurement systems
- Mandatory training and awareness programmes for all employees
- Perform independent benchmarks to ensure adequacy and effectiveness of compliance programmes
- Introduce technology to identify, assess and manage ABAC risk
- Continue to enhance overall strategy and framework to drive sustainability initiatives and programmes across the Group in a structured and cohesive way
- Implement climate risk and opportunity management plans

- Provide advisory support and capacity building/ training for the sustainability teams in all OpCos
- Focus on review of carbon emission baseline, establishing decarbonisation pathway, for SBTi targets validation

Key Risk Indicators

- Non-compliance/ breach/ deviation from Group's governance policy instruments
- Bribery and corruption charges that may lead to corporate liability charges
- Regulatory fines and loss of reputation
- Metrics to measure progress of ESG targets including SBTi-validated targets

Changes in 2023

- Operationalised and strengthened compliance culture through continuous mandatory and targeted trainings for high-risk departments to ensure risks of bribery and corruption are mitigated
- Conducted continuous half-yearly reporting to MACC on Axiata's Integrity and Governance Unit (IGU) activities
- Completed governance review and ABAC laws

- Completed gap analysis on ABAC policies and procedures, which are 99% aligned with UKBA, FCPA and the MACC Adequate Procedures
- Completed review on maturity assessment and effectiveness testing on the ABAC compliance programme, with results showing that the organisation has achieved strong compliance maturity and effectiveness in terms of its compliance programme
- Continue to enhance sustainability governance Group-wide aligned with new operating model and leveraging on OpCo BRCCs
- Focus on review of carbon emissions baseline, establishing decarbonisation pathway, SBTi validation of targets

Link to Strategy and Material Matters

Our Strategic Response

SP1 SP4

Link to Material Matters

1 11 12 13 15 16

GEO-POLITICAL RISK

Context

- Socioeconomic and political crisis in Sri Lanka leading to rising inflation and weakening Sri Lankan Rupee against the USD
- Political instabilities, civil unrest and other social tensions
- Adverse regulatory changes and uncertainty in policy making
- US-China trade tension as new sanctions and actions are imposed towards each other
- Ongoing Russia-Ukraine war with no clear resolution in sight
- Escalation of Red Sea crisis impacting logistics and supply chain to and from Europe to Asia
- Geo-political risk due to change of governments and other developments (political, regulatory, sanctions)

Impact

- Changing political landscape may introduce new regulations and stricter compliance which may impact business
- Political conflicts may impact supply chain and sanctions on working with certain countries
- Established Capital Management Framework to manage capital
- Ongoing tensions and armed conflicts may cause delayed or cancelled strategic initiatives and have a direct impact on the logistics and supply chain

Risk Category: **Strategic, Geo-politics, and Regulatory & Compliance Risk**

Risk Movement: **Stable**

Risk Level: ●

Mitigating Actions and Opportunities Arising

Risk Owners: Group Regulatory

- Actively track market geo-political developments and work closely with OpCos, leveraging their local expertise, knowledge of the changing political scenario to ensure a timely response in the event of a potential impact
- Partnering with existing suppliers, engaging with regional partners and relying on diverse Asian supply chains for stability and lower geopolitical risk exposure

- Continue Group's stance on maintaining a neutral political and government position and contribute to the socioeconomic development of OpCo operating countries through Corporate Social Responsibility (CSR) initiatives
- Managing capital with establishment of a Capital Management Framework

Key Risk Indicators

- Geo-political risk due to change of government
- Country risk rating, terrorism risk level, trade and tariff policies, international relations

Changes in 2023

- Established Capital Management Framework

Link to Strategy and Material Matters

Our Strategic Response

SP1

Link to Material Matters

1 6 7 8 10 11 13

OUR RISKS LINKED TO STRATEGY

Risk Level: ● Low ● Medium ● High ● Significant ● Extreme

STRATEGIC AND INVESTMENT RISK

Context

- Industry restructuring and rationalisation via market convergence and consolidation
- Challenges and investment costs for Digital and Enterprise businesses due to interest rates increase and persistent inflation affecting cost of funding and cost of doing business
- Central banks' interest rate hikes to tame inflation failed to decrease prices, raising expectation of stagflation in the global economy
- Risks in frontier markets include political instability, inadequate regulation, substandard financial reporting and large currency fluctuations
- Political and militant activity in Myanmar may be untenable to maintain business operations in the country
- Red Sea crisis in the Suez Canal heightened shipping costs, sparking concerns on inflation, increasing risk of global recession, delaying potential adjustment of interest rates and heightening volatility of exchange rates
- Liquidity challenges in Sri Lanka and Bangladesh impact purchasing and the ability to repatriate dividends

Impact

- External factors such as regulatory approvals and counterparty risks can hinder M&A progress and industry restructuring
- Potential for goodwill impairment as Weighted Average Cost of Capital (WACC) rises in frontier markets
- Impact to dividend target payout due to insufficient USD liquidity and repatriation of funds
- Influence of macroeconomics and emerging markets volatility may reduce capability of frontier market OpCos
- Exposure to Group's profitability and retained earnings (Impairment Risk)
- Slow trajectory and no new growth areas
- Exposure to Industry Restructuring and Rationalisation

Risk Category: **Strategic & Financial Risk**

Mitigating Actions and Opportunities Arising

Risk Owners: Group Strategy, Group Corporate Development, Group Finance

- Closely monitor competitive landscape, explore and invest in upgrading technology and platform as necessary
- Review products and service relevance
- Practice prudent cost management
- Establish strong strategic alliances with network vendors to keep pace with technology shifts
- Venture into new growth areas to create additional revenue streams
- Invest in new markets and services that rely on connectivity
- Mergers and Acquisition Committee has greater oversight with GCEO to oversee all acquisitions and divestments while maintaining a robust due diligence process to evaluate and manage potential risks
- Transition teams formed post-acquisition to ensure proper implementation of organisational and cultural changes necessary to integrate successfully
- Manage capital as per Capital Allocation Framework to mitigate exposure in frontier markets

- Strengthen governance by introducing Axiata Board Investment Committee (ABIC) and OpCo Board Investment Committee (OBIC) to optimise spending and improve return on investment (ROI)
- Change operating model to improve execution capabilities and foster new culture focusing on results and execution
- Exited Nepal, which eliminated/ significantly reduced Contingency, Financial, Regulatory and Legal Exposure
- Progress layering initiatives to mitigate exposure in strategic investments
- Refine and add specifics to Axiata's Telco-TechCo journey with key initiatives, milestones and targets for initiatives in Technology, Platform, Solutions, Partnerships and Asset Monetisation
- Continuously manage capital structure at Group and OpCos and use hedging instruments, where possible, to mitigate macroeconomic risk including associated inflation and interest rate risk
- Strategic pare down of USD liabilities to reduce adverse impact from forex exposure of local currency and improve profitability
- Frontier market OpCos to replace existing USD loans to local currency, where possible to mitigate debt fluctuations and forex loss

Risk Movement: **Stable**

Risk Level: ●

Key Risk Indicators

- Market volatility
- Economic landscape
- Market potential

Changes in 2023

- Increased engagement with regulators, counterparties and other stakeholders
- Sweat existing assets and operational excellence to build sustainable cashflow in OpCos in frontier markets
- Pre-formation of ABIC/OBIC, conducted quarterly Axiata CAPEX and Spectrum Committee (ACSC) meetings to deliberate and decide on OpCos' investments

Link to Strategy and Material Matters

Our Strategic Response

V1 V2 V3 V4 V5 SP1 SP2

Link to Material Matters

1 2 3 4 5 7 14

ARTICULATING OUR STRATEGY FOR SUSTAINABLE VALUE CREATION

Axiata continues its transformative journey to accelerate value creation across its footprint.

Axiata aims to lead the digital future as the Next Generation Digital Champion and establish itself as a Sustainable Dividend Company. The Group's roadmap to realising this ambition is charted by Axiata's five portfolio vectors and five business strategies. Grounded in strategic IT transformation, this approach is enabling Axiata to evolve from its traditional telecommunications roots towards an integrated Telco-TechCo that is at the forefront of digital innovation. Driven by the strength of its Digital Telcos, Infrastructure and Digital Businesses, the strategy steers Axiata towards a future that reinforces its commitment to leading and empowering technological, economic and social advancement across Asia.

Our Vision

The Next Generation Digital Champion

Our Aspiration

Axiata as a Sustainable Dividend Company

AXIATA 5-BY-5 STRATEGY

TRIPLE CORE BUSINESS

Digital Telcos



Infrastructure



Digital Businesses



5 VECTORS OF VALUE CREATION

V1

Synergies Delivery
in CelcomDigi

V2

Structural Transformation
in Indonesia

V3

Business Resilience
in Frontier Markets

V4

Sustainable Value
Creation for InfraCo

V5

Value Illumination
of Digital Businesses

5 STRATEGIC PRIORITIES

SP1

Operational
Excellence

SP2

Telco-TechCo
Journey

SP3

Portfolio Optimisation &
Value Illumination

SP4

New Engagement &
Operating Model

SP5

Winning
Culture

Shaping the business landscape of tomorrow, today

Propelling businesses into a future of possibilities with cutting-edge technologies and transformative solutions.



HOW WE CREATE VALUE


OUR VALUE CREATION MODEL

OUR SIX CAPITAL INPUTS

FC	Financial Capital	<ul style="list-style-type: none"> Market capitalisation at RM21.8 billion Gross Debt/EBITDA ratio of 3.8x¹ Net Debt/EBITDA ratio of 3.4x¹ Debt Equity ratio of 1.3x² Capital expenditure of RM5.1 billion
HC	Human Capital	<ul style="list-style-type: none"> > 10,800 employees from 37 nationalities 238,578 training hours logged in 2023
IC	Intellectual Capital	<ul style="list-style-type: none"> Data privacy, cyber security and information security initiatives Investment in digitisation and modernisation initiatives
SRC	Social & Relationship Capital	<ul style="list-style-type: none"> 2023 Brand Power Results: <ul style="list-style-type: none"> #1 in Sri Lanka & Cambodia #2 in Indonesia & Bangladesh
MC	Manufactured Capital	<ul style="list-style-type: none"> 34,961 towers owned by EDOTCO 23,642 towers managed by EDOTCO Group-wide Base Transceiver Stations (BTS) infrastructure Group Plant, Property and Equipment (PPE) value of RM27.4 billion
NC	Natural Capital	<ul style="list-style-type: none"> Direct energy consumption of 0.40 million GJ Indirect energy consumption of 5.79 million GJ

Material Matters

- 1 Sustainable Business Growth
- 2 Network Quality & Connectivity
- 3 Digital Inclusion
- 4 Digitisation & Innovation
- 5 Customer Experience
- 6 Fair, Diverse & Inclusive Employment
- 7 Talent Development & Attraction
- 8 Employee Health, Safety & Wellbeing
- 9 Emergency & Disaster Response
- 10 Community Development
- 11 Business Ethics & Governance
- 12 Digital Integrity
- 13 Regulatory & Political Risk
- 14 Sustainable Supply Chain
- 15 Climate Change
- 16 Environmental Management

 **IAR**, Considering What Matters on page 26

BUSINESS ACTIVITIES

Our Purpose

Advancing Asia

Our Vision

The Next Generation Digital Champion

Our Aspiration

AXIATA AS A SUSTAINABLE DIVIDEND COMPANY

Triple Core Business



Five Vectors of Value Creation

- | | |
|--|--|
| V1 Synergies Delivery in CelcomDigi | V2 Structural Transformation in Indonesia |
| V3 Business Resilience in Frontier Markets | V4 Sustainable Value Creation for InfraCo |
| V5 Value Illumination of Digital Businesses | |

In Alignment with Axiata Sustainability Framework

Advancing Digital Societies	Advancing Green Economy	Advancing Our People & Communities	Driving Governance & Risk
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 **SNCR**, Axiata Sustainability Framework on pages 12 to 13

Notes: ¹ Excludes Ncell and EDOTCO Myanmar EBITDA contribution and EDOTCO Myanmar's Debt

² Excludes EDOTCO Myanmar's Debt

OUR VALUE CREATION MODEL

OUTPUTS

OUTCOMES

TRADE-OFFS

FC

- Differentiated connectivity services
- Seamless connection

1

Delivering Long-Term Value to Shareholders

📖 IAR, page 39



Stakeholders

🗣️ Media



Suppliers & Business Partners



Shareholders, Investors & Analysts

HC

- Comprehensive digital platforms for businesses
- Data-driven digital advertising

2

Building a Modern, Agile and Digital Talent Factory

📖 IAR, pages 40 to 41



Employees, Management & Board



Suppliers & Business Partners

IC

- Enterprise solutions/IoT

3

Becoming a Trusted and Reliable Digital Partner

📖 IAR, pages 42 to 43



Customers



Suppliers & Business Partners



Regulators and Government



Shareholders, Investors & Analysts

SRC

- Reliable network availability
- Fibre connectivity

4

Supporting Governments and Communities in Our Markets

📖 IAR, pages 44 to 45



🗣️ Media



Community & Civil Society Organisations



Regulators and Government



Suppliers & Business Partners

MC

- Sustainable network tower solutions
- End-to-end tower management services

5

Enabling Digitally-Connected Societies

📖 IAR, pages 46 to 47



Customers



Community & Civil Society Organisations

🗣️ Media



Suppliers & Business Partners



Regulators and Government



Shareholders, Investors & Analysts



Employees, Management & Board

NC

- Adverse Output: By-products: Carbon emissions

6

Managing Environmental Impact

📖 IAR, pages 48 to 49



Regulators and Government



Industry Bodies

- The corporate exercises undertaken, including divestments in Nepal and Myanmar, were strategic responses to market opportunities, macroeconomic challenges and deteriorating environments. These moves aim to drive growth and reduce debt, and may temporarily impact our Financial Capital. However, they are important for improving Manufactured Capital and are set to enhance Intellectual and Human Capitals in the long run

- Axiata's delayering strategy and progression along the Telco-TechCo path are designed to establish its leadership in integrating technology, unlocking new growth opportunities and enhancing capital returns. This journey necessitates investments in technology and network modernisation initiatives, which will enhance Manufactured, Intellectual and Human Capitals. Although these strategic investments may create short-term pressures on Financial Capital, they aim to strengthen long-term shareholder value

- Axiata's aim to foster digital and financial inclusion is a strategic investment in Intellectual, Social & Relationship and Financial Capitals. Axiata enhances Intellectual Capital by driving innovation and knowledge sharing across its markets, creating jobs and contributing to the GDP of its footprint countries. This amplifies its Social & Relationship Capital by promoting equitable digital access and socio-economic growth. The launch of Boost Bank further illustrates Axiata's role in improving financial access to underbanked and unbanked communities. These strategic commitments require carefully balancing Financial Capital by allocating resources toward sustainable value creation

- Axiata is committed to minimising its environmental impact, which directly supports its Natural Capital. This is done by aligning with TCFD recommendations and the SBTi pledge for 1.5°C, transitioning to renewable energy, and adopting environmentally friendly operational initiatives such as 'outdoorisation' that optimise the use of energy. This strategic focus involves a trade-off, as financial resources are directed towards these efforts and potentially impact short-term Financial Capital. However, these efforts will have a positive impact over time

OUTCOME 1: DELIVERING LONG-TERM VALUE TO SHAREHOLDERS

Our Value Creation Goals

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

Activities and Processes to Create Value

- Refreshed corporate strategy to achieve our aspiration to become a Sustainable Dividend Company
- Committed to return at least 10.0 sen DPS p.a. from business as usual operations, supported by OpCos' Dividend Policy of minimum 50% payout
- OpCos' adherence to financial guardrails aligned with Axiata's capital structure policy
- Proactive loan prepayment of RM2.2 billion, which yielded RM82 million in interest savings, and reduced borrowings to improve balance sheet
- Decision to withdraw from Nepal and classify its investments in Myanmar as held for sale to mitigate further risks from challenging operating environment
- Proposed structural transformation of XL into ServeCo to capture FMC opportunity and Link Net into FibreCo to scale up FTTH access to 8 million home passes
- Mitsui invested USD58 million in ADA, and achieved watermark valuation of USD550 million for ADA, reflecting continued growth in digital domain
- Boost Bank, having secured regulatory approval from Bank Negara Malaysia and the Finance Ministry, will commence operations in Malaysia as a digital bank, with a pioneering embedded app, to address financial inclusion gaps for underbanked and unbanked communities
- Key Associate Company CelcomDigi delivering on merger synergies, with share of profit contribution of RM530.6 million for FY2023

Connectivity and Interdependencies in Our Business Model

Capitals

FC SRC

Stakeholders



Material Matters

1

Sustainability Pillars



Advancing Digital Societies

How We Measure and Communicate Our Value¹

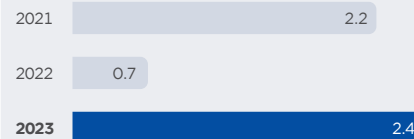
Revenue (RM billion)



EBITDA (RM billion)



EBIT (RM billion)



Normalised PATAMI (RM billion)



Cash Balance (RM billion)



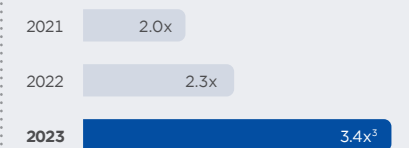
Dividend Per Share (DPS)/Dividend Payout Ratio (DPR)



Gross Debt/EBITDA Ratio



Net Debt/EBITDA Ratio

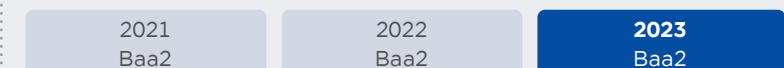


Driving Financial Prudence

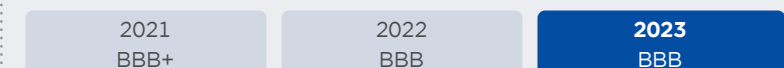
- **Achieved capex optimisation at RM5.1 billion**, below guidance of RM7.1 billion
- Proactive loan prepayment of RM2.2 billion which yielded interest savings of RM82 million

Credit Ratings

Moody's



S&P



Notes: ¹ All financial data in this section relate solely to Continuing Operations unless otherwise indicated

² DPR - Dividend Payout Ratio excluding special dividend

³ Excludes Ncell and EDOTCO Myanmar EBITDA contribution and EDOTCO Myanmar's Debt

⁴ Excludes goodwill/assets impairment, PPA amortisation, foreign exchange losses and derivatives and one-off regulatory fees and penalties

IAR, Financial Resilience on pages 51 to 60

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

Our Value Creation Goals

- Talent development platform geared towards being a Modern, Agile and Digital Talent Factory
- Attract and retain talented employees
- Diverse workforce with multiple opportunities for career advancements

Activities and Processes to Create Value

- Refreshed Winning Culture framework focusing on people and culture to support Group's transformation aligned to Axiata's five portfolio vectors and five business strategies
- Implemented Axiata FastForward learning initiatives and rolled out Academy programmes (WoW¹, LMA², PMA³, EA⁴, DnA⁵, FBA⁶, CXA⁷) as well as e-learning platform's content library through Disprz and LinkedIn Learning, and facilitate continuous learning
- ADL⁸ supports Axiata OpCos' digital talent needs by supplying skilled resource pool, aiding in enterprise solution development and driving digital initiatives
- Enterprise Academy upskilled over 150 employees, aiming to position Axiata as the top or strong second enterprise player among peer telcos across markets, enhancing capability and capacity to deliver advanced ICT⁹ projects via global partnerships and priority service lines
- To understand Axiata's data professionals' learning needs and designing personalized pathways for their growth and success, AGA¹⁰ collaborated with AWS to conduct Learning Need Analysis (LNA) survey for all OpCos
- Merged Digitisation Expert Working Group (EWG) and Analytics Council to bring more synergy and efficiency across initiatives. This consolidation is aimed to put more focus on emerging AI technology to facilitate Group's progress towards Telco-TechCo journey
- To facilitate learning, best practice adoption, and replication of successful use case implementation, OpCos share insights through Analytics Council

Connectivity and Interdependencies in Our Business Model

Capitals



Stakeholders



Material Matters



Sustainability Pillars



Advancing Digital Societies



Advancing Our People & Communities



Driving Governance & Risk

How We Measure and Communicate Our Value

Advancing as the Next Generation Digital Champion

- The digital telco (XL, Dialog, Robi and Smart) operators completed a self-evaluation in 2023 as a follow-up to their 2022 assessment demonstrating an advancement in the overall maturity of Data Management & Data Governance. In 2024, OpCos will focus on further improvement

ADA

- **Expanded Data & AI practice by enhancing offerings and team size** in data analytics, engineering and CDP¹¹, with over 20% of ADA's nearly 1,400-strong workforce now dedicated to these areas
- Led the ADA Digi Academy, successfully developing 20 young graduates into digital media professionals now driving value within the ADA team
- **Highly certified team holding key industry certifications from top providers**, including Databricks, Treasure Data, AWS, Azure, Meta, Google, Adobe and Microsoft

ADL

- **Spearheaded the Group's Telco-TechCo evolution with a 1,300+ expert team**, delivered over **103 projects in 2023** and delivering 182 active projects
- Delivered success in the 'Dialog BSS Transformation' project, deploying Axonect DTE¹² to streamline CRM¹³ and billing to accelerated development velocity with cutting-edge DevSecOps practices
- Advanced Indonesia's digital landscape through delayering strategies, integrating XL and Link Net with the Axonect suite in alignment with TM Forum standards
- Boosted BSS¹⁴ agility for XL Axiata through Axonect deployment and successful completion of the XL COMET project
- Recognised for excellence with the highest platinum status, **ranked amongst top 6** in TM Forum Open API conformance
- Pioneered the first GSMA Open Gateway metaverse concert in collaboration with XL and Dialog, demonstrating leadership in emerging technologies

Enabling AI Factory

- AGA and AWS collaborated to **launch Learning Need Analysis (LNA)** survey to identify common learning needs, and strategise effective learning interventions. **Total 287 professionals across OpCos participated** in this LNA Survey

Centre of Design Excellence (CoDE) to Nurture In-House Talents

- Expanded EDOTCO's in-house expertise through CoDE, which led to RM535,000 in consulting cost savings from foundation and strengthening design
- Implemented Tubular Towers, **achieving an 8.8% average savings over Angular Towers**, and scaling up to 31% of total ground-fixed towers, resulting in significant cost savings of RM936,482
- Solved a critical street furniture installation challenge by successfully introducing the First Grid Pole, which can serve as transmission line pole

ADL's Achievement

- **Winner of the inaugural Open Gateway Challenge** in the 29th annual Global Mobile (GLOMO) Awards
- KidsSafe.ik won three notable achievements in the Best Web Awards 2023

Health & Safety

- **EDOTCO received a Gold Class 1 Award** by the Malaysian Society for Occupational Safety and Health (MSOSH)
- **Zero work-related incident/ lost time incident** in 2023

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

- Achieved a completion rate of **98.2% in Data Privacy** & **98.5% in Cyber Security Culture Training** programmes among employees

Notes: ¹ WoW = Ways of Working Academy
² LMA = Leadership and Management Academy
³ PMA = Product Management Academy
⁴ EA = Enterprise Academy
⁵ DnA = DigitalTech and Analytics Academy
⁶ FBA = Finance and Business Academy
⁷ CXA = Customer Experience Academy

⁸ ADL = Axiata Digital Labs
⁹ ICT = Information and Communication Technology
¹⁰ AGA = Axiata Group Analytics
¹¹ CDP = Customer Data Platform
¹² DTE = Digital Telco Enabler
¹³ CRM = Customer Relationship Management
¹⁴ BSS = Business Support Systems

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

How We Measure and Communicate Our Value

Diverse Talent Base

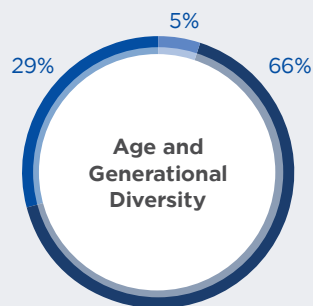
Total Number of Employees
> 10,800

Nationality
> 37 nationalities
employed across our OpCos

Gender Diversity

Male : Female employee ratio

Male : Female
69% : 31%



- Under 30 years old
- 31 - 50 years old
- Above 50 years old

Senior Management¹⁵ in Axiata

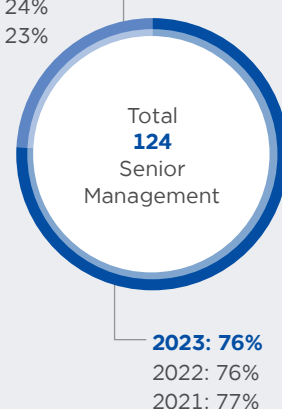
Nationality
23 nationalities
of our senior management

Proportion of Senior Management Hired from the Local Community¹⁶

2021 70% 2022 71% **2023 65%[^]**

Gender Diversity in Senior Management

2023: 24%
2022: 24%
2021: 23%



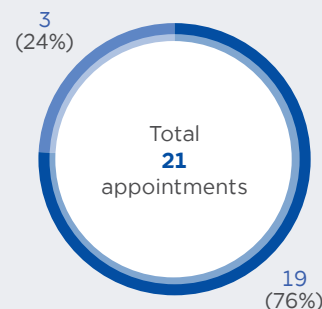
- Female
- Male

2023: 76%
2022: 76%
2021: 77%

Female in Leadership

3 Females
appointed into Senior Management

Senior Management Positions Filled Group-wide



- External
- Internal

Group Employee Engagement Survey Results

Total Respondents

2023 90%
(9,346 of 10,405¹⁸)

2022: 90%¹⁷
2021: 96%

Overall Engagement Score

2021
92%

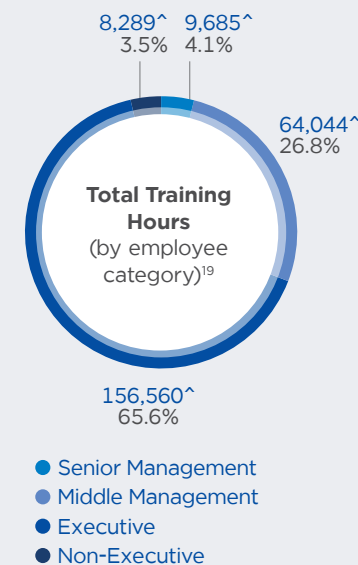
2022
80%¹⁷

2023 75%¹⁸

Talent Development

238,578 training hours¹⁹
logged in 2023

> 5,000 employees trained
on health and safety standards in 2023



[^] This data was subjected to external independent limited assurance. Refer to the independent assurance report in the SNCR 2023.

Notes: ¹⁵ Senior management is defined as CEO and CEO-1 (Direct report of Chief Executive Officer)
¹⁶ Included those individuals either born or who have legal right to reside indefinitely (such as naturalised citizens or permanent visa holders) in the same geographic market as the OpCos
¹⁷ We utilised a different survey platform to provide better results, insights and actions to improve overall employee satisfaction. Consequently, there was a drop in percentage due to the change of methodologies
¹⁸ Excluding Axiata Group Berhad, ADA and Boost. The survey employed a Likert scale consisting of 63 questions, alongside two open-ended inquiries, structured in a questionnaire format, to gather and analyse data on EES results

¹⁹ Training includes:
- All types of vocational training and instruction paid educational leave provided by a company for its employees, training or education pursued externally and paid for in whole or in part by a company and training on specific topics. Training does not include on-site coaching by supervisors
- An employee is defined as an individual who is in an employment relationship with the company, according to national law or its application
- Employee category, refers to the breakdown of employees by level (such as senior management, middle management) and function (such as technical, administrative and production)

SNCR, Advancing Digital Societies, Advancing Our People & Communities and Driving Governance & Risk on pages 29 to 53, 67 to 88 and 90 to 103
 GAFS, Building Digital Trust Through Data Privacy And Cyber Security on pages 40 to 42

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

- XL launched eSIM for online acquisitions through bundling with major smartphone device principals, enhancing the digitised customer experience
- Enterprise Solutions driving growth through Beyond Connectivity verticals, including Big Data, ICT and IoT¹ solutions to enable intelligent mining and flood monitoring solutions for data-driven flood management in Jakarta
- Robi's Health Plus healthcare solution service partnered with Aroga Bangladesh for nationwide online medicine delivery, facilitating > 3,000 deliveries to meet the evolving healthcare needs of its customers
- Smart launched Smart Fiber+, a high-speed fibre optic Wi-Fi service to ensure fast and seamless connectivity for consumers and communities
- Boost-RHB Consortium's combined ecosystem and wealth of data will uniquely position Boost Bank to offer financial services through its embedded finance app
- Boost enhanced and implemented eKYC² process to meet Indonesia's OJK³ standards for operational efficiency in financing applications
- ADA enhanced capabilities in advanced analytics and AI through strategic partnerships with top data and AI entities such as Databricks
- Increased use of AI tools in marketing services and e-commerce to boost productivity and enable hyper-personalised campaigns at scale
- Focused on productisation and platform development tailored to OpCos need to ensure robust solutions that facilitate the Group's digital transformation
- ADL delivered > 103 projects covering digital stack revamping, digitisation, transformations and takeovers, automation, platform setups, data analytics and DevOps⁴ solutions across the Group
- Implemented AI Factory across major OpCos. The AI Factory provides the foundation of operationalisation of the end-to-end AI system life-cycle. Value through AI is primarily created through a highly skilled team of data scientists who work closely with the business units to create value on an organisation scale
- Dialog, besides the other telcos of Sri Lanka, launched the first global Country API Gateway in line with GSMA's Open Gateway initiative

Connectivity and Interdependencies in Our Business Model

Capitals

FC IC SRC

Stakeholders



Material Matters

2 3 4 5 9 10 12 14

Sustainability Pillars



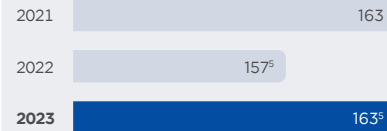
Advancing Digital Societies



Driving Governance & Risk

How We Measure and Communicate Our Value

Total Number of Customers (million)



Digital Reputation Score

2023 #1 in 3 markets
- Dialog, Robi & Smart

2022 #1 in 6 markets
- Celcom, XL, Dialog, Robi, Smart & Ncell

2023 #2 in 1 market
- XL

Brand Power Results

2023 #1 in 2 markets
- Dialog & Smart

2022 #1 in 3 markets
- Dialog, Smart & Ncell

2023 #2 in 2 markets
- XL & Robi

2022 #2 in 3 markets
- Celcom, XL & Robi

Net Promoter Score

2023 #1 in 3 markets
- Dialog, Robi & Smart

2022 #1 in 3 markets
- Celcom, Dialog & Smart

2023 #2 in 1 market
- XL

2022 #2 in 3 markets
- XL, Robi & Ncell

Strengthened Data Privacy and Cyber Security

- The objectives of the current Cyber Security and Data Privacy Strategies, Digital Trust & Resilience and #ASH 2.0 (2021-2023) have been achieved successfully. Both strategies are being refreshed to address emerging threats, risks, laws & regulations and thereby enhance the cyber security and data privacy maturity across the Group
- Core cyber security capabilities have been insourced through the Axiata Cyber Fusion Centre, thereby enabling innovation, IP creation, improved efficiency and cost savings
- Achieving the objectives of the current Cyber Security and Privacy strategies has enabled the Group to achieve CMMI maturity levels of 3.4 (based on NIST Cyber Security Framework) and 3.0 (aligned to in-house developed framework) respectively
- Dialog sets standard for data security and compliance as first-ever Sri Lankan VMware Data Sovereignty Certified Data Centre

Enterprise

- Double-digit growth of **23%** in Enterprise revenue⁶
- **> 173,000** enterprises⁷ across ASEAN and South Asia

IT Blueprint Transformation

- Axonect Enterprise Enabler (DTE) platform with **50 certified APIs⁸** on TM – Diamond status

Group Digital Interaction Ratio⁹ Improvement

2021 : 16.1pp

2022 : 5.2pp

2023 : 2.8pp

Digital Transformation

- Big Data Blueprint to facilitate the adoption of state-of-the-art technologies
- AI Factory Implementation to increase the adoption of AI for major high-impact use cases
- Launched Axiata GenAI playbook for all OpCos. This GenAI playbook aims to:
 - Bridging the gap between theory and practice
 - Equipping OpCo teams with the knowledge and tools to harness the potential of GenAI for their benefit

ADA Serving Regional Businesses

- Garnered a remarkable 93 industry awards in 2023, solidifying its stature as the region's fastest-growing independent digital and data transformation partner
- Recorded the highest Net Promoter Score (NPS), doubling 2022's achievement and further strengthened relationships with enterprise clients
- Continued to exemplify its leadership in data, AI, and technology, fuelling transformative partnerships and market impact in the region

Number of Clients

2023 2,635 2022: 1,581
2021: 1,902

Notes:

¹ IoT = Internet of Things

² eKYC = e-Know Your Customer

³ OJK = Otoritas Jasa Keuangan, the Financial Services Authority in Indonesia

⁴ DevOps = Development and Operations

⁵ Includes Key Associate Company - CelcomDigi Berhad, exclude Ncell

⁶ Excludes Key Associate Company - CelcomDigi Berhad

⁷ Excludes Key Associate Company - CelcomDigi Berhad and Ncell

⁸ API = Application Programming Interface for building and integrating application software

⁹ Axiata implemented the Digital Interaction Ratio in 2020. This metric tracked all customer interactions through self-care apps and other digital channels, including queries, complaints, and conversations. In 2021, the definition of 'digital interactions' was refined to exclude digital recharge transactions. Axiata discontinued monitoring the Digital Interaction Ratio after the 1H2023. Therefore, the data for 2023 represents an average of the ratio only for the first half of the year



OUTCOME 3: BECOMING A TRUSTED AND RELIABLE DIGITAL PARTNER

How We Measure and Communicate Our Value

Enhance Enterprise Solutions

Axiata Enterprise

- Realised synergies from Hypernet and H One, and set up alliances/ collaboration with strategic partners to grow SME market in Indonesia
- Launched AxEnTec PLC, an enterprise branded and focused B2B company in Bangladesh

XL

- Continued robust growth propelled by Beyond Connectivity sectors such as Big Data, ICT, and IoT solutions
- Partnered with Cisco to enhance 5G and IoT connectivity, utilising end-to-end automation and optical networks

Dialog

- Dialog Enterprise Cloud became South Asia's first among VMware partners to achieve sovereign cloud-certified capability status
- Sri Lanka's sole SD-WAN Specialised Engage Level Fortinet MSSP, launched FortiGate-powered Next-Generation Firewall as a Service (NGFWaaS) for enhanced AI/ML security with high ROI and low latency
- Dialog Enterprise pioneered Sri Lanka's first Operator Connect integration and VMware Data Sovereignty Certified Data Center, enhancing communication and ensuring data security
- Dialog Marketplace onboarded over 6,200 enterprises by December 2023, fostering extensive market reach and driving remarkable growth for large and medium-sized enterprises

Robi

- Introduced computer vision-based solution to measure brand visibility, offering industry leaders a comprehensive view of market presence and improving efficiency in planning and deployment
- Signed agreement with Electricity Generation Company of Bangladesh to implement AI-based early fault detection system for their power plants
- Released five TM Forum compliant APIs with potential to save up to 25% in man-days and 30% faster time to market
- Transitioned its Data Roaming Charging architecture to real-time online charging for customer convenience

Smart

- Launched 'Smart for Business' with Google Workspace and a range of ICT services for enterprises
- Promoted safer Internet practices through Safer Internet Day, engaging over 1,200 participants and 615,000 viewers
- Hosted CODE-C 2023, a tech expo with 3,500 participants, focusing on cyber security and software trends
- Introduced fibre and wireless solutions for secure, high-speed Internet, tailored to diverse business needs

Link Net

- Collaborated with Hypernet Technologies to provide 'Faster, Safer, Reliable' technology solutions for ease and security in flexible network management by utilising software and centralised control functions

ADA

- Leveraged data, AI and technology expertise to provide transformative solutions that empower enterprises to achieve data and digital maturity, acting as a strategic partner in their digital transformation journey

ADL

- Forged strategic partnerships with hyperscalers and tech giants, leveraging these relationships to provide OpCos access to advanced technologies, scalability and innovative enterprise solutions

Digitisation & Analytics as Enablers

Group IT

- Prioritised AI model development efficiency and speed with cutting-edge technologies, accelerated Cloud adoption for greater agility, and foster software reuse for shorter development times and improved reliability
- Adopted ODA for flexibility and interoperability across digital systems, enabling seamless integration of technology and services
- Simplification to streamline processes and systems for efficiency, agility and market responsiveness
- Process digitisation to improve efficiency, decision-making and customer experiences through automation, digital workflows and data analytics
- DTE/AXP platform, a key element of Axiata's digitisation strategy, ensures TM Forum compliance for industry-standard interoperability and collaboration in the telecom ecosystem

Group Network & Technology

- Advanced network cost excellence through core network hardware capacity optimisation, RAN feature standardisation, solar upgrades, outdoorisation and modernisation
- Network transformation and improvement by simplifying network architecture (Core & Transport) and conducting a Radio Frequency Re-planning for Robi

XL

- Enhanced network roll out planning through AI, supported by machine learning, reducing time to market
- Utilised AI to enhance brand visibility and monitor stock availability across physical distribution channels
- Conducted real-time tower site condition checks using CS Geo Mapping at complaint locations, providing root cause analysis and optimal handling suggestions

Dialog

- Cross-functional collaboration enabled Dialog to launch 15 analytics and AI projects, to drive value creation despite challenges
- Leverage analytics for network optimisation, sales, cross-sell, ARPU upsell and churn management
- Utilised GenAI for internal and customer solutions while ensuring data privacy

Smart

- Enhanced analytics, implement AI to recommend personalised services based on usage patterns and behaviour

EDOTCO

- Launched Artificial Intelligence Robotic Automation (AIRA), introducing M365 CoPilot, an AI virtual assistant boosting staff productivity and security by assisting with information retrieval, document summarisation, communication management, draft generation, content creation and workload reduction

ADL

- Supported Group, OpCos and Clients in their digital transformation, featuring advanced components such as the end-to-end digitally integrated BSS stack, the Axonect Enterprise Enabler (DTE) platform, Axonect API Manager Suite and Enterprise Marketplace

Analytics Use Cases

4 Focused Tracks of Use Cases

Top priority use cases based on 4 identified key tracks:

Revenue

- Churn reduction, Personalisation, Up-sell/ Cross-sell and Next Best Action

Profitability

- Value Based Planning (VBP)

Sales Effectiveness

- Gross Add Quality, Retailer Effectiveness, and Stock Recommendation

Futuristic

- GenAI, use cases, and Home Business

Digitised Customer Experience

XL

- Successfully launched eSIM by March 2023 and achieved sustained growth in online acquisitions through exclusive bundling with major smartphone device principals

Dialog

- Introduced MyOffers, delivering personalised offers to customers based on their unique preferences
- Expanded Google Assistant customer support with Sri Lanka's first Amazon Alexa Voice Command Support
- My Dialog app, the most downloaded local communication app in Sri Lanka with > 8 million registered customers
- Dialog Digital Care reached 64% in 2023 vs 58% in 2022, reflecting increased digital customer experience
- Sri Lankan first-ever WOW Superapp has garnered 3.5 million downloads, driving e-inclusivity and mass digital adoption among Sri Lankans

Robi

- Sold > 8 million bdtickets, serving 65% of Bangladesh's long-route transport industry
- 1.3pp growth in Composite Touchpoint Satisfaction score (from 87.5% to 88.6%)
- 23% increase in Customer Interactions at Digital Customer Touchpoints
- Bangladesh's first telecom operator to introduce Rich Business Messaging

Smart

- Enhanced customer experience with eSIMs, digital vouchers, and dynamic balance updates, resulting in a 49.4% increase of Smart Nas users since 2022

ABAC Plan

- Successfully executed its 2021-2023 ABAC Plan, achieving 100% of its objectives and securing a strong maturity assessment and effectiveness testing
- Automated specific compliance processes, including the Corruption Risk Register and introduced a chatbot to assist employees across the organisation with common ABAC enquiries
- Conducted focused trainings for high-risk departments like HR, Procurement, Sales and Regulatory, equipping staff to mitigate bribery and corruption risks effectively

Link Net

- Improved New Account Digital Interactive Assistant (NADIA) feature - a self-digital acquisition platform for self-subscription, from account registration up to installation schedule
- Improved Virtual Chat Assistant feature (FITA) for customer resolution on any product and service issues
- Empowered Lippo Mal Puri with Smart Parking AI to boost efficiency, digitise parking and optimise user experience

Boost

- The Boost-RHB Consortium's combined ecosystem and wealth of data will uniquely position Boost Bank to offer embedded finance
- Enhanced eKYC process and operational efficiency in financing
- Implemented OJK-compliant KYC process using superior eKYC technology for faster processing

ADA

- Reached record high NPS score of 41.5, a 66% YoY increase by understanding customers' challenges and delivering value and solutions to drive partner growth

ADL

- Provided comprehensive support for enterprise solutions, digitisation, analytics, and an enriched digitised customer experience across the Axiata ecosystem
- Achieved customer satisfaction scores averaging 4.26 for FY2023 and an above 85% response rate for project delivery

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

- Robi facilitated efficient execution of inaugural digital population census in Bangladesh with Bangladesh Bureau of Statistics
- Collaborated with Department of Social Services to promote the National Child Helpline-1098 as one-stop solution for child online safety in Bangladesh
- Initiated Bangladesh Safe Internet Forum (BSIF) with Save the Children International and ActionAid Bangladesh to enhance public awareness of Internet fraud, cybercrime, online safety and identity theft
- Partnered with a2i¹ from Bangladesh Government's ICT Division to facilitate citizens' access to government services via Direct Operator Billing (DOB)
- Contributed 2% of Smart's revenue to Universal Service Obligation Fund and 1% to Ministry of Post and Telecommunications for infrastructure improvement and digital capacity building
- Conducted assessment to enhance online safety following the Child Online Protection Guidelines by the Ministry of Post and Telecommunication in Cambodia
- Extended network in Malaysia to unconnected and under connected areas, supporting Malaysian Communication and Multimedia Commission (MCMC)
- Collaborated with Bangladesh Police to extend infrastructure support for their surveillance activities
- As of January 2024, Boost Bank became the first homegrown digital bank to start Alpha testing with the aim of addressing financial inclusion gaps for the unbanked and underbanked
- Expanded Boost PayFlex (PayLater solution) nationwide for both QR code and online payments
- Boost streamlined funding access for Indonesian MSMEs², offering business capital at lower interest rates
- Partnered with Hithawathi and Sri Lanka's National Child Protection Agency (NCPA) to enhance child online safety, conducting IT Industry Outreach Programmes, sponsoring Cyber Security Booklets in Tamil, and supporting KidsSafe.lk for student education in Sri Lanka

Connectivity and Interdependencies in Our Business Model

Capitals



Stakeholders



Material Matters



Sustainability Pillars



Advancing Digital Societies



Advancing Green Economy



Advancing Our People & Communities



Driving Governance & Risk

How We Measure and Communicate Our Value

Total GDP Contribution (USD billion)



Number of Jobs Supported Across the Region (million)



Total taxes and fees paid to Governments (USD billion)



Group Community Investment Impact

2023
RM27.0 million

Contributing to Advancing National Digital & QoS Policies

XL

- Bolstered Archipelago Capital City development by installing 4G network infrastructure and fibre optic lines to enhance connectivity in Kalimantan
- Collaborated with Badan Aksesibilitas Telekomunikasi dan Informasi to expand telecom infrastructure in remote regions, including 32 4G BTS sites in NTT⁵ under USO⁶ arrangement

Dialog

- Received 1,200 entries in the Dialog Innovation Challenge from innovators and startups across AI, IoT, Blockchain, machine learning, robotics and cloud computing, focusing on scalable digital solutions for positive community impact
- Added 170 sites and expanded 4G coverage to 96% of the population, and launched 'Sew Desatama Dialog' for improved rural connectivity
- Discontinued 3G network to optimise 4G spectrum capacity
- Pioneered Sri Lanka's eSIM service, enabling secure and seamless transition from traditional SIM cards on compatible devices

Robi

- Leading Bangladesh's digital advancement by ensuring inclusive connectivity vital for national progress and Smart Bangladesh Vision 2041, with 98.8% 4G coverage and over 16,800 sites
- Collaborated with the Department of Social Welfare Ministry to promote Helpline-1098 for child online safety under Robi's Policy
- Collaborated with a2i to enhance citizens' access to Government services via DOB
- Introduced HaateKolome to the citizens, an e-learning platform fostering skills and self-belief, accessible via YouTube, Facebook and web

Smart

- Supported digital development by contributing 2% of revenue to the Universal Service Obligation Fund and 1% to the Ministry's Capacity Building Research and Development Fund (CBRD)
- Expanded its 4G LTE network to 3,563 base stations across 25 provinces, aligning with Royal Government of Cambodia's initiative for improved Internet access
- Sponsored SmartSpark+ programme to nurture Cambodian digital startups with essential skills such as data analytics and AI applications for business growth
- Conducted internal assessment to implement Child Online Protection Guidelines, ensuring safety for Cambodian children online

EDOTCO

- Handed over 174 JENDELA infrastructure to MCMC and state governments, deploying cost-effective solutions that support the Malaysia Digital Economy Blueprint (MyDigital)
- Fiberised 12 towers under Clawback-19 project, laying 103km of fibre in rural areas

Boost

- Expanded Boost PayFlex (PayLater solution) nationwide for both QR code and online payments
- Boost launched the Beyond Card, the first global prepaid card with PayLater in Malaysia, in partnership with CelcomDigi and Mastercard
- In the lead-up to the public launch, Boost Bank will progressively enhance its product propositions and refine the user experience
- Boost Indonesia is streamlining funding for micro, small and medium businesses to facilitate faster and easier access to capital at lower interest rates

Notes:

¹ a2i = Aspire to Innovate

² MSMEs = Micro and Small and Medium Enterprises

³ Measurement of economic impact and value creation in the markets and communities served by Digital Telcos (including Celcom and Ncell) and Infrastructure National contribution figures include (i) 6 OpCos [XL, Link Net, Dialog, Robi, Smart, EDOTCO (excluding EDOTCO Myanmar)]; (ii) Axiata's operations in Malaysia for 7 entities as part of Malaysia's Digital Ecosystem (ADA Malaysia, Axiata Digital Labs Malaysia, Boost Malaysia, EDOTCO Malaysia, Axiata Group Berhad, Axiata Foundation, Axiata Enterprise); and (iii) CelcomDigi which is a material Key Associate Company of Axiata, proportioned to Axiata's share of CelcomDigi which is 33.1%; (ii) Axiata's operations in Malaysia for 7 entities as part of Malaysia's Digital Ecosystem (ADA Malaysia, Axiata Digital Labs Malaysia, Boost Malaysia, EDOTCO Malaysia, Axiata Group Berhad, Axiata Foundation, Axiata Enterprise); and (iii) CelcomDigi which is a material Key Associate of Axiata, proportioned to Axiata's share of CelcomDigi which is 33.1%

⁵ NTT = East Nusa Tenggara

⁶ USO = Universal Service Obligation

OUTCOME 4: SUPPORTING GOVERNMENTS AND COMMUNITIES IN OUR MARKETS

How We Measure and Communicate Our Value

Axiata Foundation

- AYP⁷ initiatives have nurtured 2,456 Malaysian students and young professionals into digital leaders over a 13-year journey
- Collaboration between Jalinan Kasih Bakti and Purple Lily empowered 158 underprivileged women with health and financial knowledge sharing
- Brought clean water and solar power to 1,248 rural Sarawakians using Air2Water solutions
- Empowered 20 B40⁸ female entrepreneurs from PPR⁹ Naga Sari through training and interest-free capital to scale up their businesses
- Partnered with Saora Industries to offer Digital Agriculture training to 425 Orang Asli community members in Bentong
- Collaborated with MRA¹⁰ to aid 509 flood-affected families with emergency and post-flood assistance

Empowering Women

XL

- Ibu Hebat x Sisternet Health Anniversary event saw 200 women performing exercises together at the XL Axiata Tower
- Sisternet Pontianak event united 2,800 female students in an anti-bullying seminar and local MSME showcase
- Sisternet empowered > 344,000 women entrepreneurs with training, mentoring and online assistance

Dialog

- Relaunched www.yeheli.lk, reaching over 500,000 users with resources on women's health, mental health, reproductive health, general health, legal matters, and more
- Partnered with Generation Alpha to empower women through tech entrepreneurship, RISEHER tailored programmes

Robi

- 24% of approximately 55,000 developers on Bangladesh's bdapps app store are women, with 50 new She Squad leaders
- Collaborated with CARE Bangladesh to empower women through retail and life skills training
- Connected Women initiative partners with WinRock International's Ashshash project to protect and empower trafficking survivors with support services

- Empowered > 60 female madrasa students with essential digital skills for app development through specialised training
- Launched 'Project Khadija' empowering female Madrasa students to engage with bdapps appstore
- bdapps DigiGirls Contest, in collaboration with BDOSN¹¹, celebrated international Girls in ICT Day 2023, engaging > 100 women in app-making

Smart

- Co-hosted Technovation Girls Cambodia 2023, impacting 28 teams of Cambodian female students through bootcamps and a national pitch

Link Net

- Continued to promote 'Wanita Tangguh' programme

ADL

- Featured a webinar with Hithawathi, educating 25 female employees on women online safety and empowerment during International Women's Day
- Initiated the 'Women in Tech' post series, spotlighting female STEM¹² achievements to foster inclusivity and empowerment

CSR Programmes

XL

- XL Axiata's BAIK initiative provided aid to > 500 individuals, including learning facilities, renovation, and basic necessities for communities in Cianjur
- Provided compensation for the homeless community and the poor around the Raudhatul Faizin Mosque, Jonggol District, Bogor Regency

Dialog

- Aided over 200 communities in need through Karuna.lk, Sri Lanka's crowdfunding platform
- Manudam Mehewara allocated LKR324 million to support 120,000 families in need

Robi

- Set up BSIF to promote child online safety with Save the Children International, ActionAid Bangladesh, and the National Child Helpline-1098
- bdapps partnered with BRAC Skills Development Programme to train unemployed individuals as app developers

Smart

- Set up Sipar Mobile Library Programme to enhance literacy for students without library access, benefitting 2,591 children
- Collaborated with Ministry of Education, Youth and Sport, Ministry of Labour and Vocational Training, and UNESCO¹³ on virtual learning platform BEEP¹⁴ for dropouts seeking a second chance for certifications

EDOTCO

- Positively impacted 2,000 communities through EDOTCO Tower to Power by providing access to solar panels
- Reached out to 5,700 communities by implementing diverse programmes through EDOTCO Tower to Community
- Partnered with MNS¹⁵ for Raptor Watch 2023, emphasising commitment to environmental conservation around its towers
- Implemented community engagement programmes across NTCs¹⁶ that benefitted 7,142 beneficiaries and clocked 992 voluntary hours

Link Net

- Link Net's First Squad collaborated with Menembus Batas Foundation, Sokola Institute, and IBEKA in community empowerment initiatives

ADL

- ADL Heartbeat contributed to the Moratuwa Social Services Elders Home, enriching the lives of 120 elders
- Supported Sarvodaya Suwasetha Nutrition Centre, nurturing 25 infants' health with essential items and employee engagement
- Distributed 300 seedpods to employees, encouraging environmental stewardship and connection with nature
- Supported 369 students in Agunukolapelessa with essential educational resources
- ADL's Sustainability Week in Malaysia supported Setapak Blindness Special Education School, impacting 113 students holistically

2023 Contributions to Humanitarian Connectivity Charter

XL

- Provided essential donations to 11 families who are fire victims in Medan
- Provided aid to support Bali's flood victims with essential supplies including food and medicine
- Provided assistance to tornado victims in Kasu Island, Riau Islands with essential supplies and medicines

Dialog

- Advanced disaster preparedness through DEWN, a leading disaster early warning application, and Sayuru service for day boat fishermen, while partnering with the Disaster Management Centre to send Interactive Voice Response (IVR) alerts to first responders during disasters
- Emergency relief reached 120,000 families across all 25 districts, aiding vulnerable communities through the 'Manudam Mehewara' coalition

Robi

- Delivered relief to 3,000 families affected by Cyclone Hamun in Banskhal, Chandanaish and Maheskhal in the Chattogram region
- Assisted 1,300 families impacted by floods in Bandarban district, Chattogram Hill Tracts region

Smart

- Led flood alert pilot test for EWS1294 subscribers to aid communities during climate-related disasters

EDOTCO

- Provided aid, which includes flood relief in Malaysia, mosquito net distribution during dengue outbreaks in Bangladesh, and a meal sharing programme in the Philippines

Notes: ⁷ AYP = Axiata Young Talent Programme
⁸ B40 = Bottom 40, referring to the 40% of households with the lowest income levels in Malaysia
⁹ PPR = Programme Perumahan Rakyat

¹⁰ MRA = Malaysian Relief Agency
¹¹ BDOSN = Bangladesh Open Source Network
¹² STEM = Science, Technology, Engineering, and Mathematics
¹³ UNESCO = United Nations Educational, Scientific and Cultural Organisation

¹⁴ BEEP = Basic Education Equivalency Programme
¹⁵ MNS = Malaysia Nature Society
¹⁶ NTCs = National Tower Companies

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 fostering digital skills and supporting marginalised communities through its three focus areas of Education, Community Investments, and Environmental
- Fostered start-ups and ventures in the digital economy by funding 17 ADIF¹ in Malaysia, 10 SADIF² in Cambodia, 10 DADIF³ in Sri Lanka and 16 r-ventures⁴ in Bangladesh
- Dialog launched DeafTawk in Sri Lanka to bridge communication between the hearing-impaired community and the rest of society
- Upgraded Dialog's website to support inclusive online journey for Persons With Disabilities (PwD) users, including features such as screen reader compatibility, accessible colour schemes for colour blindness, alternative text for images and multimedia content, responsive design, clear and simple language, user-friendly navigation and assistive technology support
- 5G roll out by Digital Nasional Berhad (DNB) in Malaysia to achieve their 80% coverage of populated areas
- Delivered 1,826 tenancies to DNB - 7% of total 6,900 5G ready sites, of which 596 tenancies were delivered in 2023
- Provided In-Building Solutions (IBS) to MNOs at Merdeka PNB 118, the tallest skyscraper in Malaysia and second tallest building in the world
- Collaborated with DNB to provide 5G Active Distributed Antenna System (DAS) solution in Penang International Airport
- Collaborated with MNOs in Cambodia and delivered > 125 sites to meet their QoS target set by regulator TRC in Phnom Penh
- First commercialised Electric Vehicles (EV) charging station in Sri Lanka in multi-purpose lamp pole in collaboration with ChargeNET and Vega Innovations on EDOTCO's tower site
- Partnered with Hutch Sri Lanka to launch the first advertising LED panel on EDOTCO's multi-purpose street lamp pole in Colombo

Connectivity and Interdependencies in Our Business Model

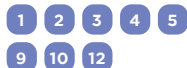
Capitals



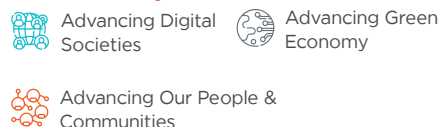
Stakeholders



Material Matters



Sustainability Pillars



How We Measure and Communicate Our Value

Developing the Regional Digital Ecosystem

ADIF Funding for Digital Start-Ups⁵ (Malaysia)

- Invested RM63.2 million between 2015 and 2023
- 53% of the companies were Bumiputera with a total contribution of RM42.8 million
- 17 investee companies recorded an average YoY growth of 12.7% in 2023
- Created 1,816 jobs and helped 1.5 million SMEs
- 29.4% of the companies were led by women

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



Invested in 10 companies

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



Invested in 10 companies

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



Invested in 16 companies

Driving 5G Coverage

- XL collaborated with Cisco to deploy Ultra Traffic Optimisation, Dynamic Spectrum Sharing and Cloud networks for IoT to enhance network capabilities and efficiency
- Dialog was first in South Asia to trial 5G Standalone (5G SA) network, advancing the nation's 5G capabilities
- EDOTCO contributed to Malaysia achieving its target of 80% 5G coverage in populated areas, to move into 5G dual network

Contributing to Digital & Online Education

XL

- Over 2,600 students participated in the Pesantren Digital initiative from numerous boarding schools across East Jawa
- Quota Donation Movement initiative enabled > 1,900 beneficiaries to access education across Indonesia
- Enhanced digital literacy for PwD, training around 60 participants in Temanggung and Yogyakarta

Dialog

- Collaborated with Ministry of Education on Nenasa TV projects, connecting 458 plantation sector schools as part of the programme's expansion
- Nenasa App boasts > 35,000 active users, offering diverse educational and edutainment content across multiple platforms
- Dialog Edumix LMS offered data-free learning for > 5,500 students, ensuring uninterrupted access to educational content

Robi

- Collaborated with Save the Children and ActionAid for impactful digital education initiatives, providing connectivity and promotion
- Actively participated in BSIF, advocating for women and children, and raising awareness about online risks and safety

Smart

- Held Kid Kathon with 120 students participating to gain experience in various technologies, particularly Micro-bit, to develop real-world solutions
- SmartEdu University Students Development Programme to build future-ready and skilled workforce for Cambodia, with 48 students from > 10 top universities
- Sipar Mobile Library Programme benefitted 2,591 children, enhancing literacy and reading skills
- Supported BEEP, aiding dropouts to obtain secondary diplomas, vocational training and higher education

Notes: The funding for SADIF, DADIF and r-ventures (Robi Ventures) refers to cumulative value from the start of investments since 2018, except for Robi Ventures which started investments in 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

OUTCOME 5: ENABLING DIGITALLY-CONNECTED SOCIETIES

How We Measure and Communicate Our Value

Bridging the Digital Divide

Axiata Foundation

- BTS⁶ programme supported 1,400 students in MRS⁷ and SBP⁸ schools, offering financial aid and leadership classes
- Launched School of Hope with LeapEd, adopted two schools and promoted community investment and environmental modules

XL

- Laut Nusantara advanced features, partnerships, and socialised with > 9,000 fishermen beneficiaries across multiple regions

Dialog

- Empowered > 1 million farmers (50% of the farming population) with the Govi Mithuru app, offering customised, timely advice on land preparation, cultivation, crop protection, harvest and family nutrition
- DeafTawk empowered Sri Lanka's hearing-impaired community through mobile sign language interpreter services, benefitting > 500,000 individuals
- DEWN and Sayuru provided disaster warnings for fishermen, saving lives of > 100,000 fishermen (60% of the fishing population)
- Partnered with the Disaster Management Centre to send IVRs to first responders during disasters, minimising human and property damage

Robi

- Set up Robi Internet Corner to provide free Internet service at divisional libraries
- Launched several campaigns such as 'Parbe Tumio', 'Virtual Kafela' and 'Toder Gaan' to promote digital adoption, boosting growth in the bdapps platform's developer and app numbers
- Partnered with BRAC Bank to provide SMEs with exclusive digital services through Astha app
- Introduced Smart Krishi to empower rural farmers with innovative IoT solutions, enhancing productivity and prosperity
- Engaged at North Bengal Start-up Summit, onboarding > 100 developers and boosting bdapps' local presence among entrepreneurs

Smart

- Participated in the national Science, Technology and Innovation (STI) Day and engaged with 30,000 participants to foster growth in the digital ecosystem
- Partnered with the Ministry of Education on the Digital Literacy Programme, empowering > 4,000 students across 11 provinces
- Sponsored a Digital Talent Reality Show, in partnership with the Ministry of Post and Telecommunication, reaching 6 million viewers nationwide
- Launched a new high-speed fibre-optic Wi-Fi service, Smart Fiber+ to enable fast, reliable and seamless connectivity
- Celebrated with 55 local digital enterprises during Cambodia Digital Awards 2023
- Sponsored STEM Annual Festival featuring STEM Education expo and educational sessions on XR, VR, Robotics, 3D printing and AI

Link Net

- Engaged 120 participants during Cyber Safe Programme Kids webinar to enhance internal employees' awareness of child online safety
- Supported Difablepreneur programme with Yayasan Menembus Batas for disabled entrepreneurs' financial independence

Boost

- All-in-one fintech app users in Malaysia (Boost Life) as of 2023: > 11 million
- Financing disbursed across Malaysia and Indonesia since inception (Boost Credit): > RM4 billion
- Boost PayFlex's PayLater financing disbursed in 2023 for Malaysia (Boost Life and Boost Credit): > RM17 million
- Merchant touchpoints in Malaysia (Boost Biz) as of 2023: > 630,000

ADL

- Collaborated with Hithawathi in an IT Industry Outreach Programme, covering 3 schools and educating 452 students about the IT Industry
- Empowered Kithulkote Maha Vidyalaya with a fully equipped computer lab to enhance digital literacy and safety, impacting > 586 students

Developing the eSports and Entertainment Ecosystem

Dialog

- Futureverse was launched as Sri Lanka's first fully immersive metaverse, enabling shopping, socialising, events, and gaming in one virtual world
- Introduced 'Divinci', the inaugural metaverse art exhibition to showcase unique digital artwork
- Official sponsor of Sri Lanka eSports (SLESA) National Team and powered 7 major national eSports championships, honoured at the Dialog-SLESA National eSports Awards Ceremony where the National Team was presented with National Colours

Robi

- > 6 million Robi subscribers used My Robi and My Airtel apps for live cricket streaming (One Day International Cricket World Cup 2023, Asia Cup Live and Indian Premiere League matches)
- Partnered with OnMobile Global Limited to offer users a diverse mix of hyper-casual games, fantasy sports and trivia challenges for a top-tier gamified experience
- Collaborated with Engage, an eSports platform, offering a unique experience with premium games and regular eSports events
- Introduced direct operator billing for Clash of Clans, allowing players to buy games via Codashop using their mobile balance, bypassing the need for a credit card
- Binge, a digital entertainment platform, soared in 2023 with 11 new blockbuster releases, reaching > 100 million views, showcasing its rising popularity

Smart

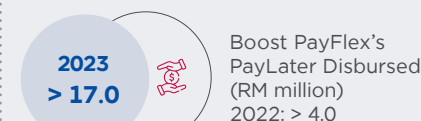
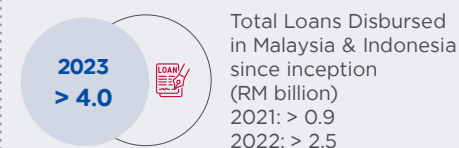
- Hosted Cambodia's largest music award, Pleng Music Award, supporting the entertainment industry and local culture, with hundreds of artists participating
- Sponsored 'Beyond the Games,' breaking Guinness World Records and supporting ASEAN Para Games athletes

Link Net

- Partnered with Qwilt and Cisco to deploy Open Caching Solution to elevate video streaming experience across Indonesia
- Elevated eSports in Indonesia with the Ultimate Free Fire Tournament, showcasing its team, First Raiders

Driving Financial Inclusion

Boost



Notes: ⁶ BTS = Back To School
⁷ MRS⁷ = Maktab Rendah Sains Mara
⁸ SBP = Sekolah Berasrama Penuh

OUTCOME 6: MANAGING ENVIRONMENTAL IMPACT

Our Value Creation Goals

- Focus 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

- Signed the Science Based Target Initiative Business Ambition Pledge for 1.5°C and pending validation from SBTi on targets
- Operationalised Axiata Net-Zero Roadmap to reduce energy usage within the network by adopting energy-efficient technologies and increasing renewable energy consumption
- To align with SBTi, the baseline for Scope 1 and Scope 2 emissions was revised to 2022 from 2020. This adjustment is essential, as Scope 3 emissions is now included in the overall baseline, which is pending SBTi validation
- Developed EDOTCO's Carbon Reduction Roadmap, approved by the Board in May 2023, outlining targets and initiatives needed to achieve carbon neutral by 2030
- Implemented network transformation across all OpCos such as:
 - Smart and Huawei's deployment of world's first GigaGreen FDD Tri-Mid-Band 8T Networks, which doubled capacity and increased speed 2.5x of traditional base stations with less energy consumption
 - Implemented solar power project and battery bank upgrade, which enabled Dialog to withstand prolonged national grid power outages, reduced operational electrical generators by 33, and lowered portable generator usage costs from LKR25.0 million to LKR7.5 million
- XL launched initiatives to boost sustainability awareness among employees, such as Carbon Talk and Sustainability Week
- OpCos launched initiatives to boost sustainability awareness among employees, such as ADL's seedpods distribution to employees to promote greening the environment and Sustainability Week to foster responsible e-waste disposal

Connectivity and Interdependencies in Our Business Model

Capitals



Stakeholders



Material Matters



Sustainability Pillars



Advancing Green Economy

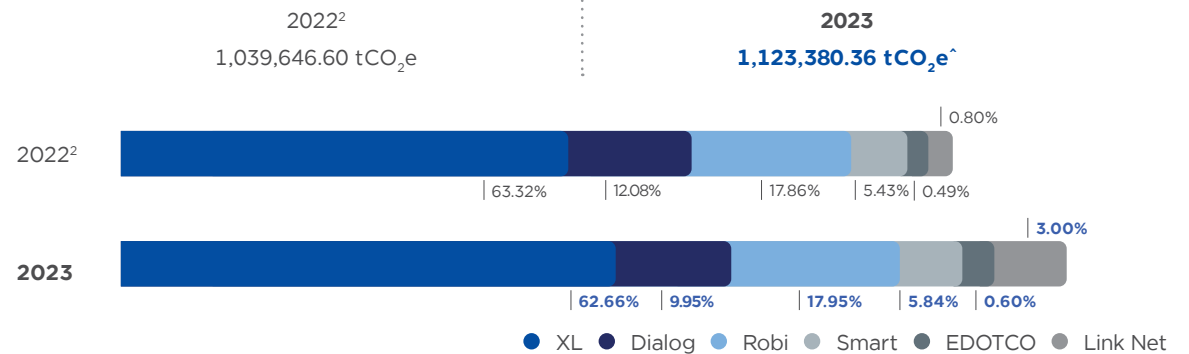
How We Measure and Communicate Our Value

Overall, carbon emissions for Scope 1 and Scope 2 across the Group increased by approximately 8% in 2023. However, there was a 6.5% reduction in Scope 1 emissions YoY, primarily due to efforts by Dialog, XL and Smart to reduce fuel consumption by replacing generator sets with lithium batteries and increasing the number of solar sites.

Total Scope 1 & 2 Emissions¹ (tCO₂e)



Total Scope 1 & 2 Emissions by OpCos¹ (tCO₂e)



[^] This data was subjected to external independent limited assurance. Refer to the independent assurance report in the SNCR 2023.

Notes: ¹ The Scope 1 and Scope 2 GHG emissions of Axiata are reported based on the GHG Protocol's Corporate Accounting and Reporting Standard issued by the World Resource Institute and World Business Council for Sustainable Development.

Axiata applies the operational control approach in accounting for emissions from those sources over which Axiata has full authority to introduce and implement its operating policies, which includes Axiata and its subsidiaries. Axiata's reporting boundary excludes the digital businesses i.e. Boost, ADA and ADL which are immaterial to the Axiata Group Berhad's overall GHG emissions.

² The 2022 Scope 1 & 2 GHG emission had been restated due to changes in emission factors to reflect the latest 2022 IEA emission factors and organisational boundary due to merger of CelcomDigi and divestment of Ncell. Historical carbon emission data prior to 2022 based on previous methodologies are available in our previous SNCRs

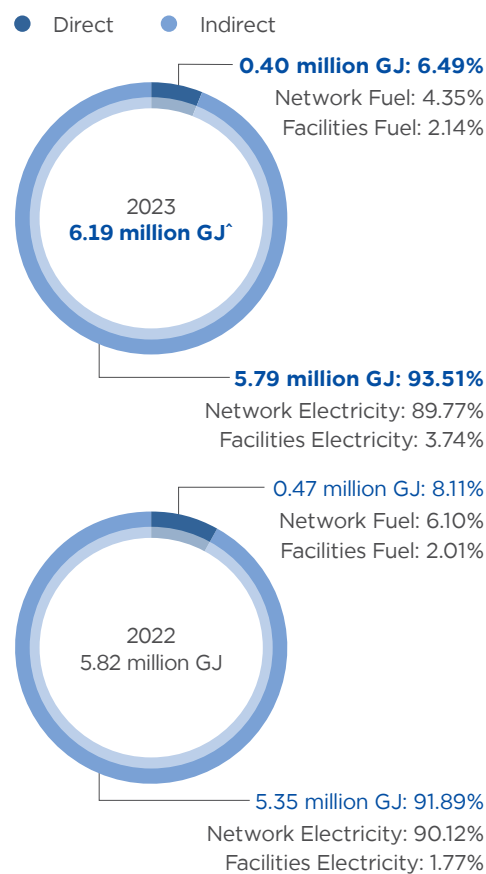
³ Direct carbon emissions from sources that are owned or controlled by the Group

⁴ Indirect carbon emissions resulting from the generation of electricity, heating and cooling or steam purchased by the Group

OUTCOME 6: MANAGING ENVIRONMENTAL IMPACT

How We Measure and Communicate Our Value

Group-wide Total Energy Consumption (excluding renewable energy)⁵



Although overall energy usage increased, energy intensity (GJ per million GB) associated with the growth of data traffic reduced by approximately 14%.

SNCR, Climate Change on page 62

Environmental Programmes

Axiata Foundation

- Planted 2,952 mangrove saplings at Kota Kinabalu Wetlands Ramsar site to commemorate World Wetlands Day

XL

- Genset reduction, PLNisation and outdoorisation to lower electricity/fuel usage in BTS towers
- Implementation of the solar power project and battery bank upgrade reduced 33 operational electrical generators, cutting portable generator costs from IDR25 million to IDR7.5 million
- Control and manage energy and emissions
- Sorting office domestic waste by providing adequate trash cans
- Reduce the use of plastics such as plastic cups, plastic bottles, and plastic cutlery in office space, canteen, pantry and meeting rooms
- Reduce paper usage by implementing digitisation systems in various operations, such as the process of procurement, approval, and others
- Replacing copper cables to fibre optics that are more environmentally friendly
- Utilising COUPA as an integrated digital procurement system to reduce paper waste, supporting the Go Green initiative

Dialog

- 776 solar sites with 4719.095 kW capacity implemented, of which 67 solar sites set up in 2023
- 1,997.24 tonnes of e-waste recycled, including Network waste, handset and other CPE waste
- 7.536 tonnes of paper waste recycled
- Dialog Customer Experience Centres covering 26 locations island-wide deployed e-waste collection points through e-kunu programme, recycling 536.9 kg of external e-waste

Robi

- Organised roundtable on renewable energy to achieve a Net-Zero Smart Bangladesh
- 14,214 MWh electricity generated from solar energy to power 11.7% of its network
- 2,286 tonnes of carbon emission reduced via solar energy and innovative initiatives
- 718,143 kg of e-waste recycled under 3Rs (Reuse, Reduce and Recycle) programme
- > 13,000 trees planted in Sundarban and Bandarban

Smart

- Deployed Huawei's iPowerStar 2.0, to cut down Smart's base station energy use with intelligent energy-savings adaptation to network demand, achieving a 4.5% reduction in power usage

- Joined Earth Hour, led by WWF⁶ and Ministry of Environment, turning off electricity for a symbolic commitment and reaching > 11.5 million Cambodians, fostering discussions on sustainability
- Supported Cambodia's Ministry of Environment's 'Today, I Don't Use Plastic' campaign combatting Phnom Penh's excessive plastic bag usage and inspiring 3.7 million pledges
- Promoted e-Top Up to encourage digital adoption and environmental protection, resulting in 50% electronic token recharges in December
- Deployed 293 solar sites with plans for an additional 150 at existing locations
- Engaged employees through Project R and planted 70 trees in Siem Reap Province

EDOTCO

- Planted 117 trees in the Inn Byin CSR reforestation and decarbonisation project
- Installed its 700th multi-purpose street lamp pole, equipped with energy-saving LED lights and smart features such as surveillance and digital signage
- Partnered with the City Environment & Natural Resources Office and planted 1,000 cocoa and coffee seedlings at NGP Site, Laguna
- Conducted a coastal cleanup at Subic Bay Triboa Mangrove Forest with EDOTCO Philippines
- Recycled, refurbished, reused or auctioned batteries and measured engine lubricant oils from diesel generators across all NTCs, adhering to each country's waste management policy
- Leveraging M365 Copilot, an AI-powered virtual assistant that enables greater productivity and efficiency in a secured manner, to strengthen EDOTCO's innovative energy saving-related programme with Universiti Kebangsaan Malaysia (UKM)

Link Net

- Rebuilt nearly 300,000 home passes from Hybrid Fibre Coaxial (HFC) to FTTH cable which will reduce GHG emissions through lower electricity usage, and decrease need for network repairs

ADL

- ADL's Sustainability Week in Malaysia initiated an e-waste day to foster responsible e-waste disposal
- Distributed 300 seedpods to employees, encouraging environment stewardship and connection with nature

[^] This data was subjected to external independent limited assurance. Refer to the independent assurance report in the SNCR 2023.

Notes: ⁵ Non-renewable energy sources are defined as energy sources that cannot be replenished, reproduced, grown or generated in a short time period through ecological cycles or agricultural processes

⁶ WWF = World Wide Fund for Nature

Driving cyber defences through next-generation solutions

Enabling the advancement of cutting-edge technologies to enhance national cyber security.



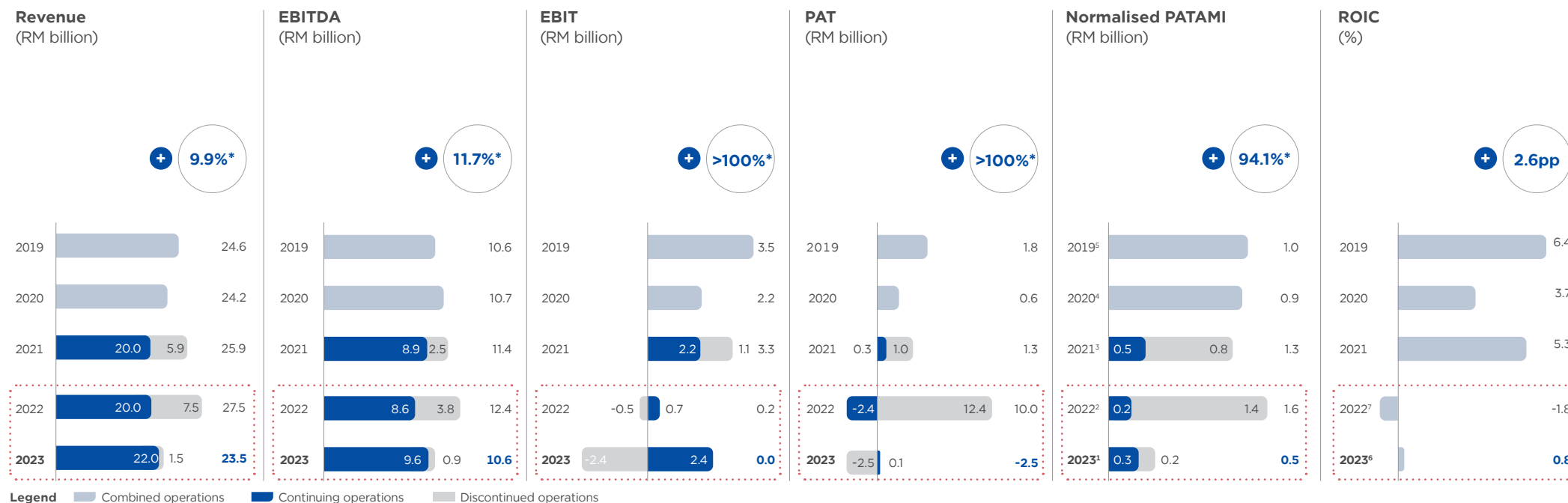
FINANCIAL RESILIENCE

FINANCIAL REVIEW

Five-Year Group Financial Highlights

Following the completion of the CelcomDigi merger, financial results from FY2021 onwards are presented as continuing and discontinued operations

To enable a like-to-like comparison, FY2022 financial results have been re-presented to reflect the disposal of Reynolds Group and the 'held for sale' classification of EDOTCO Myanmar.



Notes:

¹ FY2023 normalised PATAMI excludes goodwill/assets impairment (RM1,830.2 million), purchase price allocations (PPA) amortisation (RM197.3 million), foreign exchange losses and derivatives (RM198.3 million) and net gain on disposal of subsidiary (RM402.0 million)

² FY2022 normalised PATAMI excludes goodwill impairment (RM4,141.2 million), one-off regulatory fees and penalties (RM127.9 million), PPA amortisation (RM160.6 million), foreign exchange losses and derivatives (RM830.1 million) and net gain on disposal of subsidiary (RM13,530.1 million)

³ FY2021 normalised PATAMI excludes goodwill impairment (RM338.4 million), gain on disposal of towers (RM79.8 million), PPA amortisation (RM111.8 million) and foreign exchange losses and derivatives (RM116.5 million)

⁴ FY2020 normalised PATAMI excludes accelerated depreciation and assets write-off (RM604.3 million), gain on disposal of towers (RM367.5 million), PPA amortisation (RM113.1 million) and foreign exchange losses and derivatives (RM3.5 million)

⁵ FY2019 normalised PATAMI excludes gain on divestment of non-core digital businesses (RM367.1 million), gain on disposal of associate (RM113.4 million), gain on disposal of Idea rights (RM96.1 million), foreign exchange gains and derivatives (RM51.7 million), gain on disposal of towers (RM82.2 million) and PPA amortisation (RM121.8 million)

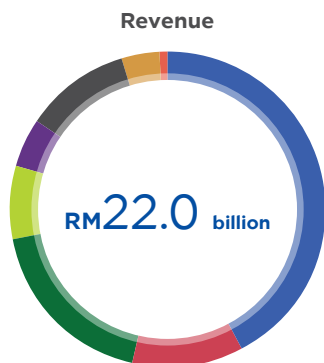
⁶ FY2023 normalised ROIC is 5.0% after excluding goodwill/assets impairment at EBIT (RM2,969.0 million)

⁷ FY2022 normalised ROIC is 6.0% after excluding goodwill impairment at EBIT (RM4,152.8 million)

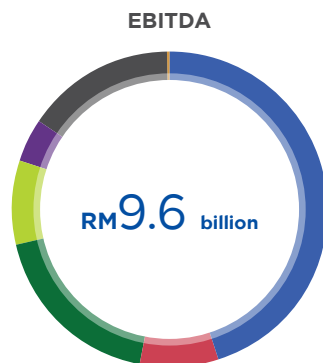
* Refer to continuing operations growth

FINANCIAL REVIEW

SUMMARY BREAKDOWN OF REVENUE AND EBITDA FY2023

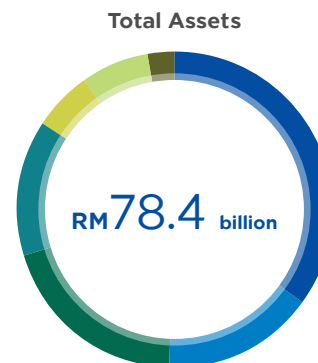


XL				
FY2023	43.9%	FY2022	43.1%	
Dialog				
FY2023	11.9%	FY2022	12.6%	
Robi				
FY2023	19.1%	FY2022	20.2%	
Smart				
FY2023	7.8%	FY2022	8.2%	
Link Net				
FY2023	5.3%	FY2022	3.3%	
EDOTCO				
FY2023	11.2%	FY2022	10.9%	
ADA				
FY2023	4.0%	FY2022	4.4%	
Boost				
FY2023	0.7%	FY2022	0.8%	
Others*				
FY2023	-3.9%	FY2022	-3.5%	

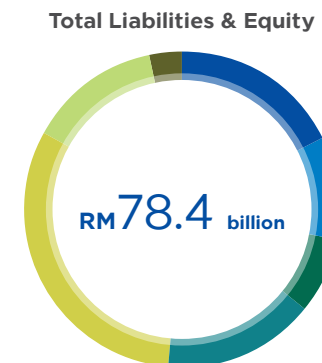


XL				
FY2023	49.6%	FY2022	48.9%	
Dialog				
FY2023	8.9%	FY2022	8.5%	
Robi				
FY2023	20.0%	FY2022	20.9%	
Smart				
FY2023	9.5%	FY2022	9.6%	
Link Net				
FY2023	5.1%	FY2022	3.6%	
EDOTCO				
FY2023	16.6%	FY2022	16.2%	
ADA				
FY2023	0.2%	FY2022	1.4%	
Boost				
FY2023	-1.3%	FY2022	-1.5%	
Others*				
FY2023	-8.6%	FY2022	-7.6%	

SUMMARY BREAKDOWN OF TOTAL ASSETS AND TOTAL LIABILITIES & EQUITY FY2023



Property, plant and equipment				
FY2023	35.0%	FY2022	33.3%	
Intangible assets				
FY2023	15.6%	FY2022	16.5%	
Investment in associates				
FY2023	19.9%	FY2022	19.1%	
Right-of-use assets				
FY2023	13.9%	FY2022	11.4%	
Deposits, cash and bank balances				
FY2023	5.9%	FY2022	9.1%	
Trade and other receivables				
FY2023	7.3%	FY2022	9.4%	
Other assets#				
FY2023	2.4%	FY2022	1.2%	



Share capital				
FY2023	17.7%	FY2022	17.0%	
Reserves				
FY2023	10.4%	FY2022	12.3%	
Non-controlling interests				
FY2023	7.9%	FY2022	8.3%	
Lease liabilities				
FY2023	15.4%	FY2022	12.8%	
Borrowings				
FY2023	31.7%	FY2022	31.2%	
Trade and other payables				
FY2023	13.6%	FY2022	13.9%	
Other liabilities#				
FY2023	3.3%	FY2022	4.5%	

* Others includes investment holding entities, special purpose vehicle entities (SPV) and consolidation adjustments. EDOTCO Group's financial results excludes Myanmar following the Board of Directors' approval of the Group's proposed exit from the country and the classification of the business as discontinued operations

Includes EDOTCO Myanmar assets and liabilities in other assets and other liabilities respectively for FY2023

FINANCIAL REVIEW

All in RM Million unless stated otherwise

	FY2023	FY2022	FY2021	FY2020	FY2019 ¹
1. Revenue*	22,002	20,020	19,994	24,203	24,583
2. EBITDA*	9,629	8,620	8,902	10,657	10,619
3. EBIT*	2,429	742	2,244	2,172	3,535
4. Share of results from associates and joint venture*	532	(67)	(9)	19	(3)
5. Profit Before Tax (PBT)*	793	(1,809)	951	1,171	2,780
6. Profit After Tax (PAT)*	142	(2,414)	308	624	1,815
7. Profit After Tax and Minority Interests (PATMI)	(1,995)	9,751	819	365	1,458
8. Normalised PATMI ²	542	1,529	1,326	865	960
9. Total Shareholders' Equity	22,064	23,935	18,005	17,641	16,181
10. Total Equity	28,235	30,680	25,066	23,879	22,220
11. Total Assets	78,418	81,641	72,550	67,962	66,534
12. Total Borrowings (exclude lease liabilities)	24,842	25,436	19,050	17,745	16,826
13. Total Lease Liabilities	12,102	10,444	10,171	9,629	8,840
14. Customers (million) [#]	163	157	163	157	153

Growth Rates YoY

1. Revenue	9.9%	0.1%	-17.4%	-1.5%	2.9%
2. EBITDA	11.7%	-3.2%	-16.5%	0.4%	27.4%
3. Total Shareholders' Equity	-7.8%	32.9%	2.1%	9.0%	-7.4%
4. Total Assets	-3.9%	12.5%	6.8%	2.1%	4.2%
5. Total Borrowings (exclude lease liabilities)	-2.3%	33.5%	7.4%	5.5%	-12.0%

Share Information

1. Per Share					
Earnings (basic) - sen	(21.7)	106.3	8.9	4.0	16.0
Earnings (diluted) - sen	(21.7)	106.2	8.9	4.0	16.0
Net Assets - RM	2.4	2.6	2.0	1.9	1.8
2. Share Price information - RM					
High	3.21	3.96	4.19	4.60	5.26
Low	2.18	2.36	3.25	2.66	3.73

Financial Ratio

1. Return on Invested Capital ³	0.8%	-1.8%	5.3%	3.7%	6.4%
2. Gross Debt to EBITDA ⁴	3.8	2.9	2.6	2.6	2.4
3. Net Debt to EBITDA	3.4	2.3	2.0	1.9	2.0
4. Debt Equity Ratio ⁵	1.3	1.2	1.2	1.1	1.2

Notes:

- ¹ FY2019 is based on restated financials
- ² Excludes goodwill/assets impairment, PPA amortisation, foreign exchange losses and derivatives, one-off regulatory fees and penalties, gain on disposal of towers, accelerated depreciation and assets write-off, gain on divestment of non-core digital businesses, gain on disposal of subsidiary, associate and Idea rights
- ³ EBIT less tax over average invested capital
- ⁴ Gross debt (Total borrowings + Lease liabilities) over EBITDA
- ⁵ From FY2019 onwards (Post MFRS 16): Debt (Total borrowings + Lease liabilities) over total equity
- * FY2023, FY2022 and FY2021 are based on continuing operations
- [#] FY2023 and FY2022 includes Key Associate Company - CelcomDigi, exclude Ncell

FINANCIAL REVIEW

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

	Financial Year Ended	
	31/12/2023 RM'000	31/12/2022 RM'000
Continuing operations		
Revenue	22,002,269	20,020,280
Operating costs:		
- depreciation, impairment and amortisation	(7,199,986)	(7,878,003)
- foreign exchange gains/(losses)	143,947	(388,816)
- domestic interconnect, international outpayment and other direct costs	(2,479,354)	(2,227,676)
- marketing, advertising and promotion	(1,774,327)	(1,757,810)
- other operating costs	(6,128,716)	(5,747,014)
- staff costs	(1,719,190)	(1,570,643)
- provision for impairment on financial assets	(271,810)	(97,223)
Other (losses)/gains - net	(5,342)	5,348
Other income/(expense) - net	91,067	(104)
Profit before finance costs	2,658,558	358,339
Finance income	248,363	223,805
Finance costs	(2,287,869)	(1,702,229)
Foreign exchange losses on financing activities	(357,443)	(622,879)
	(2,645,312)	(2,325,108)
Associates		
- share of results (net of tax)	530,743	(56,817)
- gain on dilution of equity interest	110	-
Joint ventures		
- share of results (net of tax)	903	(9,709)
Profit/(Loss) before taxation from continuing operations	793,365	(1,809,490)
Taxation	(651,168)	(604,860)
Profit/(Loss) for the financial year from continuing operations	142,197	(2,414,350)
Discontinued operations		
(Loss)/Profit for the financial year from discontinued operations	(2,599,355)	12,433,764
(Loss)/Profit for the financial year	(2,457,158)	10,019,414
(Loss)/Profit for the financial year attributable to		
- owners of the Company	(1,994,800)	9,751,077
- non-controlling interests (NCI)	(462,358)	268,337
	(2,457,158)	10,019,414
Earnings per share (sen)		
- basic	(21.7)	106.3
- diluted	(21.7)	106.2

CONSOLIDATED STATEMENT OF CASH FLOWS

	Financial Year Ended	
	31/12/2023 RM'000	31/12/2022 RM'000
Receipt from customers and others	21,978,081	23,956,521
Payments to suppliers, employees and others	(11,142,145)	(12,524,399)
Payment of finance costs	(2,296,339)	(1,589,069)
Payment of income taxes	(676,560)	(908,219)
Total cash flows from operating activities	7,863,037	8,934,834
Purchase of PPE (net of disposal)	(7,106,410)	(9,730,275)
Acquisition of intangible assets (net of disposal)	(732,999)	(447,058)
Placement of deposits maturing more than three (3) months	(495,610)	(518,122)
Withdrawal of deposits maturing more than three (3) months	673,019	-
Investment in subsidiaries (net of cash acquired)	(53,691)	(2,780,487)
Investment in associates	(640)	(731)
Additional investments in associates	-	(3,773)
Interest received	308,256	228,787
Purchase of other investments	(14,549)	(8,068)
Net proceeds from disposal of Celcom Group (net of cash disposed)	402,000	1,753,040
Transaction costs and cash and cash equivalents of Reynolds Group disposed off	(547,083)	-
Settlement of contingent consideration by a subsidiary	(112,766)	-
Repayment of loan from an associate	2,431,867	-
Dividends received from an associate and other investment (Advances to)/Repayment from employees	497,254	16,300
	(775)	1,094
Payments for ROU assets	(162,110)	(95,703)
Total cash flows used in investing activities	(4,914,237)	(11,584,996)
Proceeds from borrowings and Sukuk	8,874,102	19,104,030
Repayments of borrowings and Sukuk	(10,462,110)	(12,109,945)
Net proceeds from rights issue of subsidiaries	-	167,997
Net cash paid from mandatory tender offer of a subsidiary	-	(1,349,081)
Repayments of lease liabilities	(1,759,069)	(1,705,311)
Dividends paid to shareholders and NCI	(2,048,315)	(695,589)
Others	99,733	229
Total cash flows (used in)/from financing activities	(5,295,659)	3,412,330
Net (decrease)/increase in cash and cash equivalents	(2,346,859)	762,168
Exchange gains/losses and restricted cash	(266,167)	(729,603)
Net decrease/(increase) in restricted cash and cash equivalents	65,681	(18,701)
Cash and cash equivalent classified as held for sale	(390,270)	-
Cash and cash equivalents at the beginning of the financial year	6,326,194	6,312,330
Cash and cash equivalents at the end of the financial year	3,388,579	6,326,194
Bank overdraft	483,577	142,481
Deposits and others	739,978	983,068
Deposits, cash and bank balances	4,612,134	7,451,743

FINANCIAL REVIEW

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	As at	
	31/12/2023 RM'000	31/12/2022 RM'000
Capital And Reserves Attributable To Owners Of The Company		
Share capital	13,920,649	13,914,272
Reserves	8,143,492	10,020,787
Total equity attributable to owners of the Company	22,064,141	23,935,059
Non-controlling interests	6,171,169	6,745,291
Total equity	28,235,310	30,680,350
Non-Current Liabilities		
Borrowings	22,171,987	18,347,504
Derivative financial instruments	-	168,717
Deferred income	4,984	3,403
Deferred gain on sale and leaseback assets	63,128	176,950
Trade and other payables	1,365,047	805,965
Provision for asset retirement	751,400	846,488
Deferred tax liabilities	637,130	933,812
Lease liabilities	10,015,513	8,604,274
Total non-current liabilities	35,009,189	29,887,113
	63,244,499	60,567,463
Non-Current Assets		
Intangible assets	12,237,545	13,442,150
Contract cost assets	208,903	138,210
Property, plant and equipment	27,439,783	27,200,975
Right-of-use assets	10,942,472	9,313,782
Associates	15,636,033	15,596,891
Joint ventures	16,585	15,682
Financial assets at fair value through other comprehensive income	114,247	179,180
Financial assets at fair value through profit or loss	10,842	5,758
Derivative financial instruments	182,478	25,945
Trade and other receivables	912,173	852,513
Deferred tax assets	133,002	175,638
Total non-current assets	67,834,063	66,946,724

	As at	
	31/12/2023 RM'000	31/12/2022 RM'000
Current Assets		
Inventories	218,889	216,351
Trade and other receivables	4,784,460	6,943,592
Derivative financial instruments	699	14,931
Financial assets at fair value through profit or loss	35	34
Tax recoverable	86,065	67,356
Deposits, cash and bank balances	4,612,134	7,451,743
	9,702,282	14,694,007
Assets classified as held for sale	881,436	-
Total current assets	10,583,718	14,694,007
Less: Current Liabilities		
Trade and other payables	9,293,164	10,579,565
Deferred income	17,389	1,728
Deferred gain on sale and leaseback assets	123,861	119,251
Borrowings	2,670,161	7,088,128
Lease liabilities	2,086,495	1,839,617
Derivative financial instruments	16,015	17,925
Current tax liabilities	597,619	601,102
Dividend payable	-	825,952
	14,804,704	21,073,268
Liabilities classified as held for sale	368,578	-
Total current liabilities	15,173,282	21,073,268
Net current liabilities	(4,589,564)	(6,379,261)
	63,244,499	60,567,463

FINANCIAL REVIEW

Group Financial Snapshot

The Group demonstrated resilient performance across its operations in FY2023. Despite the global economic challenges, the Group exceeded its revenue and EBIT headline targets. On continuing operations basis, most Operating Companies (OpCos) had strong revenue growth compared to FY2022. The Group saw a strong improvement in EBITDA and a substantial reduction in losses compared to the previous year. The Group's strategic decisions, including exiting challenging markets in Nepal and Myanmar, have allowed it to concentrate on assets with potential future value, aligning with its goal of becoming a Sustainable Dividend Company.

All financial data in this report relate solely to continuing operations unless otherwise indicated.

CONTINUING OPERATIONS

Operating Revenue

- Group revenue improved by 9.9% to RM22,002.3 million for FY2023 with growth across all OpCos except for ADA and Boost
- Key growth drivers were as follows:
 - Higher data contribution at XL, Robi, Dialog and Smart
 - Full year contribution from fixed broadband and cable TV business in Link Net, which was acquired by Axiata in June 2022
 - New acquisition of towers in the Philippines, coupled with organic growth for EDOTCO

EBITDA

- Group EBITDA increased by 11.7% to RM9,628.9 million with improvement from all OpCos except ADA
- Growth in EBITDA was mainly driven by strong revenue growth

EBIT

- Group EBIT increased by more than 100% to RM2,428.9 million, flowing from higher top lines and lower impairment of goodwill of EDOTCO Pakistan of RM40.5 million as opposed to impairment of goodwill of XL and Dialog amounting to RM1,553.8 million in FY2022

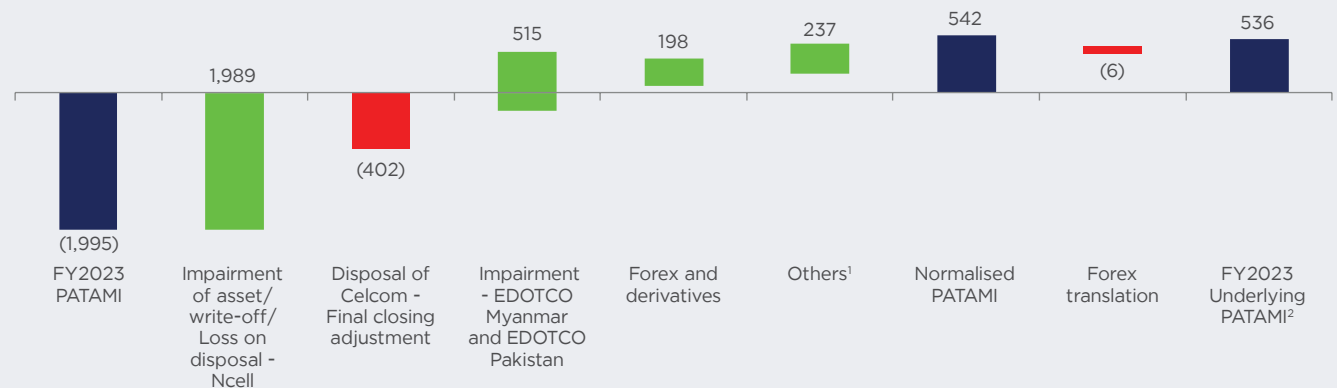
PAT

- Group PAT for continuing operations improved by more than 100% to a profit of RM142.2 million driven by higher top lines, lower foreign exchange losses and share of twelve (12) months results from CelcomDigi in FY2023 as compared to one (1) month in FY2022, partially offset by higher finance costs and taxes

COMBINED OPERATIONS

PATAMI

- Group PATAMI for **combined operations** fell by more than 100% to a loss of RM1,994.8 million mainly due to the following reasons:
 - Impairment of assets/ goodwill/ other write-off on Ncell and loss on disposal amounting to RM1,632.1 million and RM356.4 million respectively
 - The Group's intention to exit EDOTCO Myanmar, which resulted in impairment of assets amounting to RM489.4 million. In addition, there was an impairment of goodwill in EDOTCO Pakistan amounting to RM25.5 million
 - Gain on disposal of Celcom amounting to RM13,530.1 million in FY2022, with subsequent lower gain on disposal in FY2023 amounting to RM402.0 million following the completion of final closing adjustments
- Adjusting mainly for foreign exchange losses and derivatives, goodwill/assets impairment and other adjustments, Group normalised PATAMI for FY2023 stood at RM542.2 million



Notes: ¹ Others includes gain on disposal of towers, purchase price allocation (PPA) amortisation and one-off taxes

² Numbers are based on constant currency

FINANCIAL REVIEW

Group Financial Position

As at 31 December 2023, the Group's financial position remained resilient with a healthy cash balance at RM4.6 billion and dividend declared of 10.0 sen per ordinary share.

TOTAL EQUITY

- Total equity stood at RM28.2 billion, decreased by RM2.4 billion
- Decrease in equity balance was mainly due to:
 - Loss of RM2.5 billion for the financial year
 - Dividends to shareholders and non-controlling interests of RM1.1 billion
 - NCI impact from disposal of Reynolds Group¹ of RM0.2 billion
 - Decrease was partially cushioned by currency translation gains of RM0.9 billion mainly due to strengthening of certain OpCos' local currencies against MYR and realisation of currency translation differences of RM0.4 billion from disposal of Reynolds Group

TOTAL LIABILITIES

- Total liabilities stood at RM50.2 billion, decreased by RM0.8 billion
- Gross borrowing (excluding lease liabilities) decreased by RM0.6 billion mainly due to net repayments during the year and deconsolidation of Reynolds Group
- Current trade and other payables decreased by RM1.3 billion mainly due to the deconsolidation of Reynolds Group and settlement of Touch acquisition contingent consideration by EDOTCO

Partially offset by:

- Lease liabilities increased by RM1.7 billion mainly due to additions from XL
- Non-current trade and other payables increased by RM0.6 billion mainly due to Robi's acquisition of 5G spectrum licence

TOTAL ASSETS

- Total assets stood at RM78.4 billion, decreased by RM3.2 billion
- Trade and other receivables decreased by RM2.1 billion mainly due to repayment of loan from an associate (CelcomDigi) amounting to RM2.4 billion
- Deposits, cash and bank balances decreased by RM2.8 billion mainly due to higher dividends paid to shareholders and lower receipts from customers, cushioned by lower payments to suppliers, purchase of PPE, investments in subsidiaries and repayment of loan from CelcomDigi
- Intangible assets decreased by RM1.2 billion, mainly due to:
 - Impairment of intangible assets in Ncell and EDOTCO Group of RM1.1 billion and RM0.4 billion respectively
 - Deconsolidation of Reynolds Group of RM0.4 billion

CASH POSITION AND DIVIDENDS

- The Group's cash balance stood at RM4.6 billion
- As a result of strong operational performance supported by a resilient balance sheet and healthy cash balance, the Board of Directors approved a total dividend of 10.0 sen per ordinary share (FY2022: 10.0 sen per ordinary share, special dividend of 4.0 sen per ordinary share). The dividend payout ratio for FY2023 was 169%

CAPITAL STRUCTURE AND CAPITAL RESOURCES

- The Group's debt to equity gearing ratio (total borrowing including lease liabilities over total equity) stood at 1.3x as at 31 December 2023

- The decrease was partially cushioned by foreign exchange translation gains of RM0.4 billion as opposed to foreign exchange translation losses of RM0.8 billion in FY2022

The following assets have increased during the year:

- Right-of-use assets (ROU) increased by RM1.6 billion mainly due to additions in FY2023 amounting to RM3.2 billion mainly from XL and Robi, coupled with foreign exchange translation gains of RM0.5 billion. This was partially offset by depreciation expenses during the financial year of RM1.9 billion
- Assets classified as held for sale of RM0.9 billion in relation to the classification of EDOTCO Myanmar as discontinued operations as at 31 December 2023

CAPITAL ALLOCATION

- With Axiata's multi-country presence, the Group uses the Capital Allocation Framework to guide capital allocation across our businesses into delivering Underlying PATAMI and Earnings Per Share, effectively translating into Total Shareholder Returns. The five guardrails of i) Country allocation, ii) Segment allocation, iii) Affordability, iv) Organic & Inorganic returns and v) Portfolio mix formed the foundation of our Capital Allocation Framework
- As the Group embarks on its next phase of growth guided by Axiata's five portfolio vectors and five business strategies, a key aim is to increase transparency of cashflow at Axiata's Holding Company level. The Capital Allocation Framework 2.0 was enhanced to serve as a guide for Axiata HoldCo on its sustainable cashflow deployment in order to achieve key financial outcomes of:
 - Delivering 10.0 sen DPS p.a to our shareholders and to progressively increase
 - Retain credit rating with Moody's (Baa2) and S&P (BBB)
 - Achieve Net Debt/EBITDA target of 2.5x by end-2026
- As part of the Capital Allocation Framework 2.0, sources of funds have been clearly identified, which includes upstreaming of dividends from OpCos (including associates) and proceeds from asset monetisation/ value illumination opportunities in achieving the key financial outcomes

FINANCIAL REVIEW

Key Performance Indicators

On 23 February 2023, the Group announced its Headline KPIs guidance for the financial year ended 31 December 2023. The Group's 2023 Headline KPIs announced were as below:

	FY2023 Achievement	FY2023 Headline KPIs	FY2023 Achievement
	@ Actual currency		@ Constant rate ¹
Revenue Growth ²	8.1%	Mid single digit	7.8%
Earnings Before Interest, and Tax (EBIT) ³ Growth	17.5%	High single digit	18.4%

The Group posted steady operational performance* in FY2023 with revenue and EBITDA growth contributed largely by XL in Indonesia, Robi in Bangladesh, and EDOTCO. EBIT however, was impacted by loss on disposal and its related impairment of assets of Ncell in Nepal and impairment of assets and goodwill of EDOTCO Myanmar and Pakistan. PATAMI was further impacted by capital gains tax related receivables write-off in Ncell, cushioned by additional gain on disposal of Celcom as a result of final closing adjustment and lower forex losses.

Year on year (FY2023 versus FY2022), XL in Indonesia and Robi in Bangladesh have their performance lifted by favourable industry data growth and ARPU uplift. Amidst the improving macroeconomic crisis in Sri Lanka, Dialog's revenue growth remained resilient, whilst profitability was boosted by cost rescaling initiatives and forex gains from appreciation of the LKR vs USD. Smart in Cambodia continues to deliver steady profits and remain a stable cash generator for the Group.

For the Group's digital businesses, Boost is sustaining its payment ecosystem to support growth opportunities for Boost Bank, whilst ADA delivers its fifth year of profitability. EDOTCO continues to record strong top line growth, reaping the benefits from its inorganic ventures in Philippines and Indonesia, however profitability was impacted by assets and goodwill impairments in Myanmar and Pakistan. Link Net continues its transformation to a fibre company, to tap growth opportunities in fixed broadband in Indonesia.

Overall, the Group posted revenue ex-device growth of 8.1% and normalised EBIT growth of 17.5% in FY2023. Against headline KPIs at constant rate, the Group exceeded its target of mid single digit revenue ex-device growth and high single digit EBIT growth, with achievement of 7.8% and 18.4% growth respectively.

Notes: ¹ Constant rate is based on FY2022 Average Forex Rate (e.g. 1 USD = RM4.397)

² Revenue is based on revenue excluding device (revenue ex-device)

³ Adjusted for Ncell impairment and EDOTCO Myanmar

* Based on combined operations from continuing and discontinued/discontinuing operations

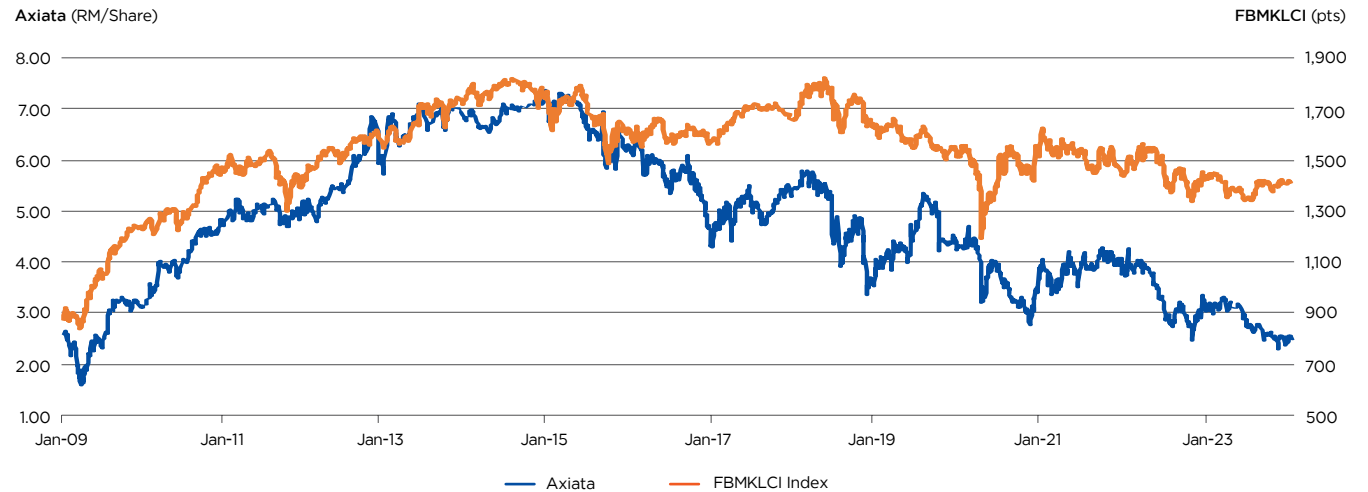
OUR SHARE PRICE PERFORMANCE

Axiata's share price closed at RM2.38 in FY2023, positioning it as the 18th largest company by market capitalisation in FBMKLCI at RM21.8 billion. Despite the macroeconomic headwinds and exposure to frontier markets, the Group surpassed its headline key performance indicators for 2023. This achievement reflects the Group's commitment to creating value for stakeholders.

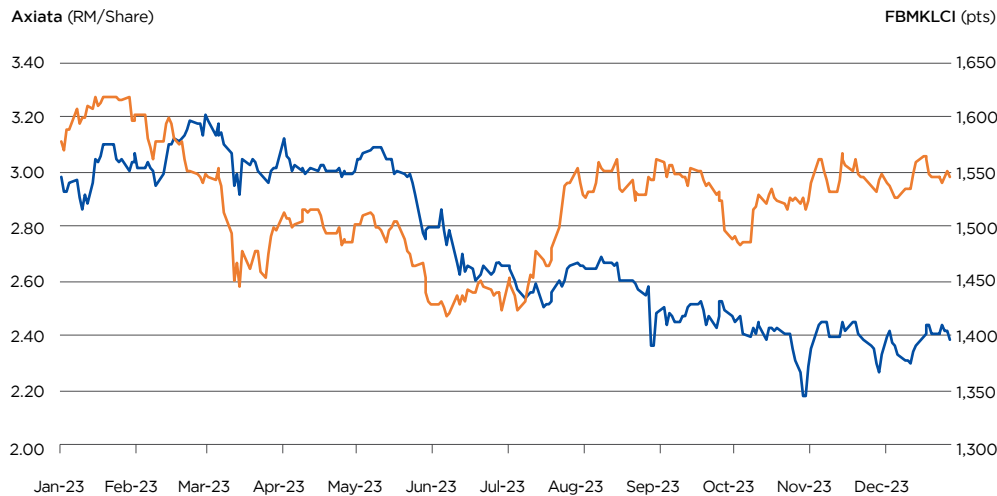
Share price performance for the first half of 2023 was largely impacted by the unfavourable Bilateral Investment Treaty (BIT) ruling on the Ncell capital gains tax issue. Investor sentiment was also impacted by concerns on impairments. However, the share price remained stable in the second half of the year, supported by Mitsui's investment into ADA, which set a new watermark valuation of USD550 million, and affirmation of Axiata's Baa2 ratings with a stable outlook by Moody's.

The percentage of shares held by foreign investors remained constant at 10.7% at the end of 2023.

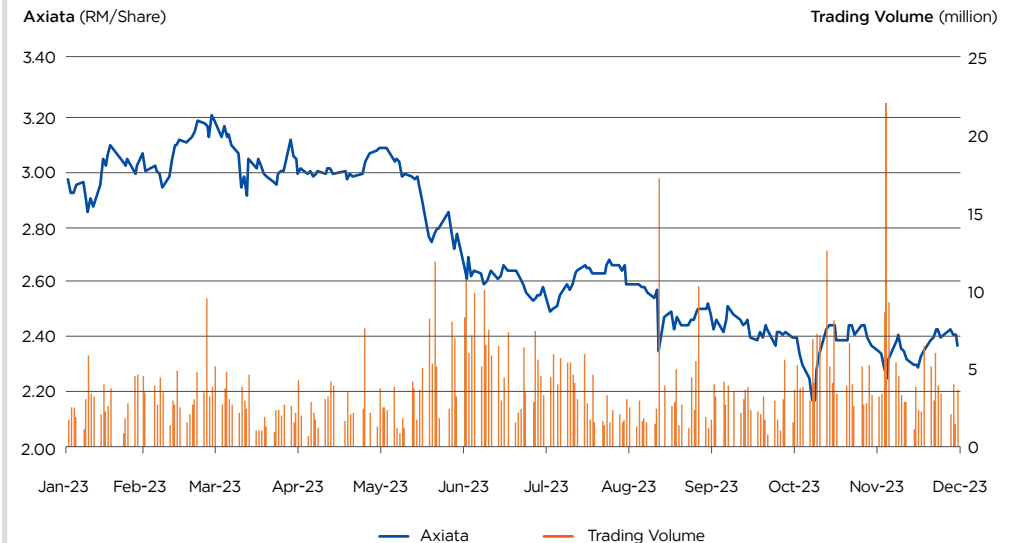
SHARE PRICE PERFORMANCE (2009 - 2023)



SHARE PRICE PERFORMANCE (2023)



AXIATA GROUP SHARE PRICE AND TRADING VOLUME (2023)



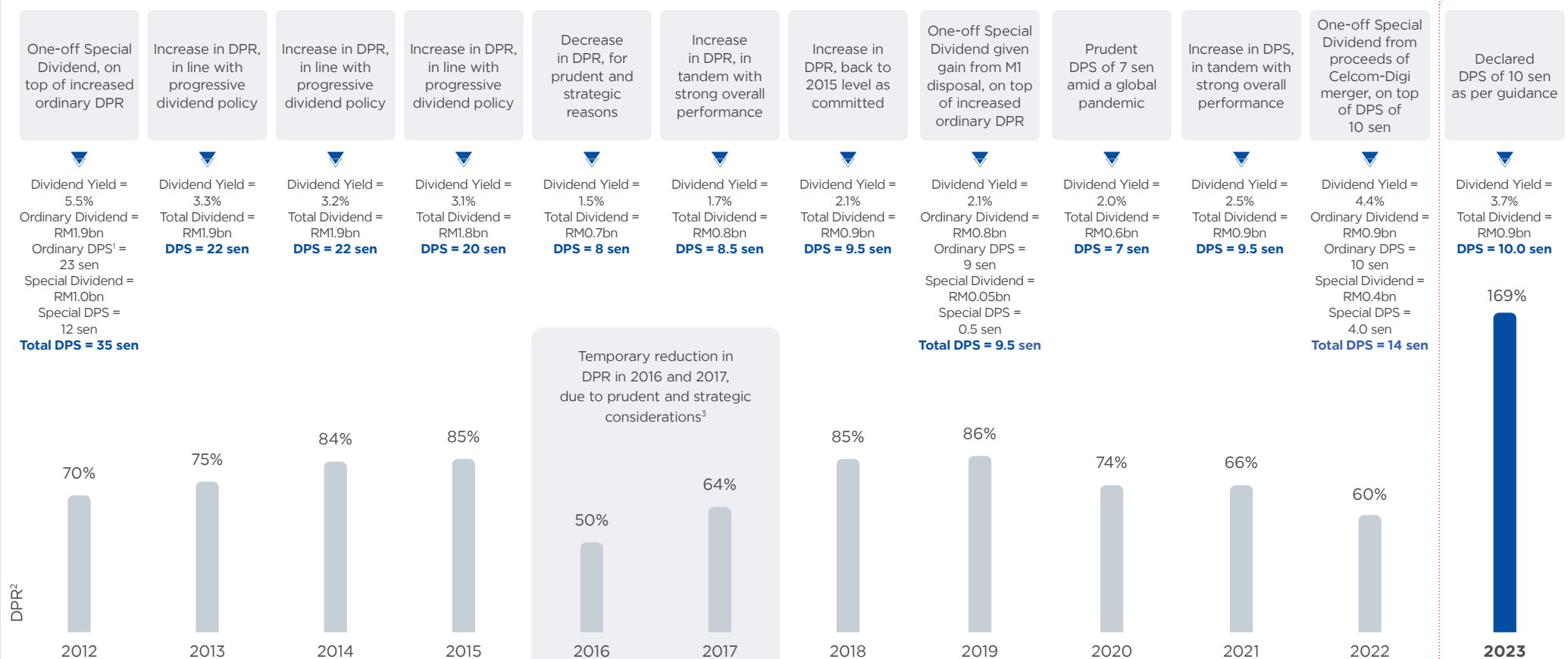
OUR DIVIDEND POLICY

Following a resilient performance in FY2023, Axiata declared a second interim dividend of 5.0 sen per share in February 2024, culminating in a total annual dividend of 10.0 sen per share for the year ending on 31 December 2023. This total includes an initial interim dividend of 5.0 sen.

The Board maintains its commitment to the established dividend policy, under which the Company aims to distribute dividends amounting to a minimum of at least 30% of its consolidated normalised

Profit After Tax and Minority Interests (PATAMI), while also seeking to gradually increase the dividend payout ratio, taking into account various considerations such as the Group's future prospects, capital requirements and surplus, strategies for growth and expansion, considerations for extraordinary items, and other factors deemed pertinent by the Board.

PRUDENT AND DISCIPLINED DIVIDEND PAYOUT



Cultivating a green economy for a progressive future

Establishing the foundation for progress, promoting climate action and embracing a circular economy to empower communities towards a sustainable tomorrow.



OUR TRIPLE CORE BUSINESS

XL AXIATA REVIEW



Dian Siswarini
President
Director & CEO
of XL Axiata

We continued our convergence journey, committed to advancing technology adoption and providing unparalleled services to our subscribers. Despite challenges, we remained resilient and agile as we navigated the complexities of the ever-changing telecommunications landscape by focusing on innovation and customer-centric approaches to fulfil our customers' expanding needs. We are speeding up to take the lead, as exemplified by pioneering in FMC services.

This transformation not only enhances XL's market standing but also strategically positions us to leverage Indonesia's growing broadband market and foster innovation. We are setting our sights on leading the converged telecommunications scene in Indonesia, fuelled by the synergy from our partnership with Link Net. We aim to integrate Link Net's 750,000 residential subscribers and target

an 8 million home pass expansion by 2026. Our mission focuses on enriching digital connectivity and propelling the country's digital economy forward.

We are excited about the future and the possibilities this partnership brings. It marks a significant chapter in our journey of delivering innovative, integrated solutions to enhance the digital lifestyle of Indonesians and supporting the nation's digital transformation agenda.

Our 2023 strategy, aimed at preserving the vision of being the Leading Converged Operator, has proven to generate solid growth and improve profitability. This year we expanded our convergence transformation to key enablers within the Company, such as Network, IT, Distribution and Human Capital, enabling us to be a true converged operator.

Country
Indonesia

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

Nature of Business
Mobile

Customers
57.5 million



Scan QR code
to visit XL's
website

Technology Deployed
Mobile:

GSM, GPRS, EDGE, 3F,
HSPA+, DC-HSPA+, 4G
LTE, 4, 5G

No. of BTS
2G : 55,131
4G : 104,993

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

Financial Review

- Revenue grew by 10.9% due to a stable pricing environment, increase in ARPU by 5.1% to IDR41,000 and enhanced contributions from Data and Digital Services
- EBITDA up by 11.6% contributed to improved performance
- EBIT margin improved by 1.0 percentage points, due to revenue growth and direct cost savings that offset increase in network costs
- PATAMI growth of 14.6% was supported by EBIT flow through, moderated by higher finance cost and recognition of losses from associate

Revenue (IDR trillion)	2022	29.2	+10.9%	Customers (million)	2022	57.5
	2023	32.3			2023	57.5
EBITDA (IDR trillion)	2022	14.2	+11.6%	Blended ARPU (IDR thousand)	2022	39
	2023	15.9			2023	41
EBITDA Margin (%)	2022	48.8		Convergence Penetration (%)	2022	69
	2023	49.1			2023	75
PATAMI (IDR trillion)	2022	1.1	+14.6%	Data Usage (Per Data Sub Per Month)(GB)	2022	11.6
	2023	1.3			2023	14.7

ESG Highlights

Environmental

- Initiated a comprehensive baseline of our Scope 3 GHG emission in addition to the current Scopes 1 and 2
- Engaged a certified third-party to conduct electronic waste scrapping
- Launched initiatives to boost sustainability awareness among employees, such as Carbon Talk and Sustainability Week
- Implemented initiatives to reduce energy consumption such as genset reduction, transitioning to state electricity grid (PLN-isation) for a more stable and eco-friendly power source, and Outdoorisation to leverage natural climate control
- Obtained Carbon Disclosure Project (CDP) Certification with grade B on the first submission

Social

- Accumulated over 1.6 million beneficiaries in 2023 through social programmes aligned with UN SDGs
- Enhanced Sisternet women's empowerment programme with cross-industry brand collaborations and partnerships to expand its impact
- Drove economic empowerment at Islamic boarding schools through Pesantren Digital, utilising IoT in waste management and cultivating entrepreneurship among students
- Launched new initiative XL Axiata Peduli Disabilitas, which champions DEI

- Offered training and real-industry experience under the XL Axiata Future Leaders programme to enhance leadership and entrepreneurial skills through technology utilisation

Governance

- Updated XL Axiata's Privacy Notice to align with Personal Data Protection Law; and held Data Privacy Days and training programmes to increase awareness among vendors, business partners, governing bodies and employees to ensure end-to-end customer data protection
- Established a single digital platform for document registration and archiving, implemented board governance in XL Axiata's subsidiary, and improved ASEAN Corporate Governance implementation
- Earned the 'Very Good' title at the TOP GRC (Governance, Risk and Compliance) Awards 2023, with President Director and CEO, Dian Siswarini, receiving The Most Committed GRC Leader 2023 award
- Revamped XL Axiata's Good Corporate Governance (GCG) policies and manual for alignment with new regulations and practices, and implemented standard GCG practices in XL's subsidiary in adherence to local and ASEAN GCG standards, accelerating toward full digital record implementation
- Formulated a Trusted Data Ecosystem strategy and structured a roadmap for ISO 27701 certification on compliance with personal data protection regulations and privacy requirements

XL AXIATA REVIEW



Operating Environment

- Increasing competition in the FMC segment due to new players entering through consolidation and acquisition
- Competitors expanding home pass coverage and maintaining pricing strategies throughout the year
- Growth in data usage driven by increasing consumption of video streaming, social media content and mobile gaming
- Highly competitive Mobile and FBB market due to aggressive pricing strategies by competitors
- Issuance of two new regulations regarding Non-Tax State Revenues by the government, significantly impacting the telco industry
- Continued adoption of a hybrid working culture with regular monitoring by IT and Human Capital departments

Awards Highlights

SPEX2 Award 2023

- Best SPEX2 Company in the Telecommunication Industry

SMK3 Gold Flag

- Occupational Safety and Health Management System from the Ministry of Manpower (Kemenaker) of the Republic of Indonesia

Customer Contact Centre Service Excellence Award 2023

- Excellence Service Performance award for Call Centre Telecommunication and Email Centre non-Banking-Financing-Insurance categories

Marketeers Sustainable Marketing Excellence Award

- Corporate Social Responsibility of the Year category

14th IICD Corporate Governance Award 2023

- Top 50 Big Capitalisation Public Listed Company category
- Best Role of Stakeholders category

Asian Technology Excellence Awards

- Indonesia Technology Excellence Award for ICT Telecommunication for XL Business Solutions (XLABS)

Digital Nation Award 2023 from M360 APAC

- Sisternet won the Excellence in Innovation Video Award category

Service Quality (SQ) Award for XL Centre

- Grade Diamond Service Quality Award in the Cellular Telecommunication category

HR Asia Best Companies to Work for in Asia Award 2023

- Won in the Indonesia Chapter, and Digital Transformation category

Strategic Progress

- Continued to accelerate our convergence vision, achieving a 75% penetration rate with our enhanced FMC proposition
- Implemented company-wide convergence operation through the development of 360-degree convergence analytics, along with unified distribution and convergence-led network infrastructure
- Initiated structural transformation through FTTH layering to build towards ServeCo/ NetCo operating model
- Focused on setting up a converged organisation aligned with business objectives to boost employee productivity and improve employee experience
- Accelerated growth from digital channels to reach over 29 million Monthly Active Users (MAU) from myXL and AXISnet
- Achieved a 2x increase in home pass and subscriber growth, gaining a total of 2 million home passes and covering up to 86 cities
- Experienced strong revenue growth in Enterprise driven by continued growth in ICT services and convergence solutions for SMEs
- Drove cost leadership through operational excellence initiatives such as improving network and regulatory costs
- Applied deep analytics and AI to identify pockets of growth for investment and pinpoint geo-precise potential clusters for FTTH investment
- Actively collaborated on Collective Brain initiatives for AI applications, TMF-based APIs, and optimising solution and network designs for cost-effective deployment and energy efficiency
- Explored opportunities for strategic partnerships and M&A to strengthen capabilities within the ICT play

Outlook for 2024 and Beyond

Leveraging the momentum created by the Vector of Structural Transformation in Indonesia, XL will play to its strengths as a ServeCo to provide FBB and FMC services across Indonesia. XL will continue forging ahead on its Telco to Telco-TechCo Journey, across the strategic priorities of Operational Excellence, Portfolio Optimisation & Value Illumination, New Engagement & Operating Model, and Winning Culture, ensuring access for customers through increased home pass.

- Focus on fostering efficient and resilient operations, aimed at driving profitable growth and sustainable shareholder returns
- Continuously drive market repair for a healthier competition landscape
- Optimise the convergence operating model in IT and network to ensure operational excellence in delivering the overall convergence strategy
- Scale up convergence in distribution to ensure agility and achieve a lower cost ratio across all channels
- Continue advancing operational efficiencies by expanding automation and digitalisation use cases
- Expand upon AI-driven analytics and decision-making across multiple functions, including AI-based pricing personalisation offers for Mobile, leveraging AI in organisational workforce management, and AI optimisation for digital customer care
- Continue aggressively expanding home pass and accelerate the layering process with Link Net to strengthen penetration in the FBB and FMC markets in Indonesia
- Accelerate convergence for SME penetration and push on ICT solutions for large-scale enterprises in the Enterprise sector
- Sustain commitment to ESG initiatives, encompassing enhancements in energy efficiency practices, renewables, and further implementation of inclusive programmes

DIALOG AXIATA REVIEW



Supun Weerasinghe
Director/Group
Chief Executive
of Dialog Axiata



In 2023, Dialog's journey towards becoming a Digital Telco remained focused on delivering exceptional value to all our stakeholders. Our efforts in delivering affordable yet world-class connectivity have substantially enhanced both data and voice services. Modernising our network with on-the-edge solutions and consolidating our core network as we phased out 3G earned us the title of best network from a leading crowd-sourced network experience measuring agency, reaffirming our leadership in network quality and innovation. Further, in embracing green energy, we powered over 1,200 sites with solar energy, aligning our operations with environmental stewardship and our Net-Zero goals.

In expanding our digital offerings, we launched a multitude of initiatives, including marketplace for SMEs, fostering economic growth and digital equity. Our inclusivity initiatives have made

profound impacts, from safeguarding fishermen with Sayuru, launching sign language interpretation app DeafTawk, enhancing website accessibility, to supporting farmers through Govi Mithuru eAgri service and championing women's empowerment with Yeheli advisory service.

These endeavours resulted in Dialog being recognised as the Most Valuable Brand for the 5th consecutive year by Brand Finance UK and achieving #1 ranking for its transparency & corporate reporting by Transparency International Sri Lanka among multitude of local and international accolades.

As we progress, Dialog remains committed to its purpose of empowering and enriching Sri Lankan lives and enterprises of Sri Lanka, fueled by innovation, inclusivity, and an unwavering commitment to sustainability.

Country
Sri Lanka

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

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

Customers
16.9 million

Technology Deployed
Mobile:
GSM/EDGE, LTE/LTE-A, 5G
Pilot, MCPTT, IOT, eSIM
Fixed Network:
LTE, Wi-Fi, DOCSIS, FTTx,
Wibas
Media:
IPTV, DTH (Satellite TV),
Viu mini (Android Stick), Viu
Hub 2.0 (Android TV, Viu
APP for android and iOS)

No. of BTS
2G : 5,553
4G Mobile Broadband :
5,411
4G Home Broadband :
2,552

Network Coverage
(by population
coverage)
2G : 98.52%
4G Mobile
Broadband: 96.08%
4G Home
Broadband: 71.94%
(Outdoor Coverage)



Scan QR code
to visit Dialog's
website

Financial Review

- Revenue increased by 4.9%, driven by international hubbing, mobile and FBB
- EBIT grew over 100%, supported by cost rescaling initiatives of LKR19 billion
- PATAMI rose over 100% due to forex gain of LKR10.2 billion, offsetting higher interest expense as Dialog pared down USD debt exposure

Revenue (LKR billion)	2022	178.1	+4.9%	Customers (million)	2022	17.4
	2023	187.8			2023	16.9

EBITDA (LKR billion)	2022	51.6	+19.2%	Blended ARPU (LKR)	2022	382
	2023	61.5			2023	380

EBITDA Margin (%)	2022	29.0		Smartphone Penetration (%)	2022	64
	2023	32.8			2023	67

PATAMI (LKR billion)	2022	-33.4	+>100%
	2023	20.1	

ESG Highlights

Environmental

- Implemented 776 solar sites totalling 4719.095 kW capacity, including 765 new and 11 enhanced installations, and implemented 67 full solar sites
- Launched energy-saving initiatives, including solarisation of tower sites, commercial power acquisition for FTG sites, Generator Delay Implementation in STBG sites, fiberisation, network modernisation, legacy shutdown, data centre consolidation, Power Usage Effectiveness (PUE) optimisation, rooftop solar, and energy savings via IoT monitoring system
- Achieved carbon emission reduction of 7,653.26 tCO₂e in the year
- Recycled 1,997.242 tonnes of e-waste and 7,536 tonnes of waste paper

Social

- Supported 200+ active causes via Karuna.lk, Sri Lanka's first cause-verified crowdfunding platform
- Extended support to 120,000 families with a commitment of LKR324 million via Manudam Mehewara
- Supported Telecommunications Regulatory Commission of Sri Lanka's (TRCSL) rural broadband expansion under the Gamata Sannivedanaya Project

Governance

- Introduced a 24/7 Chatbot for Anti-Bribery & Anti-Corruption (ABAC) and helped replicate same technology for others
- Dialog International Anti-Corruption Day 2023 focused on 'Uncompromising Integrity', featuring insightful discussions with industry experts
- Achieved full implementation of corruption risk registers, enhancing risk management with automated 'Risk Compass' aligned with ERM guidelines
- Scored 82.55% in Effectiveness Testing for ABAC
- Established 100% corruption risk register aligning with ERM guidelines
- Published a No Gift policy, alongside Gifts, Donations and Sponsorships policy
- Enforced Supplier Code of Conduct with ABAC clauses, and enhanced third-party due diligence for high-risk vendors
- Required vendors to complete a Supplier Declaration Form and included ABAC clauses in external contracts
- Aligned Dialog's data privacy practices with global AICPA/CICA standards and CMMI Privacy Maturity models
- Assessed privacy controls in 25 critical applications and systems handling PII data
- Ensured privacy control compliance across subsidiaries
- Became first telco to achieve information management related ISO 27701:2019 PIMS and ISO 27001:2022 ISMS certifications
- Adopted PCI-DSS V 4.0 for the Genie payment platform, setting a benchmark in Sri Lanka
- Established Third-Party Risk Management framework for cyber security risk assessment
- Implemented Zero Trust strategy

DIALOG AXIATA REVIEW



Operating Environment

- Sri Lanka's Cabinet increased VAT to 18% from 1 January 2024
- Brain drain and inexperienced employees pose indirect competitive challenges and operational risks
- Continual network upgrades are increasing loading on infrastructure, adding constraints in catering to demand
- Data usage is growing due to rising demand
- Phased out its 3G network following regulatory approval
- Introduced spectrum management process
- TRCSL allowed trials on 5G technology in the 3.5GHz and 27GHz bands
- Number Portability implementation underway in Sri Lanka
- Home Data usage remained stable at 2022 levels despite macroeconomic conditions
- Advanced industry consolidation resulting in changed plans for new sites, as well as the announcement on the Airtel merger
- Sri Lanka Telecom continues the investment drive on its fibre footprint

Awards Highlights

Brand Finance UK, 2023

- Most Valuable Brand of the year (5th consecutive year)
- Most Valuable Telecommunications Brand (16th consecutive year)
- Most Loved Brand for Financial Transactions for eZ Cash

SLIM-KANTAR People's Awards 2023

- Telecommunication Brand of the year (12th consecutive year)

GSMA M360 APAC 2023

- Excellence in Digital Inclusion Award for the National Fuel Pass

Transparency & Corporate Reporting (TRAC) 2023 by Transparency International Sri Lanka

- Ranked #1 (joint) for its transparency and corporate reporting

E-Swabhimani Awards

- 'Sayuru' was adjudged winner of the Inclusion & Empowerment category
- 'Yeheli' won the Health & Well-being category
- 'Saru' won the Environment and Green Energy category

FORRESTER 2023

- Customer-obsessed Inaugural Enterprise Award for the Asia Pacific Region

H One was recognised by Microsoft as:

- Country partner of the year in Sri Lanka 2022/23 (2nd consecutive year)

SLASSCOM National Ingenuity Awards 2023

- National Award for 'Best TECH FOR GOOD Software Innovation or Product'
- Western Province Award for 'Best TECH FOR GOOD Software Innovation or Product'

Great Place To Work 2023

- DBS was certified as a 'Great Place to Work' (4th consecutive year)

FORTINET 2023

- Recognised Dialog Enterprise as the Best SD-WAN Partner in SAARC Region for 2022

Strategic Progress

- Entered into binding term sheet to merge Bharti Airtel Lanka with Dialog
- Extended retail leadership through differentiated offerings, focusing on securing and increasing ARPU, revamping postpaid experience and sustained leadership in Mobile CMS and DMS
- HBB became the market leader in CMS while DTV drove on-the-go and enhanced DTH/IPTV services
- DTV prioritised cost optimisation, analytics for customer retention and growth, and further monetised advertising platform
- Saw growth in Cloud-based solutions for Enterprise, and cyber security vertical with establishment of PDP and Cyber Security Act
- Digital Services (DS) Genie Consumer App, which grew 8x in monthly Gross Transaction Value and doubled the one-month active base, while Genie Business was launched for micro and medium merchants
- eZ Cash revamped its system for improved customer experience, resulting in positive returns and charted over 215,000 active wallets and over 50,000 merchant partners
- Led local operators in GSMA open gateway API ecosystem compliance, gearing up for accelerated 5G adoption and expanding local content creators' reach beyond networks and borders
- Streamlined operations into five pillars: Data Platform and Quality, Alignment of Production and Consumption, Business and Process Transformation, Analytics and AI Platforms (AI Factory), and System Architecture, and Use Case Management in bid to drive value creation through Data and AI
- Responded to economic crisis by forming agile tribes, initiating 15 cross-functional projects in analytics and AI, resulting in a 29% reduction in USD Cloud infrastructure costs and furthering automation in high-value use cases with AI and integrations

Outlook for 2024 and Beyond

Dialog's journey continues on the Telco-TechCo path to unlock value as it fortifies its position to withstand market volatility through the Vector of Business Resilience in Frontier Markets. All five Strategic Priorities will be employed to drive Dialog's efforts in digital transformation and harness synergies from industry consolidation.

- Enable AI at scale to generate 12x returns and leverage GenAI capabilities
- Continue implementation of stringent cost management initiatives
- Drive Digital Services revenue with a diverse FinTech product portfolio, enhance security and be the first in the market with PCI-DSS Version 4.0 for a FinTech payment platform
- Genie Business to offer Touch and Pay and Financing for micro-entrepreneurs along with supply chain digitisation and financing for the MSME sector
- Enable consumer access to global immersive content and allow local developers to efficiently serve and monetise their content worldwide through open gateways
- Industry consolidation to harness synergies with Dialog and Airtel merger
- Increase focus on customer process digitisation and product simplification, target lower cost per GB by end of 2024 through network simplification, transformation and cost-optimisation, and adopt model-based churn management for post-paid segments
- Cost optimisation with focus on USD cost-based content, transponder and devices (CPE)
- Focus on optimising DMS-challenged areas in mobile and enhance the sales arm through network analytics insights
- For fixed network, aim to provide superior network experience with 4G sector upgrades and new site developments, specifically targeting capacity improvements in densely populated, high-value areas
- In DTI, revolutionise the infrastructure sales process by introducing a self-service platform for customers
- Solidifying brand as an employer of choice, engaging with educational institutions to build graduate talent pipeline, and increasing focus on capability building to equip employees with future-oriented skills and competencies

ROBI AXIATA REVIEW



Rajeev Sethi

Managing Director
and CEO of
Robi Axiata

Dedicated focus on network quality improvement, distribution network revamp, and continued momentum in data business helped Robi to achieve record earnings. To emphasise the scale of our revenue growth, our revenue was the highest among all the telecom operators in the Asia Pacific region in the second and third quarters.

Driven by subscribers' confidence in our network, Robi had the highest number of new subscribers joining its network in the industry. Robi's leadership in digitalisation in the market is clear, with the highest proportion of its subscriber base being 4G and data users.

Our zero-based costing initiatives also helped to drive profitability. We are expanding beyond connectivity services by adopting various innovative digital customer engagement models. We have created two new subsidiaries, AxEnTec PLC to cater to the B2B segment and r ventures PLC to generate fresh momentum in our journey for digitalisation.

Robi's net-zero journey gathered pace with focus placed on ensuring an energy efficient network that adopts all measures of efficiency, including embracing renewable energy. We also launched projects such as Haate Kolome, providing vocational education through digital platforms. Robi is powering ahead with sustainability at the core of its operating model.

Country

Bangladesh

Year of Investment/ Shareholding

1996/61.82%

Nature of Business

Mobile Telecom Operator

Customers

58.7 million



Scan QR code
to visit Robi's
website

Technology Deployed

Mobile:

GSM/EDGE, 3G/HSPA+,
LTE/LTE-A, VoLTE

No. of BTS

2G : 16,564

3G : 2,417

4G : 16,814

Network Coverage

(by population coverage)

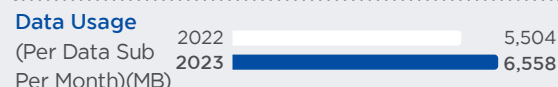
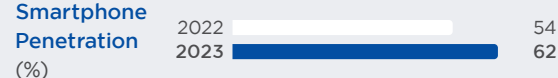
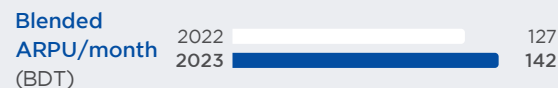
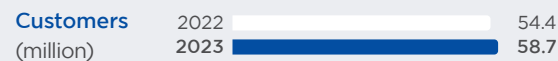
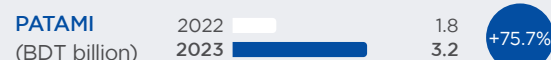
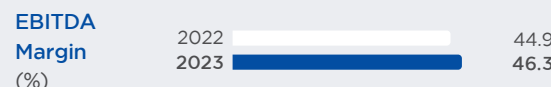
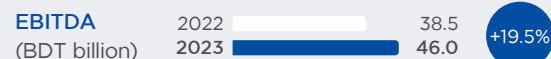
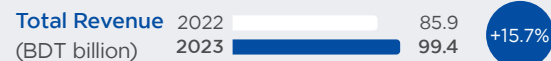
2G : 99.78%

3G : 47.77%

4G : 98.79%

Financial Review

- Revenue up 16.1% as market repair strategy improved operational performance
- EBITDA and EBIT surged 19.3% and 27.9% respectively driven by subscriber growth and disciplined efficiency measures
- Subscribers grew by 7.8% and ARPU increased by 11.8%
- PATAMI rose by 75.7% to BDT 3.2 billion from strong operational performance and structured cost stewardship efforts



ESG Highlights

Environmental

- Generated 14,214 MWh of electricity from solar energy to power 11.7% of the network as part of our net-zero journey
- Reduced carbon emissions by 2,286 tonnes through solar energy use and various energy efficiency initiatives
- Recycled 718,143kg of e-waste in efforts to Reuse, Reduce and Recycle (3Rs)

Social

- Partnered with the Department of Social Services to promote the National Child Helpline-1098 as part of Robi's Child Online Safety Policy
- Set up the BSIF with Save the Children International and ActionAid Bangladesh to raise awareness of cybercrime and online safety
- Collaborated with a2i to enhance access to government services via DOB
- Engaged community via bdapps initiatives: hosted Women's Day workshops for over 1,000 women in IT, introduced bdapps to female Madrasa students in Rajshahi with Project Khadijah, attracted over 200 participants at the Bandarban Summit, and engaged apps developers at the North Bengal Start-up Summit, onboarding 100+ new developers
- Provided relief to 3,000 families in the Chattogram region affected by cyclone Hamun, in collaboration with local authorities
- Supported 1,300 flood-affected families in Bandarban district, Chattogram Hill Tracts region

Governance

- Maintained thought leadership by engaging with regulators on key policy issues
- Formed two subsidiaries: r ventures PLC to focus on the digital business portfolio and AxEnTec PLC for ICT solutions in the enterprise market
- Adhered strictly to the Information Security governance, resulting in robust cyber security and data privacy ecosystem
- Organised ABAC training, achieving 100% employee completion

ROBI AXIATA REVIEW

Operating Environment

- The market observed notable growth in active mobile subscribers, which increased by 10.6 million as penetration hit 107.9% in 2023 compared to 103.1% in 2022
- While the industry had significant revenue and subscriber growth in 2023, Robi had the highest annual addition in terms of revenue and active subscribers in the industry
- Mobile internet subscribers increased by 5.3% with an addition of 6 million
- Economic uncertainty and National Election turmoil created pressure on the market, however market witnessed corrections which led to an increase in ARPU
- Digitalisation of services, increased adoption of mobile internet-based services, improved maturity of consumers and roll out of new spectrum enabled higher data consumption
- Mobile internet usage increased from 6 GB/data subscriber per month to 6.3 GB/sub, with the market indicating higher potential going forward
- The continuation of high taxation on the sector and subscribers is continuing to affect the growth of the sector
- Changes in data product offerings, including reducing data products from 95 to 40 and limiting validity types, significantly altered market dynamics at the end of the year
- The Regulator focused on enhancing QoS, revamped data product regulations, introduced a single licence to replace separate licences for each technology, outlined a spectrum roadmap, and established device locking guidelines

Awards Highlights

Noor won the coveted iDEA award for Innovation, Design and Entrepreneurship under the ICT Division of the Bangladesh Government

COMMWARD 2023 by Bangladesh Brand Forum (BBF)

- Best Art Direction for Airtel Victory Day 2022 campaign (Bronze)

Digital Marketing Award 2023 by BBF

- Best Digital Experience Marketing for Airtel Victory Day 2022 campaign (Silver)
- Best use of Mobile for Virtual Kafela campaign (Silver)
- Best Digital Experience Marketing for Virtual Kafela (Silver)
- Best use of Data and Analytics for bdtickets weekend campaign (Silver)

Institute of Chartered Secretaries of Bangladesh (ICSB) National Awards

- Corporate Governance Excellence 2022 (Gold)

Institute of Cost and Management Accountants of Bangladesh (ICMAB) Best Corporate Award-2022

- Telecommunication & IT Category (Silver)

Institute of Chartered Accountants of Bangladesh (ICAB) National Award for Best Presented Annual Reports 2022

- Communication & IT in the 23rd Category (First Position)

South Asian Federation of Accountants (SAFA) Best Presented Annual Reports Award 2022 (Bronze)

World HRD Congress 2023

- Global Best Employer Brand Award

SDG Brand Champion Awards 2023

- bdapps recognised as the 'Largest Developer Community in Bangladesh' in the Sustainable Community category

Strategic Progress

- Expanding beyond connectivity services to provide digital lifestyle options for pre-paid, post-paid and enterprise customers as part of Telco-TechCo journey
- Launched AxEnTec PLC to meet increasing demand for connectivity and ICT solutions in the B2B and B2G sectors
- Established r ventures PLC to support venture creation, developing digital services for customers and advancing the digital lifestyle transformation
- Adopted zero-based costing initiatives to drive profitability
- Implemented a strategic approach to stakeholder management, facilitating vital gains on market favourable policy/ regulation/ guideline changes in 2023
- Invested BDT17.5 million in digital start-ups through flagship digital entrepreneurship platform, r-ventures 3.0
- Improved QoS by efficiently deploying spectrum and expanding 4G coverage nationwide, resulting in a 130% improvement in data speed and a 50% improvement in voice quality in 2023

Outlook for 2024 and Beyond

Robi's initiatives are set to strengthen its standing against market volatility, aligning with the Vector to build Business Resilience in Frontier Markets. Robi will leverage on the Strategic Priorities in the Telco-TechCo Journey, Operational Excellence, New Engagement & Operating Model, and building a Winning Culture to enhance its transformative journey.

- Continue transformation journey towards becoming a sustainable Telco-TechCo and contribute to 'Smart Bangladesh by 2041' national vision
- Scale up ICT solutions by providing end-to-end services in Cloud, connectivity and security, while exploring platform business models for future revenue diversification through the new subsidiary, AxEnTec PLC that caters to the B2B segment
- Pursue cost reduction for profitability, especially given market's sensitivity to pricing
- Lead new engagement model with My Robi and My Airtel catering to customers' evolving digital lifestyle needs
- Elevate digitalisation and AI as critical levers and scale capabilities to drive higher customer satisfaction
- Organise 'Datathon 3.0', the biggest and the most prestigious platform in Bangladesh for Data practitioners and Data enthusiasts where they compete to solve real business issues using big data, machine learning, data analytics and AI
- Build talent bench and cultural readiness to support ongoing digital transformation
- Facilitate growth of local ventures and digital service development via new subsidiary, r ventures PLC
- Reinforce commitment to excellence in customer experience



SMART AXIATA REVIEW



Ziad Shatara
CEO of
Smart Axiata



Our mobile network business success has paved the way for new ventures in FBB and advanced ICT solutions, meeting the latest market demands. We partnered with several wholesale infrastructure providers to deliver FBB. We also focused on enhancing digital operations and expanding our network to surpass customer expectations and regulatory standards.

Despite facing a challenging operating environment and intense competition, Smart emerged as a frontrunner by introducing 'Smart for Business', a suite of comprehensive business solutions designed specifically for SMEs. Understanding the key role these enterprises play in our economy, we launched this service to support their operational success with cost-effective, yet powerful solutions. Our strategic focus has been dedicated to

both broadening our services and bolstering our financial strength. We reviewed the main drivers of expenses and identified key areas for improvement. As a result, we deployed green energy for our utilities, implemented a more efficient distribution system, and optimised procurement costs. This careful and strategic management has greatly enhanced our operational efficiency, positioning us on a trajectory of enduring success.

In 2024, we plan to build on our FBB and ICT solutions success. Our strategy involves expanding our skills, partnering with top infrastructure providers, and offering more advanced solutions to B2B and residential customers. We will focus on high network quality and customer insights to stay ahead and maintain our market lead.

Country
Cambodia

Year of Investment/Shareholding
2013/72.48%

Nature of Business
Mobile Telecom Operator

Customers
8.2 million

Technology Deployed

Mobile:
GSM/EDGE, LTE/LTE-A

No. of BTS
2G : 3,512
4G : 3,563

Network Coverage
(by population coverage)
2G : 99.7%
4G : 93.1%



Scan QR code
to visit Smart's
website

Financial Review

- Revenue grew 1.1% as growth in Data was moderated by decline in Voice and value added service
- EBIT grew by 12.7% and PATAMI by 73.8% due one-off regulatory fees in 2022

Revenue (USD million)
2022 373.5
2023 377.6
+1.1%

Customers (million)
2022 7.1
2023 8.2

EBITDA (USD million)
2022 188.3
2023 201.5
+7.0%

Blended ARPU (USD)
2022 3.6
2023 3.7

EBITDA Margin (%)
2022 50.4
2023 53.4

Smartphone Penetration (%)
2022 90
2023 92

PATAMI (USD million)
2022 53.5
2023 92.9
+73.6%

Data Usage (Per Data Sub Per Month)
2022 22.3
2023 25.5

ESG Highlights

Environmental

- Equipped our sites with PowerStar 2.0 technology to advance our net-zero commitment and improve energy efficiency across our network by constructing environmentally-friendly, low-carbon infrastructures which implements advanced intelligent energy-saving mechanisms across our base stations and network

Social

- Ran the Digital Literacy Programme with the Ministry of Education, Youth and Sport, funded by the Capacity Building, Research and Development (CBRD) Fund, empowering over 4,000 high school students from 11 provinces with digital skills since 2019, and received the 'Digital Inclusion - Large Company' award from the American Chamber of Commerce in Cambodia
- Sponsored the Digital Talent Reality Show organised by the Ministry of Post and Telecommunication, reaching an audience of 6 million and trained 251 youths on digital skills such as digital marketing, finance and AI
- Sponsored SmartSpark+ programme, supporting digital start-ups in Cambodia by providing training in data analytics, business-focused AI, and other digital skills
- Launched the SmartEdu University Student Development Programme to prepare university students for future leadership roles, including CEO positions

Governance

- Launched the VITAL system, streamlining governance of gifts, entertainment, donations, and sponsorships in alignment with Smart's Anti-Bribery Anti-Corruption (ABAC) & Gifts, Donations, and Sponsorships (GDS) policy
- Became the first telecommunication company in Cambodia to fully deploy SecurityGen's Next Generation Signalling Firewall (NGSF) and Intrusion Detection System (IDS), offering unparalleled telecom cyber security
- Integrated Environmental, Social and Governance (ESG) agenda within the Board Risk and Compliance Committee (BRCC)
- Established the Smart Investment Management Committee to guide strategic decisions on mergers, acquisitions, joint ventures and investment

SMART AXIATA REVIEW



Operating Environment

- 2023 National Election resulted in a smooth transition, ensuring country stability, with the telecommunications industry outlook remaining stable post-election
- Introduction of the bundled offers model, catering to the higher demand for data, sparked public interest
- New government's openness to foreign direct investment (FDI) presents encouraging opportunity for the telecommunications sector
- No changes in the composition of the industry regulators, Telecom Regulator Cambodia (TRC) and the Ministry of Post and Telecommunication (MPTC)
- Ministry of Post and Telecommunications launched Child Online Protection Guideline for the digital technology sector
- Data Privacy and Protection Law is currently being drafted
- Government is drafting policy and conducting discussion for 5G, with expectations of 5G testing soon

Awards Highlights

Received a Certificate of Tax Compliance (Gold)

2023 Frost & Sullivan Asia Pacific Best Practices

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

Amcham CSR Excellence Award 2023

- Digital Inclusion - Large Company award

Malaysian Business Chamber of Cambodia

- ESG Icon

Global Banking and Finance

- Best Company for ESG & Sustainable Development Cambodia 2023
- Best CSR Company Cambodia 2023
- Best Telecommunications Company Cambodia 2023
- Excellence in Innovation - Mobile Telecommunication Cambodia 2023
- Mobile Telecommunication Customer Satisfaction & Happiness Cambodia 2023
- Telecom Brand of the Year Company Cambodia 2023
- The Next 100 Global Awards 2023 - Mobile Telecommunications

Earth Hour 2023

- Special Award

Recognition

- National Committee for Disaster Management and People in Need recognised Smart for the contribution in Cambodia's Early Warning System 1294

- Recognition from Minister of Education, Youth and Sport on the support of National Literacy Day
- Certificate of Appreciation from the Ministry of Education, Youth and Sport (MoEYS) and the Ministry of Labour and Vocational Training (MLVT) on the contribution to promoting education and skill development in Cambodia through the BEEP
- Appreciation letter from the Ministry of Culture and Fine Art for contribution in composing the 'Vireakpheap Keyla' for the 32nd SEA Games and 12th ASEAN Para Games hosted by Cambodia

Strategic Progress

- Introduced Smart Laor bundle package in response to new regulations and consumers needs
- Ensured customer advantages such as protection from data charges, flexibility in switching tariffs while retaining unused benefits, and easy tariff adjustments via SmartNas self-care application
- Successfully migrated customers to a new tariff, and introduced higher data packages to meet growing demand for increased data usage and preference for monthly plans, and additional perks including new smartphones or accessories
- Launched 'Smart for Business' solutions to address the diverse needs of SMEs
- Supported the 'Beyond the Games' initiative by UYFC, backing SEA Games and ASEAN Para Games
- Launched second 'Pleng Music Awards 2023', the Cambodia's biggest music awards, with participation from hundreds of local artists
- Engaged with young and promising stars through Pleng to attract a younger customer base
- Reviewed main expense drivers and deployed green energy for utilities, implemented a more efficient distribution system and optimised costs through procurement synergies
- Identified local Cambodian digital solutions and startups offering relevant solutions to customers for upscaling
- Engaged local communities with Smart Fiber+ through direct connections and door-to-door campaigns, with sales representatives in each community
- Organised targeted B2B events, such as the 'HR Go Digital' workshop in collaboration with CheckinMe, focusing on benefits of digitalising HR processes for operational efficiency
- Enhanced compliance through monitoring and evaluation assessment, including anti-bribery and corruption effectiveness and maturity assessments, high-risk transaction assessment, business continuity management physical simulation, and internal and external audit testing
- Unveiled its 8th Sustainability Report to demonstrate transparency to stakeholders and highlight the company's accomplishments in ESG initiatives, as well as CSR efforts

Outlook for 2024 and Beyond

As we navigate a complex regulatory landscape amid fierce competition, our focus on the Vector of Business Resilience in Frontier Markets guides our approach. All five Strategic Priorities will be employed in strengthening our FBB and ICT solutions, ensuring we continue to lead the market.

- Continue transforming recharges to be fully electronic, optimising distribution through digital orders and distribution methods to increase the share of digital interactions
- Implement value segmentation across customer-facing channels to enable faster and relevant responses to customer needs
- Enhance the intelligent analytics model and implement an AI-driven approach to recommend the most suitable service to customers, tailored to their usage patterns and behavioural profiles
- Innovate and tailor solutions to meet dynamic customer needs in the digital age
- Leverage expertise and technological advancements to enhance customer experience
- Invest in developing and introducing online protection services for mobile consumers, business users and home internet customers to ensure secure access to the digital ecosystem
- Mimic the achievements of the B2B customer interaction and engagement model by offering specialised workshops relevant to the industry and experts, like 'HR Go Digital'
- Organise digital and on-ground events to demonstrate Smart services to new users
- Run thematic workshops within the 'Smart for Business' suite to understand and resolve industry-specific customer
- Expand self-service options for young, digital audience through digital channels, enhancing the SmartNas app with gamification and varied care options
- Upgrade the Smart corporate website and IVR with more interactive options
- Introduce new retail formats, including Self-service Kiosks for 24/7 service presence and Express shops for fast, assisted servicing in new areas
- Introduce activities under 'Smart Customer Day' to bring the company closer to customers, engaging all employees in meeting with customers to better understand their needs
- Expand coverage to reach more of the population, based on regulatory guidelines
- Strengthen our home broadband solution, coverage, and offerings
- Invest in building critical human capital in the organisation, such as analytics and AI expertise
- Form strategic partnerships with all the country's fibre infrastructure providers to expand internet access for homes and businesses, and prepare for 5G launch
- Concentrate on automating and digitising internal processes to achieve higher efficiency
- Enhance network security by integrating the most up-to-date protection technologies, including the global NGSF and IDS, to safeguard customer data privacy

EDOTCO GROUP REVIEW



**Mohamed Adlan
Ahmad Tajudin**
CEO of EDOTCO
Group

Reflecting on the dynamic landscape of 2023, characterised by turbulent macroeconomic conditions including currency volatility and escalating interest rates, our organisation not only navigated these challenges but emerged with newfound resilience and vigour. In the face of adversity, we stood firm in our dedication to strategic foresight and proactive financial stewardship, laying the groundwork for our remarkable success. These core principles guided us through the uncertainties, allowing us to adapt swiftly to the changing economic conditions and capitalise on new opportunities.

Our achievements amid this challenging backdrop are the result of a strategic approach shaped by innovative thinking and foresight. We implemented pioneering solutions to maintain optimal operational efficiency, such as deploying solar technologies to counter escalating fuel costs and constructing agile, space-optimised infrastructure. Furthermore, we strengthened our financial stability by mitigating currency risks through fixed exchange rate mechanisms, fostering not only predictability in

our fiscal planning but also bolstering confidence among our stakeholders.

Our success extends through our meticulous approach to strategic negotiations in mergers and acquisitions (M&A) endeavours, ensuring not only the optimisation of our portfolio but also the seamless integration of assets and the refinement of co-location opportunities. These initiatives have proven pivotal in our ability to navigate economic headwinds and emerge even stronger on the other side.

Looking ahead, our commitment remains steadfast to supporting governmental initiatives in all the nations where we are present, aimed at fostering an inclusive digital nation by bridging connectivity gaps and shaping the future of the digital infrastructure landscape. These endeavours are deeply aligned with our overarching mission of accelerating equitable connectivity for our customers and creating value for our shareholders.

Country
Malaysia

**Year of Investment/
Shareholding**
2012/63.00%

Nature of Business
Telecommunications
Infrastructure & Services
Towers Owned/ Towers
Managed/ Tenancies



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visit EDOTCO's
website

Financial Review

Intention to exit Myanmar, due to deteriorating economic conditions and higher sanction risks, meets MFRS 5's discontinuing operations requirements and is expected to be completed within twelve (12) months from date of sale and purchase agreement. Accordingly, the Myanmar business results and cash flows have been presented as discontinuing operations in the Group financial statements, and as below:

- Revenue growth of 13.8% due to organic growth in its build-to-suits and co-location expansion in Bangladesh and Malaysia, and inorganically from the completed acquisition of 2,710 sites in the Philippines as of 2023, while Project JENDELA contributed to an increase in Other revenue

- EBITDA grew by 14.4% YoY from higher revenue flow and cost optimisation, especially in net energy costs offset against one-off provisions for staff benefits and higher site-related maintenance costs in the Philippines from inorganic exercise and corresponding costs from Project JENDELA
- EBIT grew marginally, attributed to EBITDA contribution offset against higher depreciation and amortisation from the Philippines
- PATAMI recorded loss of RM936 million, impacted by higher net finance cost, net unrealised forex losses and impairment exercise for Myanmar and Pakistan

Revenue (RM million) 2022 2,175 2023 2,475 **+13.8%**

PATAMI (RM million) 2022 118.6 2023 -936 **-889.3%**

EBITDA (RM million) 2022 1,395 2023 1,596 **+14.4%**

Tenancies 2022 49,252 2023 53,959 **+9.6%**

ESG Highlights

Environmental

- Developed a Carbon Reduction Roadmap to achieve Carbon Neutrality by 2030, and outlined targets for Scope 1 and Scope 2 reduction over short, medium and long-term
- Completed GHG inventory on 2020 baseline across all National Tower Companies (NTCs) and endorsed by the Board
- Achieved Green Building certification for Corporate HQ's LAMAN EDOTCO, and launched the first commercial EV charging station in Sri Lanka

Social

- Collaborated with DNB to achieve 80% 5G coverage in populated areas of Malaysia and delivered 1,826 tenancies to DNB to enhance community access to digital services
- Kickstarted discussions on establishing 5G dual network in Malaysia to improve digital connectivity
- Handed over 174 JENDELA infrastructure to MCMC and state governments in deploying cost-effective solutions that support the Malaysia Digital Economy Blueprint (MyDigital)
- Fiberised 12 towers under Clawback-19 project laying 103km of fibre in rural areas
- Collaboration with Bangladesh Police to extend infrastructure support for their surveillance activities
- Launched inaugural 'OHS in School' programme across all regional tower companies to bring safety awareness to school students, teachers and parents
- Collaboration with MNOs on safety elements
- OHS Awareness across regional footprint as an annual programme

Governance

- Certification in ISO 37001, Anti-Bribery Management System (ABMS) Integrity
- Awareness during onboarding session for new employees
- Participation in Government-Linked Investment Company (GLIC) Integrity Event organised by Permodalan Nasional Berhad and Khazanah Nasional Berhad
- Participation in Axiata Roundtable Discussion on Compliance, Integrity & Ethics
- Unveiled the future of Integrity Ambassador - known as 'AIRA' (Artificial Intelligence Robotic Automation)
- Conducted EDOTCO Employees Survey Findings on Integrity
- Integrity Communication via LinkedIn, Facebook etc. to all stakeholders
- Conducted EDOTCO Integrity Sharing session to our customers
- Conducted Anti-Bribery and Corruption (ABAC) awareness sessions for EDOTCO's top 20 suppliers

EDOTCO GROUP REVIEW



Operating Environment

- Unfavourable macro indicators, including volatile foreign exchange rates, rising inflation and higher interest rates
- Multiples for tower companies declining which suggests that the market is valuing them lower compared to their earnings or other financial metrics than before
- Stagnant revenue growth impacting MNOs' profitability
- Acceleration of 5G deployment leading MNOs to monetise their tower assets, potentially introducing new competitors into our core markets
- MNOs globally are actively divesting their tower assets to unlock capital and refine their focus on core business operations
- MNO consolidation could result in consolidation of telco sites and reduced tenancies for EDOTCO in Malaysia
- Increased investment in Asian Infrastructure Companies (InfraCos) as they expand quickly, fuelled by capital inflow from European and US private equity funds

Awards Highlights

UN Global Compact Network Malaysia & Brunei (UNGCMYB) Sustainability Performance 2023

- Pioneer Sustainable Development Action Recognition

Sustainability & CSR Malaysia Awards 2023

- Company of the Year (Telecommunications Tower Company) - Best in Biodiversity & Community Support Initiatives

International Finance Awards

- Most Sustainable Green Solution Initiatives Telecom

ACES Award 2023

- Industry Champions of the Year

MSOSH Award 2023

- Gold Class 1

National OHS Excellence Award 2022

- Communications Category

17th EFP OSHE Awards

- Best Practices in Occupational Safety, Health and Environment (Pakistan)

Integrity, Governance & Anti-Corruption Award (AIGA) 2023

- Highest Gold Award (Top 5 in Malaysia)

Strategic Progress

Group

- Embarked on a strategic shift towards Value Creation Cadence (VCC), prioritising sustainable growth and lasting stakeholder value
- Recognised as Industry Champions of the Year at ACES Awards 2023, affirming our industry leadership and excellence
- Successfully refinanced a short-term bridging facility with a USD700 million long-term facility spanning up to five years
- Innovated with in-house AI-assisted draft writer 'AiRA' and Network and Planning Analytics (NaPA) tool, streamlining processes
- Hosted Tower XChange Asia in Kuala Lumpur, drawing 5,000 delegates and amplifying our regional presence
- Joined UN SDGs Vision 2045 to demonstrate commitment to sustainable growth, transformative community impact and inspire collective action

Malaysia

- Enhanced customer relations with tailored initiatives, fostering loyalty and satisfaction across our base
- Played a pivotal role in connecting the unconnected by completing 223 sites for Project JENDELA
- Achieved a milestone with 1,695 5G sites, supporting Malaysia's roll out for 80% coverage of populated areas

- Selected as preferred connectivity partner for Menara 118, ensuring advanced network solutions for the iconic structure
- Attained AA+IS rating by MARC Ratings, affirming EDOTCO Malaysia's financial strength and stability

Bangladesh

- Expanded client portfolio in Bangladesh with Skytel and Highway Police partnerships, diversifying our digital platform
- Pioneered street pole commissioning with Fiber@Home NTTN in Bangladesh, marking a strategic advancement
- Achieved a decade-high co-location ratio of 1.67x in Bangladesh, reflecting substantial growth and market penetration

Philippines

- Concluded agreement on 2,710 towers transfer in the Philippines, expanding our footprint and service offerings
- Secured MSA for IBS with Globe Telecom, positioning EDOTCO Philippines as an industry leader
- Received Green Lane Certification from Philippines Board of Investment, streamlining regulatory processes for investment projects

Cambodia

- Awarded Built-Transfer of 27 sites under USO project by Cambodia Ministry of Post and Telecommunications
- Implemented next-gen IBS network for AEON3 Mall in Cambodia, enhancing connectivity and customer experience
- Secured exclusive partnership for IBS at Techo International Airport (TIA) in Cambodia, showcasing modernity and sustainability

Sri Lanka

- Commercialised advertisement on poles and EV charging in Sri Lanka, with plans for similar ventures across NTCs

Outlook for 2024 and Beyond

EDOTCO is guided by the Sustainable Value Creation for InfraCo Vector, and we will seek out strategic inorganic growth opportunities to reinforce our leadership and drive sustainable growth. Strategic Priorities that underpin this approach include Operational Excellence, Portfolio Optimisation & Value Illumination, New Engagement & Operating Model, and fostering a Winning Culture.

- Build on the successful reduction of dependency on the Group, with all NTCs continuing with a strategy of selective growth to ensure positive development, including adopting effective cost management
- Continue to explore and evaluate strategic inorganic opportunities across our target footprints, with a strong focus on creating value for shareholders
- Well-positioned to cater to evolving needs of MNOs through tailored solutions as they actively divest their tower assets to unlock capital and focus on core business operations
- Explore partnerships in Malaysia for EV chargers, digital outdoor advertising and more to complement EDOTCO's tower business
- Actively advocate for progressive structural regulatory reforms that will facilitate ease of doing business and unlock new opportunities for expansion into adjacent services in targeted markets such as paving the way for business beyond passive infrastructure services, commercially-driven Neutral Host Model and efficient, cost effective and future-proof deployment policy
- Pursue efforts to connect the unconnected in Malaysia, Cambodia and Myanmar, given the Government's initiatives in deploying USO-related projects, the approval for case-by-case IBS/DAS in Bangladesh and priority treatment for our investment in the Philippines
- Prioritise achieving a balance between people-centric initiatives and business excellence

LINK NET REVIEW



Kanishka Gayan Wickrama

Acting CEO of Link Net

Link Net adopted a delayering model and transitioned into a FibreCo with XL Axiata as a ServeCo, to leverage the FBB and FMC markets in Indonesia. This partnership signifies a strategic move to enhance our market positioning and expedite digital business growth in a region with untapped potential. By working to our inherent strengths between Link Net and XL Axiata, we are paving the way to support a seamless development of Indonesia's digital landscape.

We champion the concept of 'freedom' in the FBB sector, which underscores our commitment to meeting the digital era's demand for reliable and stable connectivity. With increasing need

for bandwidth, driven by consumers' desire for seamless access to enjoy various digital applications and services, we are committed to delivering smooth connectivity.

Our ambition is to be the premier FBB provider in Indonesia. We will capitalise on our extensive infrastructure, including core and last-mile network, across multiple cities. Our established network infrastructure serves as the backbone of our efforts to expand and improve our fibre network, ensuring accessible and fair internet distribution nationwide.

Country

Indonesia

Year of Investment/Shareholding

2022/Axiata

Investments

(Indonesia) Sdn Bhd
- 79.52%

PT XL Axiata Tbk
- 20.00%

Nature of Business

Internet Service
Provider

Customers

0.8 million

Technology Deployed

Fixed-line Fibre
Broadband

Network Coverage

(by population
coverage)

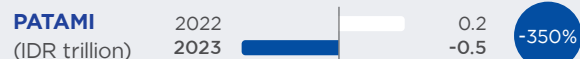
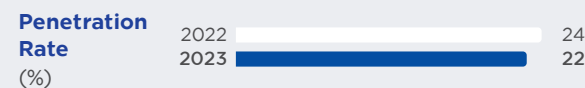
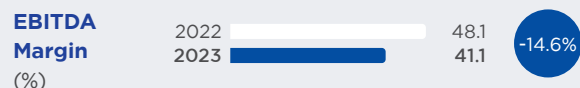
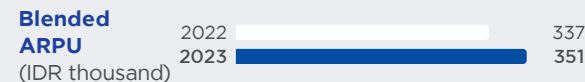
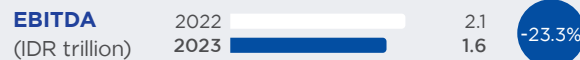
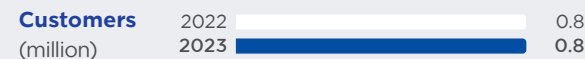
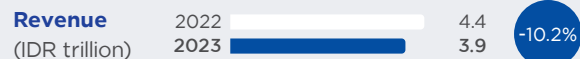
3.5 million home
passes



Scan QR code to
visit Link Net's
website

Financial Review

- Revenue was 10.2% lower YoY due to slow recovery for residential subscribers, cushioned by ARPU increase
- EBITDA declined -23.3%, impacted by higher marketing, manpower and professional services cost
- Link Net has added around 430,000 home passes in 2023



ESG Highlights

Environmental

- Rebuilt nearly 300,000 home passes from HFC to FTTH cable, reducing GHG emissions through lower electricity usage, increasing reliability and reducing the need for network repairs

Social

- Conducted DEI promotion and awareness programmes such as 'Wanita Tangguh', 'Inspiring Leader' and 'First Squad Star' programmes
- Ran health talk webinars to boost employee awareness on health
- Conducted a child online safety webinar to enhance awareness of online security for children
- Continued implementing hybrid working, enabling employees to work effectively

Governance

- Conducted a Supplier Forum Event to present Link Net's comprehensive supplier code of conduct, emphasising the need to comply with laws, anti-bribery and anti-corruption policies, privacy and information security
- Formed a Board Risk & Compliance Committee to oversee and monitor business processes and operations
- Implemented a Risk Management & Compliance and Gift Donation Committee
- Continued adherence to compliance activities in line with the latest regulations from the Indonesia Stock Exchange and Indonesia Financial Authority regulation

LINK NET REVIEW



Operating Environment

- Retained status as Indonesia's second largest FBB provider, leading the market with an ARPU of IDR351,000 and recognised for high-quality Internet and premium content offerings
- Customer data consumption expected to continue rising, consistent with historical patterns. As an unlimited FBB provider, Link Net ensures customers can use their connections freely without data caps
- Link Net expects to continue to have a market leading ARPU in line with its quality product and service offering in 2023

Awards Highlights

Indonesia WOW Brand Award 2023 – for its product First Media

B-Universe CSR Award 2023 - in the infrastructure category

Occupational Safety and Health Management from the Ministry of Manpower of the Republic of Indonesia

Contact Center World Award – won four awards

The Best Contact Center Indonesia 2023 – won five awards

18th Annual Global Top Ranking Performer Awards by ContactCenterWorld.com

- Gold Medal - Best Home/Remote Agent Program Category
- Silver Medal - Best Leader Category

Contact Center APAC Awards - Silver Award in the Business Contribution Category

Zero Accident Award by Department of Manpower, Transmigration and Energy from DKI Jakarta Province

- COVID-19 Prevention and Management Program in the workplace (Platinum)

TrenAsia ESG Award

- ESG Award in Internet Service Provider category with Sustainability category for the support of business sustainability in reducing the impact of e-waste

Strategic Progress

- Collaborated with XL Axiata, transitioning Link Net into a FibreCo and XL Axiata into a ServeCo, ensuring sustainable business growth for both entities through divided business focus, and improve business performance and specialty as FBB provider in Indonesia
- Set up second data centre in Surabaya City, East Java, Indonesia, which will enable Link Net to strengthen its position as FBB provider
- Successfully expanded the network through the FTTH Network Development and Operations agreement with XL Axiata
- Maintained position as Indonesia's FBB provider by repackaging products and services (Stream, Joy, Star) to be more competitive and appealing to the Indonesian market
- Optimised the use of SAP - BRIM to accelerate business operations
- Continued digitising all business aspects to enhance customer experience and manage costs
- Accelerated network expansion and increased greenfield areas available for the sales team to canvass, leading to a rapid increase in Link Net's subscriber base
- Accelerated digital tools for customer acquisition, product purchases and upgrades, technician troubleshooting and improving overall customer experience (NADIA and FITA features)
- Collaborated with Hypernet Technologies to provide innovative technology solutions for ease and security in flexible network management by utilising software and centralised control functions
- Deployed First Priority Service for premium customers which provides full service diagnostics or a comprehensive inspection of internet services
- Explored opportunities in residential and corporate market outside Java Island
- Expanded FBB network portfolio and strengthened relationship with other telco operators and stakeholders
- Adopted flexible work practices to maintain an optimum balance between employee productivity and satisfaction

Outlook for 2024 and Beyond

Under the Vector of Structural Transformation in Indonesia, Link Net is navigating its shift towards becoming a FibreCo. As it undertakes this significant transformation, Link Net will be guided by its Strategic Priorities of Operational Excellence, Portfolio Optimisation & Value Illumination, New Engagement & Operating Models, alongside a focus on building a Winning Culture. These are aimed at driving Link Net's aspiration to strengthen its FBB proposition and solidify its market dominance.

- Seek and utilise technology innovations beyond SAP-BRIM to support and accelerate comprehensive business operation processes
- Offer competitive pricing in the B2B market, especially for FBB network services, aligning prices with industry standards and ensuring sustainability for partners
- Transform into a FibreCo, concentrating on building an extensive Fibre Network to cover greenfield area that needs ICT to boost Internet access in Indonesia and increase FBB user penetration
- Grow as a specialised company in FBB and maintain position as the second-largest provider of FBB
- Harness synergies with XL Axiata to enhance the telecommunication business in Indonesia through a FTTH Network Development agreement targeting 2 million home passes
- Expand FBB and network across Indonesia, with XL Axiata supporting as a key ServeCo partner

BOOST REVIEW



Sheyantha Abeykoon
CEO of Boost



Boost had a breakthrough year in 2023, successfully executing our strategic vision of becoming a regional full-spectrum fintech brand with a digital banking focus. A standout achievement was preparing for the digital bank's operational readiness review required by Bank Negara Malaysia (BNM) with our consortium partner RHB Banking Group. The crown jewel of our progress resulted in Boost Bank by Axiata and RHB (Boost Bank) becoming the first homegrown digital bank to secure regulatory approval to commence operations in January 2024, months ahead of schedule. For this, I am immensely proud of our team.

Throughout the year, we fostered deeper relationships across the entire Boost ecosystem and our partners. A notable highlight was launching the Beyond Card, leveraging synergies between Boost's fintech expertise, CelcomDigi's wealth of data, and Mastercard's extensive

network to introduce Malaysia's first global prepaid card with a Shariah-compliant PayLater feature.

We applied similar approaches within the broader Axiata footprint, expanding our presence into Cambodia through a partnership with Smart Axiata, AMK MFI and Mora, to offer consumer-device financing. Boost Credit's continued growth in Malaysia and Indonesia further solidified our regional footprint, disbursing over RM4 billion in financing to date. Our collaboration with EasyEat drove digital transformation by offering merchant solutions to Southeast Asian F&B MSMEs through Boost Connect's payment gateway services.

These initiatives underscore Boost as a formidable homegrown fintech powerhouse, extending Malaysia's success story across Southeast Asia and contributing to financial inclusion in the region.

**Year of Investment/
Shareholding**
2017/78.12%

Nature of Business
A regional fintech leader



Scan QR code
to visit Boost's
website

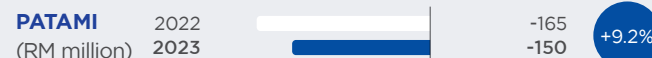
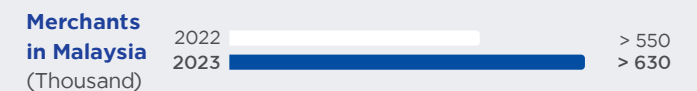
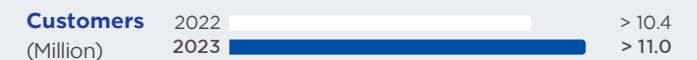
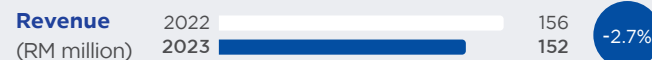
What We Do

Boost is a regional fintech leader that financially empowers millions of customers, both users and merchants, across Southeast Asia. Through its holistic fintech ecosystem, Boost offers a full suite of financial services spanning an all-in-one fintech app (Boost Life), merchant solutions (Boost Biz), AI-based micro-financing business (Boost Credit), cross-border payment platform (Boost Connect), and a digital bank (Boost Bank).

Championing greater financial inclusion, Boost commits to continuously innovating and reimagining financial services by leveraging technology and data strategically to meet its customer base's evolving financial needs and pave new paths in the fintech landscape. This approach makes financial services more accessible, efficient and user-friendly across Southeast Asia.

Financial Review

- Revenue, grew by 10%, excluding one-off items in 2022, following prudent measures taken to control its loan book growth in a high-interest rate environment
- Narrowed EBITDA loss slightly by 2.5% from -RM132 million to -RM129 million
- EBIT improved by 54% YoY, excluding bank start-up costs, mainly driven by cost optimisation efforts
- PAT was better by 34% YoY
- EBIT and PATAMI losses incurred due to start-up costs for digital bank, however, the Boost ecosystem grew encouragingly with Boost Life users up by 6.5% YoY to 11.1 million and Malaysian merchants increased by 13.8% to 632,000



BOOST REVIEW



ESG Highlights

Environmental

- Maintained Boost Flood Relief programme to ensure preparedness for any flood or unforeseen disaster

Social

- Created greater financial inclusion by providing accessible fintech solutions for underserved and unserved communities, including disbursing over RM4 billion worth of financing across Malaysia and Indonesia
- Continued promotion of DEI through thematic engagement of embedding the 'Boost Way' culture

Governance

- Created an Anti-Bribery and Anti-Corruption plan for 2024-2026, focusing on integrity, governance, organisational culture, transparency, compliance monitoring, accountability and sustainability to align with the proposed evolved journey and new ways of working
- Improved e-Know Your Customer (eKYC) process to meet Indonesia's Financial Services Authority requirements
- Undertook rigorous governance and regulatory process of ensuring Boost Bank's readiness to commence operations within the stipulated timeframe set by BNM, received clearance for launch in early January 2024

Operating Environment

- Ongoing review by Malaysian regulators through the Consumer Credit Oversight Board (CCOB) on standardising credit management across the fintech industry, such as on BNPL credit schemes, for the implementation of the Consumer Credit Act (CCA) to strengthen and safeguard consumer credit protection
- In Indonesia, new digital banks are starting to emerge, intensifying competition in this space, which may provide lower cost of fund
- Further tightening of regulations expected on P2P lenders in Indonesia and increasing interest rate set by Bank Indonesia, which may affect cost of fund
- Companies continue balancing hybrid working models, with Boost implementing three-days per week in-office work arrangement as part of its Return-To-Office programme

Awards Highlights

Malaysia Technology Excellence Award 2023

- Digital - Financial Technology Category (BoostBills)

Fintech Frontiers Awards 2023

- Female Leader of the Year (Ungku Liza, CEO of Boost Life)

Strategic Progress

- Navigated Boost Bank's operational readiness review with BNM to secure regulatory approval to commence operations in January 2024
- Advanced Boost Connect's business model into Payment Gateway solution business beyond Direct Carrier Billing (DCB) and turned profitable in 2023
- Launched the Beyond Card, Malaysia's first global prepaid card with Shariah-compliant PayLater, powered by Boost's fintech expertise, CelcomDigi's wealth of data, and Mastercard's vast merchant network
- Expanded Boost PayFlex, its Shariah-compliant PayLater solution, to offer controlled credit line for QR code payments at 1.8 million DuitNow merchants nationwide, as well as to top-up the Boost wallet balance, for all in-app transactions
- Expanded presence into Cambodia market through a partnership with Smart Axiata, AMK MFI, and Mora, to offer PayLater services and consumer device financing
- Launched the first B2B wallet with the highest maximum wallet value of RM500,000, and consolidated consumers' and merchants' products for streamlined B2C and B2B offerings
- Leverage GenAI to build a knowledge-based chatbot for internal Boost use
- Built Machine Learning models to enable consumption-based segmentation, churn propensity model and various other use-cases
- Cultivated data-driven decision-making via self-serve analytics
- Refined centralisation practices of targeted functions such as Marketing, HR, Technology Platform, and Risk & Compliance to harmonise with standards adopted

Outlook for 2024 and Beyond

In realising the Vector of Value Illumination of Digital Businesses, Boost is preparing for the launch of Boost Bank, and is nurturing an ecosystem that will support the bank's growth opportunities. We will continue to optimise cost structures and grow contribution margin at a unit economics level. The Strategic Priorities guiding this journey include Operational Excellence, Portfolio Optimisation & Value Illumination, New Engagement & Operating Model and fostering a Winning Culture to drive future success.

- Enhance and innovate our suite of alternative financing products to cater to MSMEs with a diverse range of financial needs to provide a seamless, innovative and simplified access to financing
- Support MSMEs with Payment Gateway and POS system, on top of the current merchant payment services
- Pursue strategic collaborations with leading brands to offer alternative financing solutions and tap into their extensive networks to expand our ecosystem reach to support MSMEs
- Enhance Boost's offerings beyond eWallet services by diversifying into consumer products such as the Beyond Card (in partnership with Mastercard and CelcomDigi), PayFlex (PayLater solution)
- Intensify emphasis on fostering productive financing while enhancing financial literacy and inclusion in Indonesia
- Create a flexible, dynamic work environment that values work-life balance with implementation of a three-day per week in-office work arrangement
- Provide new environment to cultivate innovation, collaboration and engagement with relocation of Boost Bank to a new workplace

ADA REVIEW

ada



Srinivas Gattamneni
CEO of ADA

In pursuing a unicorn status, we intensified our efforts towards becoming the leading data and digital transformation partner in the region. This focus led us to expand data and AI solutions, grow our team and broaden our client portfolio. Despite the competitive nature of the industry, ADA has maintained a strong presence in e-commerce, digital marketing and conversational AI.

We achieved notable milestones in 2023, including a surge in our client base although media spending in Marketing Solution segments was impacted by a recessionary environment. This growth in client

base was driven by the expansion of our Data and AI business, reinforced capabilities in Customer Engagement Services, and the acquisition of key accounts in e-commerce and marketing services. Our venture into the Data and AI space gained considerable traction through strategic acquisitions and partnerships, culminating in a valuation of USD550 million following Mitsui's investment.

Our efforts in innovation and quality were recognised with a record-breaking 93 industry awards, underscoring our commitment to delivering exceptional outcomes for our clients.

All these achievements fuel our ambitions to empower enterprises with transformative data, AI and technology solutions to drive digital transformation across Asia. As we look ahead to 2024, we are poised to maintain our momentum by doubling down on our Data and AI, Conversational AI, Digital Commerce and Digital Marketing services. We are set to revolutionise our marketing and e-commerce digital services with the launch of AI co-pilots. With a steadfast commitment to our core values and a relentless focus on customer obsession, ADA is positioned to redefine the digital landscape, one innovative solution at a time.

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

Nature of Business
Empowers businesses across Asia to thrive in the digital age through Data Analytics, Digital Commerce and Advertising



Scan QR code to visit ADA's website

What We Do

ADA offers a comprehensive suite of services that empower enterprises and brands in Asia to enhance their data and digital capabilities, employing a data-driven approach to aid their digital transformation:

- **Data Transformation Services:** Enables data-driven decisions, infrastructure optimisation, and efficient customer data management using data analytics, data engineering and Customer Data Platform (CDP) services
- **Marketing Solutions:** Delivers performance marketing across digital channels, creative engagement strategies, and tech transformation to deliver outstanding customer experiences
- **E-commerce Solutions:** Provides comprehensive brand store management across marketplaces, social channels, third-party messaging channels and proprietary websites
- **Customer Engagement Solutions:** Enhance customer support with real-time interaction via SMS, WhatsApp and other messaging applications

ADA operates across Asia with 12 offices and employs approximately 1,400 professionals, with dual headquarters in Singapore and Malaysia. ADA is backed by shareholders such as Softbank, Axiata, Mitsui and Sumitomo Corporation.

Financial Review

- Net revenue declined by 15% YoY, mainly due to a decline in SMS Automation services and Digital Marketing, but mitigated by significant growth in e-commerce, Data & AI and WhatsApp verticals
- Net Revenue from SMS Automation and Digital Marketing fell by 33% and 27%, respectively
- E-commerce, Data & AI, and WhatsApp verticals grew by 51%, 104% and 967%, respectively
- Data & AI business revenue grew by 111% due to increased focus
- Acquired Dhiomics, an Indian Data Analytics company, and expanded into Korea, Southeast Asia and Japan, enhancing its Customer Data Platform business
- Experienced organic growth in the Data & AI sector at 39%, excluding Dhiomics acquisition
- Marketing Technology/Customer Data Platform and Data Products grew by 41% and 28%, respectively

Revenue (RM million) 2022 875 2023 882 +0.8%

EBIT (RM million) 2022 93 2023 -4 ->100%

EBITDA (RM million) 2022 113 2023 22 -81.0%

PATAMI (RM million) 2022 80 2023 6 -92.2%

ADA REVIEW

ESG Highlights

Environmental

- Established ADA as a no-plastic zone as part of efforts to reduce plastic waste
- Introduced Meat Free Tuesdays as part of efforts to reduce carbon footprint and promote healthier lifestyles by serving vegetarian lunch to all team members
- Continued waste separation initiative to progress recycling and waste management efforts

Social

- Championed equal opportunities by maintaining a balanced gender ratio among full-time employees at 47% female and 53% male in 2023
- Introduced extended maternity and paternity leave options
- Emphasised employee wellbeing by dedicating an entire month annually to Health & Wellbeing initiatives and cater lunch daily

Governance

- Enhanced cyber security, with cyber security risk fully aligned with ERM Framework
 - Achieved score of 79.6%
 - Aligned cyber security with Digital Trust and Resilience (DT&R) 2023
 - Implemented Zero Trust Phase 1
- Strengthened integrity efforts with participation in Integrity Week, and completed and implemented Anti-Bribery Anti-Corruption (ABAC) controls, policies and procedures, including the implementation of the ABAC chatbot

Operating Environment

- Growing demand for personalised experiences is driving AI adoption for better customer interaction, compelling competitors to invest in consolidating digital capabilities into unified platforms
- Market trends indicate a shift toward integrated customer data platforms (CDPs) for efficient data management, enabling businesses to integrate messaging across marketing, customer service and commerce, leading to the commoditisation of performance marketing
- Democratisation of data and AI tools empowering employees and applications, leading to increased client investment in data and AI stacks to enhance digital operations and transition towards a unified digital core that integrates operations, technology and data, further enabling development of technology layers on top of data with embedded AI applications
- AI-driven personalisation in e-commerce and digital marketing becoming an imperative for improving customer experience, leading to clients adopting deep integration of digital operations into their software stacks

Awards Highlights

Awarded a record-breaking 93 industry awards in recognition of our achievements for our clients

Content Marketing APAC Awards 2023

- Best Content Marketing Strategy (Gold)
- Best Content Marketing Strategy (Silver)

Hashtag Asia Awards 2023

- Best Integrated Social Media Campaign (Gold)
- Best Social Amplification Campaign (Gold)
- Best Social Engagement Tools or Programmes: Cause Marketing (Gold)

Mob-Ex Awards 2023

- Mob-Ex Champion - Agency (Southeast Asia)

DigiZ Awards 2023

- Best Digital Branded Content (Silver)

Marketing Excellence Awards 2023

- Excellence in Social Media Marketing (Gold) - Philippines
- Excellence in Performance Marketing (Gold) - Thailand
- Excellence in Data-Driven Marketing (Bronze) - Malaysia
- Excellence in Integrated Marketing (Gold) - Indonesia

The Global Effie Awards 2023

- Media: Data Driven (Gold)

Strategic Progress

- Secured a USD58 million investment from Mitsui through Axiata Digital, valuing ADA at USD550 million
- Acquired Dhiomics, an India-based Data and Analytics company to strengthen Data Transformation business
- Formed a strategic partnership with Treasure Data in South Korea to expand our CDP capabilities and team in Korea
- Integrated AI tools in all offerings to strengthen our digital operations
- Focused on innovation, productivity and building a sustainable growth engine through new products and services, and expanded geographically
- Achieved key cost savings from business unit optimisation, process improvement and saved USD2 million from contract renegotiations
- Launched ADA academy as part of our digital agenda, selecting talented and ambitious graduates for a comprehensive six-month digital programme, and upon successful completion, will be able to join the digital performance marketing team



Outlook for 2024 and Beyond

ADA, under the Value Illumination of Digital Businesses Vector, is strategically seeking investors to enhance and scale its Data Transformation business. Committed to becoming Asia's foremost digital and data transformation partner, ADA is rigorously implementing Strategic Priorities that include Operational Excellence, Portfolio Optimisation & Value Illumination, New Engagement & Operating Model and Winning Culture towards our pursuit of unicorn status.

- Optimise costs by intensifying use of AI tools and digitalised processes
- Intensify efforts on cost savings and financial efficiencies through process improvements and automation
- Strengthen partnerships and vendor relations while eliminating underperforming platforms and systems
- Drive performance in Net Revenue, EBITDA and PAT by scaling existing business lines and capturing new growth from emerging services and geographical expansion
- Innovate and fuel sustainable growth by launching new products and solutions and forging strategic partnerships
- Become a sustainable and profitable unicorn by 2024 and the largest digital services provider in APAC
- Ensure gender equity, enhance awareness on equity importance, provide customised learning opportunities, improve employee benefits, and reinforce employer branding for inclusivity and growth
- Maintain flexible working arrangements for employee safety and wellbeing

AXIATA DIGITAL LABS REVIEW



Thushera Kawdawatta
CEO of Axiata Digital Labs

ADL has firmly established itself as a crucial force in driving the Group's Digital Transformation Strategy, underscoring our commitment to leading the digital and technological evolution of the Group and the OpCos. By strategically positioning ourselves within the delayering architecture, we facilitate the OpCos' journey from conventional Telco to Telco-TechCo.

In our continuous quest for excellence, we secured the Capability Maturity Model Integration (CMMI) certification, backed by our team of over 1,300 deep telco domain experts. This ensures our software development processes are both structured and of the highest quality, leading to faster and more efficient delivery. Axonect, our homegrown IPaaS, has been a game-changer, accelerating digital transformation at three times the speed of conventional methods, reinforcing its value as a key asset in our portfolio.

The achievement of TMF Diamond status for Axonect is a testament to our commitment to maintaining the highest standards in industry governance and solutions delivery.

Over the past year, ADL achieved a notable milestone by generating a twofold increase in external revenue, despite the industry challenges. Our strategic focus on key growth areas showcased our operational agility and adaptability, enabling us to navigate through these challenges successfully.

Looking ahead to 2024, ADL is poised to continue its transformative impact. Building on our achievements, fostering innovation and collaborating effectively, we will unlock even greater value for Axiata and its stakeholders.

Country
Sri Lanka

**Year of Investment/
Shareholding**
2018/100%

Nature of Business
Technology/
Telecommunications/
TechCo



Scan QR code
to visit ADL's
website

What We Do

ADL specialises in developing products, solutions and services that help businesses rapidly transform their processes and systems, to enable them to become agile, future-ready enterprises. ADL is renowned for its advanced solutions in the Telecommunication, FinTech and Enterprise sectors. With a team of more than 1,300 domain experts based in Sri Lanka, Malaysia and Indonesia, ADL has completed over 500 digital transformation projects worldwide, impacting customers in APAC, the Americas, Europe and Africa. This diverse and expanding workforce collaborates across borders, pushing the limits of digital innovation and exploring new possibilities in the digital transformation landscape. This contribution has earned ADL multiple industry awards and recognitions for its innovative products.

ADL continues to advance digital technology, constantly exploring new areas and pushing technological limits, with a committed global team working together to progress and provide innovative solutions that change the way industries approach digital transformation.

Financial Review

- Overall revenue decreased by 35% compared to the previous year
- The decrease was mainly due to reduced volume generated via the OpCos, resulting from market challenges faced by operators
- External business volumes showed notable resilience, experiencing a 2x growth, reaching USD4 million for the year
- This growth was driven by the addition of 12 new clients, indicating promising expansion in the external market presence
- EBITDA performance was impacted by the revenue reduction and forward investments made for external business expansions

ESG Highlights

Environmental

- Distributed 300 seedpods to employees as part of advocacy to promote greening the environment

Social

- Developed KidsSafe, an online platform to raise awareness of child online safety for parents, caregivers and educators, garnering user traction and awards
- Partnered with Hithawathi for an IT Industry Outreach Programme to share knowledge on the IT Industry as well as foster child online safety within the rural student communities
- Donated a computer lab to Kithulkote, Sri Lanka, to enhance digital literacy and safety among children
- Enriched the lives of 350 patients by supporting the Paediatric Children's Ward during ADL's Sustainability Week in Malaysia
- Provided support to the Lady Ridgeway Hospital by donating medical supplies

Governance

- Achieved international security and quality benchmarks:
 - ISO 27001 : 2022 - Information Security Management System (ISMS)
 - ISO 27701 : 2019 - Privacy Information Management System (PIMS)
 - National Institute of Standards and Technology (NIST)
 - ISO 22301 : 2019 - Business Continuity Management System (BCMS)
 - CMMI v2.0 Level 3 - Quality Management System

AXIATA DIGITAL LABS REVIEW



Operating Environment

- Currency outflow restrictions in certain operating markets, such as Bangladesh, necessitated clients agreeing to a local currency-based pricing model and a quarterly settlement
- Maintained captive market within the Group by supporting OpCos in their transformational journey with ADL's niche product and expertise
- While ADL faces stiff competition from established players in the telco space, its deep domain expertise, combined with the innovative Axonect platform, positions them well to compete effectively in the IPaaS market
- Continued hybrid work operations

Awards Highlights

Best Web Awards 2023 for KidsSafe.lk, ADL's child online safety website

- Overall Award (Silver)
- Best CSR Website Award (Gold)
- Most Popular CSR Website Award (Gold)

29th annual Global Mobile (GLOMO) Awards 2024 hosted by GSMA Ltd

- Winner of the inaugural Open Gateway Challenge. This recognises ADL's exceptional contribution to the mobile ecosystem through the MetaStage platform powered by Axonect Suite. Leveraging GSMA's Open Gateway APIs, ADL demonstrated remarkable innovation in simplifying integration across two operators, Dialog Axiata PLC and XL Axiata

TM Forum Excellence Award 2022

- Recognised in the Cloud-native IT & networks category for 'Axonect Hybrid/ Multi-Cloud Orchestrator to enable Axiata Digital Transformation' in digitally transforming the telecommunications industry

Strategic Progress

- Facilitated OpCos' transformation from Telco to Telco-TechCo through the Axonect IPaaS platform
- Facilitated the setup of a digitalisation environment in alignment with TM Forum ODA to support the delayering of Link Net and XL alignment
- Completed the development of a Cloud-hosted centralised tool to support the BSS transformation of XL Axiata under XL Comet project
- Supported EDOTCO's site planning activities with the NaPA tool, an interactive dashboard solution, providing improved map views for the analysis of geospatial-tagged supply, demand and site data
- Developed the WoW app to consolidate diverse digital lifestyle services into a single platform, offering features ranging from utility bill payments to e-commerce and telco services, reaching 3.2 million downloads in 2023
- Launched Indonesia's first API portal based on GSMA's Open Gateway initiative, the SinergiAPI Portal, with Indosat Ooredoo Hutchison, XL, ADL and Amazon Web Services (AWS), enabling developers and enterprises to access a wide range of telco APIs to foster innovation, create new revenue opportunities, and extend market reach
- Delivered over 103 projects within the Group, covering digital stack revamping, digitisation, transformations and takeovers, automation, platform setups, data analytics and DevOps solutions
- Consolidated the portfolio within the Axiata OpCos and initiated external engagements primarily in APAC and Africa
- Achieved customer satisfaction scores averaging 4.26 for the financial year 2023 and maintained an above 85% response rate for project delivery
- Rolled out in-house built light-weight ERP solution for global resource management function and a sales/ CRM tool
- Completed the 'Dialog Beyond Oracle' project, successfully implementing new registration and lifecycle operations for DTV/GSM customers

Outlook for 2024 and Beyond

ADL will continue to advance the Vector of Value Illumination of Digital Businesses, underlining its ongoing enablement of the Group's Telco-TechCo journey. This strategic direction leverages ADL's extensive knowledge and expertise gained from serving Axiata businesses, predominantly focusing on telco and fintech. To achieve this, ADL will implement all five Strategic Priorities to ensure the delivery of value across the Group, our operations and client engagements.

- Continue as a key contributor to the OpCos' Telco-TechCo transformation journey, utilising TMF-aligned product portfolios and seasoned engineering capabilities, positioning Axonect IPaaS as a distinct value proposition
- Plan for aggressive expansion to offer products and services to non-Axiata businesses in key operating markets, with a primary focus on telcos and fintech companies in the APAC and MEA regions
- Expand and leverage channel partners as a key GTM strategy, focusing on growing the portfolio beyond Axiata businesses by partnering with companies offering complementary services and products, to shorten GTM time and facilitate rapid market penetration
- Collaborate with global standards bodies, hyperscalers and industry alliances to drive technological excellence and industry progress
- Transition to incorporating Large Language Models (LLM) and GenAI technology into the development of its Axonect product suite
- Optimise Axonect brand and product suite to offer end-to-end BSS stack, including the Axonect Enterprise Enabler (DTE) platform, Axonect API Manager Suite and Enterprise Marketplace, to facilitate Telco-TechCo transformation

KEY ASSOCIATE COMPANY - CELCOMDIGI BERHAD



Country

Malaysia

Nature of Business

Mobile Telecommunications

Customers

20.6 million

Technology Deployed

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

Network Coverage

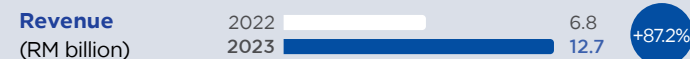
(by population coverage)

4G LTE : 97%

4G LTE+ : 91%

Financial Review

- Total Revenue grew 87.2% YoY to RM12.7 billion from the merger effect as FY2023 results include Celcom's performance as it became a subsidiary of CelcomDigi on 30 November 2022, through the merger. In FY2022, only one month's portion of Celcom's results was added after the merger
- Service revenue grew 88.2% YoY to RM10.9 billion, from the merger effect as well as growth across all core segments
- EBITDA rose 104.3% YoY to RM6.2 billion with merger being the main factor of the growth. The cost of sales, network and IT-related expenses also increased due to the larger network and higher data service demand. However, some of these costs were offset by cost optimisation initiatives and one-off credit
- PAT rose 84.8% because of the merger effect, partly balanced by higher depreciation costs from full year effect of the change in useful life of mobile network assets and assets on sites that are planned for decommission as part of the network integration



A Solid First-year as a Merged Company

In its first full year of operations, CelcomDigi delivered a strong financial, operational and integration performance, in line with its 2023 strategy and guidance. This performance strengthened its market leadership with growth across all business areas and a stronger subscriber base, achieved through focused market execution and disciplined cost management. The company was also on track with its first-year integration and synergy targets, enabling it to realise gross synergy of over RM300 million in FY2023.

In 2023, CelcomDigi began an extensive network integration and modernisation exercise to build Malaysia's most advanced and widest digital network with the latest 4G LTE and 5G-ready technologies. As of December 2023, it successfully integrated over 5,600 sites across the country, uplifting the overall network experience for its customers in post-consolidation areas. Its 4G LTE and 4G LTE-A network coverage grew to 97% and 91% of populated areas nationwide, respectively.

CelcomDigi unveiled a new brand, which signalled its commitment to become an institution that inspires the digital lives of all Malaysians.

Outlook for 2024 and Beyond

Entering 2024 with good growth momentum, CelcomDigi's strategy to strengthen its market leadership is outlined by three key priorities.

Firstly, focus will be placed on strengthening its core and new growth areas through delivering superior customer experience with 5G and converged services. The company will continue to harness the potential of emerging technologies to build capacity and solutions, enabling it to empower enterprise transformation, as well as invest in partnerships with global technology giants to bring innovation for customers, develop a thriving local digital ecosystem, and support the nation's digital aspirations.

Secondly, CelcomDigi is set to deliver synergies and scale efficiency by accelerating integration activities and institutionalising operational excellence to realise RM8 billion worth of synergies in net present value. This is key to enabling the company to further invest in digitalisation and innovation.

Thirdly, CelcomDigi is committed to delivering consistent shareholder returns, backed by synergies and a strong balance sheet.

Focused execution of these priorities is crucial in ensuring CelcomDigi continues to achieve growth and profitability amid a challenging market environment. It also sets the company on the right course to realise the full benefits envisioned from the merger.

CelcomDigi will continue to pursue new benchmarks to deliver on its purpose of Advancing and Inspiring Society in a sustainable and responsible manner. With a robust ESG strategy established, the company will ensure that it delivers impact by enabling inclusive and safe digital access, maintaining a sustainable value chain, implementing good governance and performance culture, and managing its environmental impact. The company's pursuit of leadership in ESG best practices and its focus on national innovation aim to position CelcomDigi as a brand that Malaysians can trust and rely on in the age of 'digital-everything'.

Building trust with strong governance and compliance

Prioritising fair and transparent regulatory compliance through continuous improvement and vigilance.



TRANSPARENCY & ACCOUNTABILITY



COMMITTED TO ACCOUNTABILITY

The Board of Directors of Axiata Group Berhad (Board or BOD) strongly advocate and support the principles of good corporate governance. The Board has continually strived to enhance and strengthen the Group's governance system and processes to ensure that the highest levels of corporate governance is practised Group-wide.

This Corporate Governance Overview Statement (CG Overview Statement) presents key governance highlights for the financial year 2023 and up to the date of publication of this IAR, outlining how Axiata complies with the three principles and the practices and step ups of the Malaysian Code on Corporate Governance 2021 (MCCG 2021) during the year under review.

This statement has been made in accordance with the authority of the Board dated 21 March 2024 and finalised and updated until the date of the publication of the Integrated Annual Report (IAR) 2023 with delegated authority to the Board Sustainability Committee¹.

This statement is complemented with a Corporate Governance Report (CG Report) based on a prescribed format pursuant to paragraph 15.25 of the Main Market Listing Requirements (Main LR) of Bursa Malaysia Securities Berhad (Bursa Securities). The CG Report is available on the Company's website under the Corporate Governance section as well as via an announcement on Bursa Securities. This statement should also be read in conjunction with the Statement on Risk Management and Internal Control (SORMIC) and the Board Audit Committee (BAC) Report as well as other information in the Governance and Audited Financial Statements 2023 (GAFS) and the Sustainability and National Contribution Report (SNCR) accompanying this IAR.

Throughout the financial year ended 31 December 2023 and continuing until the date of this IAR 2023, the Company has complied with the provisions

of the MCCG 2021 save for Practices 5.9 and 8.2 respectively relating to the requirement to have at least 30% women directors and senior management remuneration as well as Practice 9.4 which is the Step Up on the requirement to have all Independent Non-Executive Directors on the Board Audit Committee. A more thorough description of the manner in which the Company is addressing these departures is set out in the CG Report.

The Board is committed to maintaining the highest standards of good governance to promote quality decision making and the execution of those decisions within a disciplined framework of policies and procedures.

Good governance exists in an environment where roles and responsibilities are clearly defined, forums are conducive for a robust debate and performance is regularly reviewed. We outline our progress and describe our governance efforts over the next few pages. The Board provides effective leadership to the Group and embraces the principles of ethical leadership in setting and implementing the Group's strategy.

To ensure we make and execute good decisions and direction in the interest of the Group, its shareholders and other stakeholders, the Board works continuously to maintain and develop its governance framework. The Board exercises independent judgement on all issues reserved for the Board's review and approval, while simultaneously considering the needs of all stakeholders, and take full responsibility for the management, direction and performance of the Group.

HOW OUR CORPORATE GOVERNANCE ACTIVITIES CONTRIBUTE TO VALUE CREATION

Good corporate governance contributes to value creation by ensuring accountability through reporting and disclosure, effective risk management, clear performance management, transparency and ethical and effective leadership. In addition, the diversity

of our directors in terms of gender, race, nationality and professional background (refer pages 84 and 89) facilitates an environment for constructive dialogue and enables the Board to consider the needs of a wide range of stakeholder interests.

The Board believes these qualities of governance, which are aligned with the principles of the MCCG 2021, enable the Group to create value for stakeholders in a sustainable manner over the short, medium and long term as described in the strategy section of this IAR.

CHANGES IN OUR GOVERNANCE FRAMEWORK

In efforts to refine attention on investment activities within the Group, the Board had expanded the scope of the previously named Axiata Enterprise Investment Board Committee (AEIB) to encompass a broader range of investment activities. The AEIB was renamed as the Axiata Board Investment Committee (ABIC) effective 28 August 2023 and further mandated in line with the committee's broader scope. At the same time, similar committees have been rolled out at PT XL Axiata Tbk, PT Link Net Tbk, Robi Axiata Limited, Dialog Axiata PLC and Smart Axiata Co., Ltd. emulating the same function as ABIC. The duties and responsibilities of ABIC are to evaluate, discuss, and recommend to the Board, for approval/ratification, proposals from Management pertaining to budget allocations, returns expectations and/or funding requirements in line with the scope outlined in its TOR and in accordance to the approval limits set out in the Limits of Authority (LoA) Policy and/or the Financial Policies & Procedures of the Company.

Since the inaugural issue of our annual report in an integrated manner, in the IAR 2017 issued in 2018, matters relating to Environment, Social and Governance (ESG) remain a core focus of Axiata and command significant attention. In keeping with the growing importance of ESG, we welcome the introduction of various ESG recommended practices in MCCG 2021 as well as the Listing Requirements by

introducing key performance indicators (KPIs) on ESG matters for the Group Chief Executive Officer (GCEO) and OpCo CEOs as well as designating the Group Chief Corporate Officer as the senior management member in charge of ESG matters.

The Board also plans for at least a twice-yearly tabling of ESG matters at Board meetings.

Following the introduction of a Fit & Proper Policy for Axiata (F&P Policy) in July 2022 that require assessments of fitness and probity of individuals nominated as directors and senior management of the Group before their appointment and employment as the case may be, the BNRC has monitored the implementation of the F&P Policy. The F&P Policy meets and exceeds the provisions of the Listing Requirements in its scope of application. Since its implementation, a number of appointments to the Axiata Board have had an assessment of fitness and probity conducted prior to the appointments and the policy has also been applied on the re-election of directors who are standing for re-election following mandatory rotational retirement.

Bursa Malaysia issued amendments to the Listing Requirements in the middle of 2023 which amongst others expanded the scope and remit of Audit Committees to review conflict of interest (COI) situations that arise or persist, and the measures taken to resolve, eliminate, or mitigate the COI. The said amendments also require the disclosure in the BAC Report of a summary of the COI reviewed and the measures taken to resolve, eliminate, or mitigate such conflicts.

Following the introduction of these amendments, the Board Audit Committee had, in November 2023, constructed and adopted a COI Reporting Framework to identify and report on COIs that arises within the Axiata Group. The reports arising from the same will assist in the preparation of the BAC Report that will identify measures on the resolution, elimination, or mitigation of such COIs.

OUR GOVERNANCE PRACTICES

Leadership

The Company is headed by an effective Board of Directors, whose roles and responsibilities are all clearly defined. The roles of Chairman and the GCEO are held by separate individuals. The Chairman takes responsibility for leading the Board, whilst day-to-day management of the Group is delegated to the GCEO.

¹ IAR, details on the Board of Directors and the Board's role and activities on pages 84,88 and 91

Effectiveness

The Board Nomination and Remuneration Committee oversees many of the activities which together, underpin the effectiveness of the Board. It takes the lead on succession planning, taking account of the size and structure of the Board, evaluates the balance of skills, experience, independence and knowledge of the Company on the Board, and reviews outputs from the annual effectiveness evaluation of the Board.

¹ IAR, details on the Board Nomination and Remuneration Committee activities on page 96

Accountability

The Board Audit Committee assists the Board in fulfilling its statutory and fiduciary responsibilities by reviewing the financial statements and financial reporting process, the audit process, the adequacy and effectiveness of systems for internal controls, risk management and governance, and the process for monitoring compliance with laws and regulations.

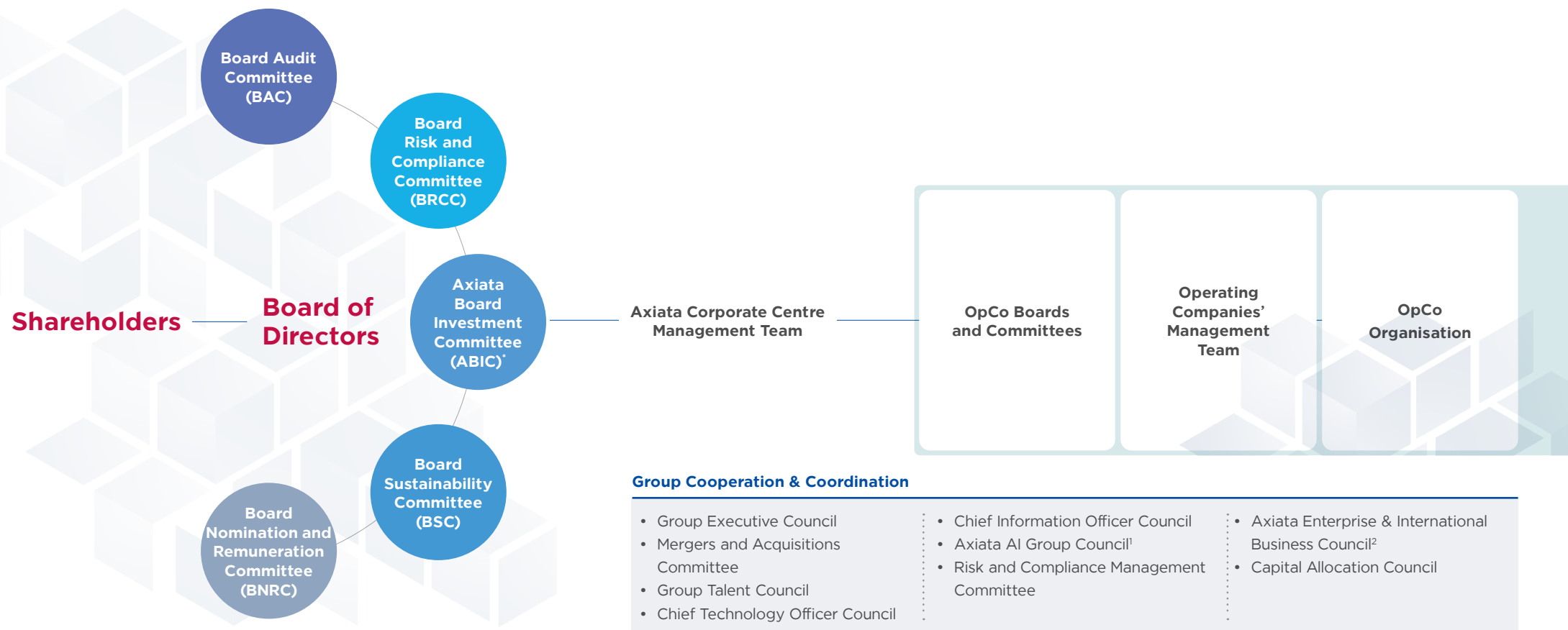
¹ IAR, details on the Board Audit Committee activities on pages 94 to 95

Relations with Shareholders

An open dialogue is maintained with shareholders regarding strategic, governance and other objectives. This is led by the GCEO and the GCFO, whilst the Chairman and other Non-Executive Directors also engage with shareholders as necessary. The views and concerns of shareholders, as well as engagement with them more generally, is considered by the whole Board.

¹ IAR, details on our stakeholder relationships on pages 101 to 102

OUR GOVERNANCE STRUCTURE



Compliance Guidelines

Main LR of Bursa Securities & Companies Act 2016

MCCG 2021

Axiata's Corporate Governance Framework

Notes: * Previously known as the Axiata Enterprise Investments Board Committee. The renaming and rescoping of the committee took effect from 28 August 2023

¹ Previously known as Group AI, Analytics and Digitisation Council upon consolidation of Group Analytics Council and Digitisation Expert Working Group in Q3 2023 and thereafter, renamed to its current name in March 2024

² Consolidation of Enterprise Business Expert Working Group and Group Wholesale Council in Q1 2024

LEADING WITH ACCOUNTABILITY

The Board plays a crucial role in steering the Group towards long-term success, providing direction to management and overseeing its strategy execution.

With over half of the Board members being independent and non-executive directors, their diverse skills, backgrounds, experiences, and gender perspectives collectively contribute to robust deliberations and enhanced decision-making to enable Axiata to achieve its goals and objectives.

Gender

Male	Female
8	3

Age

≤ 55 years old	56-60 years old	> 60 years old
6	1	4

Tenure on Axiata Board

Less than 1 year	1-6 years
1	10

Notes:
Age as at 31 March 2024

* Principal directors (excluding alternates)

¹ Appointed on 24 March 2023

² Appointed on 11 January 2023

³ Appointed on 27 October 2023

 GAFS, Profile of Directors on pages 4 to 9



Tan Sri Shahril Ridza Ridzuan

Chairman,
Independent Non-Executive Director

53 M Malaysian



Vivek Sood¹

Group Chief Executive Officer and
Managing Director

60 M Indian



Dr Hans Wijayasuriya¹

Group Executive Director and
Chief Executive Officer of
Telecommunications Business

55 M Sri Lankan



Dato Dr Nik Ramlah Nik Mahmood

Senior Independent
Non-Executive Director

68 F Malaysian



Dr David Robert Dean

Independent Non-Executive Director

65 M British



Khoo Gaik Bee

Independent Non-Executive Director

66 F Malaysian



Thayaparan S Sangarapillai

Independent Non-Executive Director

69 M Malaysian



Maya Hari²

Independent Non-Executive Director

45 F Singaporean



Ong King How

Non-Independent
Non-Executive Director

Representative of
Khazanah Nasional Berhad

49 M Malaysian



Shahin Farouque Jammal Ahmad

Non-Independent
Non-Executive Director

Representative of Permodalan
Nasional Berhad

50 M Malaysian



Mohamad Hafiz Kassim³

Non-Independent
Non-Executive Director

Representative of Employees
Provident Fund

48 M Malaysian

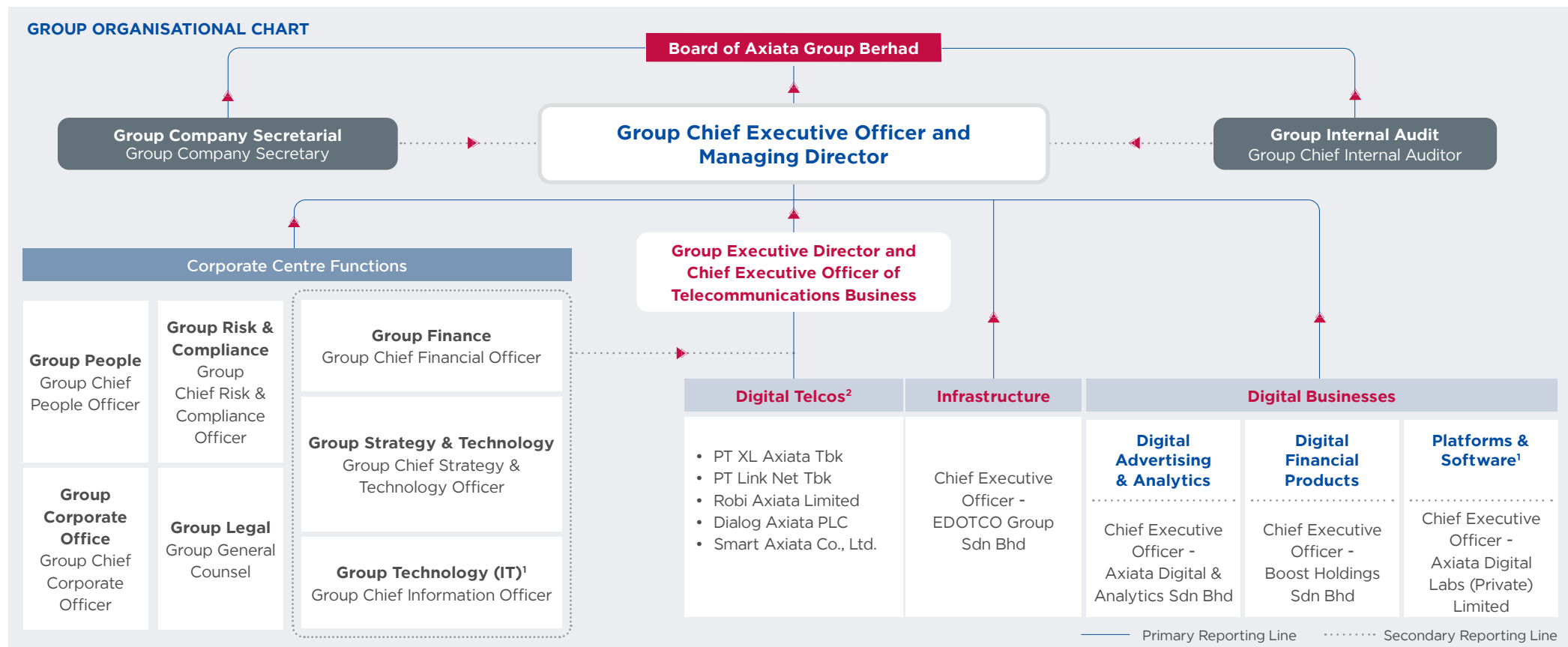


Eysa Zulkifli

Alternate Director to Ong King How

41 M Malaysian

LEADING WITH ACCOUNTABILITY



Our people are core to our success. We are specialists in our markets because we recruit, nurture, motivate, develop and reward talented professionals. This contributes profoundly to our reputation and our market presence. It supports our ability to work closely with our clients and stakeholders in strong partnerships where trust and reliability are essential. We aim to create a positive experience for all our people with responsive and caring management, effective technology, quality working environment and supportive colleagues. This enables us to deliver professional, high-quality, consistent and compliant work product and services.

To this end, our senior leadership team leads the charge in the implementation of strategy, the progress made towards meeting targets and the management of risk, human resources and Group-wide issues and initiatives. They are responsible for the maintenance of and compliance with Group operating standards. They also discuss issues faced by individual businesses in addition to those common across the Group to ensure that best practice and experience are pooled in meeting the Group's objectives and vision.

The Board appointed Dr Hans Wijayasuriya, the then CEO - Telecommunications Business/Group Executive Vice President, and Vivek Sood, the then Group CFO as Joint Acting Group CEOs effective 1 June 2022.

Effective from 24 March 2023, Vivek Sood was appointed as Group CEO and Managing Director and Dr Hans Wijayasuriya as Group Executive Director and CEO of Telecommunications Business. With Vivek Sood's ascension as Group CEO and Managing Director, Lila Azmin Abdullah was appointed as Acting Group CFO for the remaining duration of 2023 until her resignation on 31 December 2023. Stepping into the role of the Group CFO of Axiata, Nik Rizal Kamil Nik Ibrahim Kamil was appointed effective 1 January 2024.

Notes:

Information as at 31 March 2024

¹ Primary reporting line of Group Technology and Axiata Digital Labs (Private) Limited is to Group Executive Director and Chief Executive Officer of Telecommunications Business

² The disposal of Reynolds Holdings Limited (Reynolds) which owns approximately 80.00% ordinary shares of Ncell Axiata Limited (Ncell) was completed on 1 December 2023. Accordingly, Reynolds and its subsidiary, Ncell have ceased to be subsidiaries of the Axiata Group

AN EXPERIENCED LEADERSHIP

The Senior Leadership at Axiata brings together seasoned professionals committed to driving growth and maximising value for shareholders and stakeholders across the Group.

Made up of industry veterans, the Axiata leadership possesses a deep understanding of its operating markets, particularly in the ASEAN and Southeast Asia regions. Their expertise in navigating regulatory complexities, fostering innovation, and building strategic partnerships has proven essential in building Axiata's long-term success.

Gender

Male	Female
9	2

Age

≤ 55 years old	56-60 years old	> 60 years old
6	3	2

Tenure

1-10 years	More than 10 years
4	7

Notes:

Age as at 31 March 2024

¹ Appointed to current position on 24 March 2023

² Appointed as Group Chief Financial Officer on 1 January 2024

³ Appointed to current position on 1 June 2023

GAFS. Profile of Group Senior Leadership Team on pages 14 to 17



Vivek Sood¹

Group Chief Executive Officer
and Managing Director

60

M

Indian



Dr Hans Wijayasuriya¹

Group Executive Director and
Chief Executive Officer of
Telecommunications Business

55

M

Sri Lankan



**Nik Rizal Kamil
Nik Ibrahim Kamil²**

Group Chief Financial Officer

52

M

Malaysian



Thomas Hundt

Group Chief Strategy
& Technology Officer

46

M

German



Norlida Azmi

Group Chief People Officer

63

F

Malaysian



Anthony Rodrigo

Group Chief Information Officer

56

M

Sri Lankan



Andy Chong³

Group Chief Corporate Officer

63

M

Malaysian



Hadi Helmi Zaini Sooria

Group Chief Internal Auditor

54

M

Malaysian



Abid Abdul Adam

Group Chief Risk and Compliance Officer

42

M

South African



Suryani Hussein

Group Company Secretary

58

F

Malaysian



Tan Gim Boon

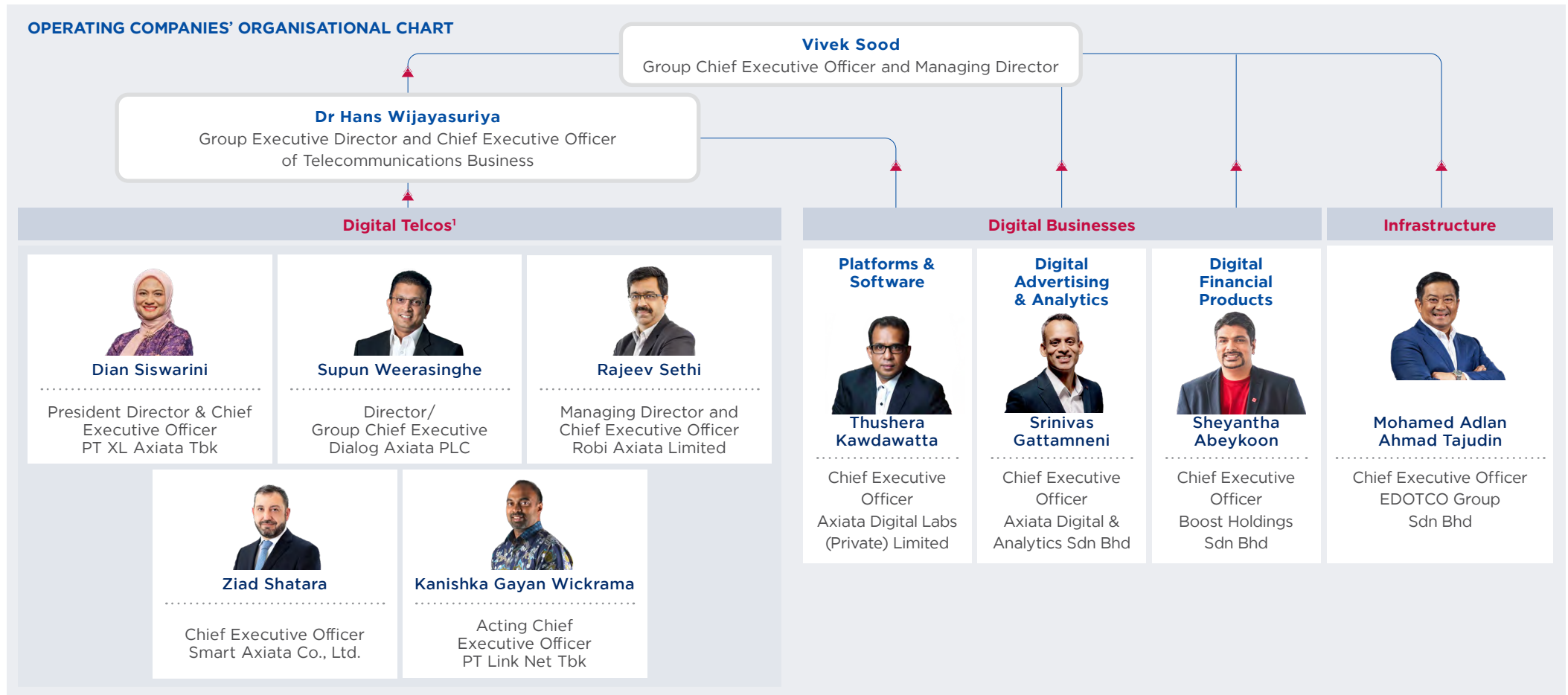
Group General Counsel

51

M

Malaysian

AN EXPERIENCED LEADERSHIP



In January 2023, Ziad Shatara was appointed as the CEO of Smart. Prior to Ziad's appointment, a transitional leadership at Smart was established in late 2021, where Feiruz Ikhwan, CFO of Smart assumed the role of Acting CEO. This followed Thomas Hundt, the previous CEO of Smart, assuming the role of Group Chief Strategy & Technology Officer of Axiata.

In the interim period since November 2023, Kanishka Gayan Wickrama, the CFO of Link Net was appointed as Acting CEO, upon the departure of the previous President Director & CEO of Link Net. During this period, Kanishka Gayan Wickrama continued to retain his role as CFO, which ensures a smooth transition and continuity of the business.

These appointments demonstrate orderly succession planning undertaken in accordance with the Axiata Talent Management Framework. The succession plans are presented to the Board twice a year.

The plans include talent (both internal and identified external talent) ready to take on senior roles within different time frames and the intervention required for key talent.

The succession planning process provides Axiata a ready pool of talent to plan ahead with and when there is insufficient bench strength, to scout the market and identify promising candidates in advance of the anticipated demand.

Note:
Information as at 31 March 2024

¹ The disposal of Reynolds Holdings Limited (Reynolds) which owns approximately 80.00% ordinary shares of Ncell Axiata Limited (Ncell) was completed on 1 December 2023. Accordingly, Reynolds and its subsidiary, Ncell have ceased to be subsidiaries of the Axiata Group

OUR GOVERNANCE AT A GLANCE

Role of the Board

The Board is responsible for setting the vision and strategy for the Company to deliver value to its shareholders through implementing its strategic business plan. Under the Chairman's leadership, Board members share collective responsibility for corporate governance arrangements. The Board's roles and responsibilities are detailed in the Board Charter, which is available online at the Company's website under the Corporate Governance section.

Board Roles and Their Responsibilities

Chairman

The Chairman is responsible for the operation and leadership of the Board, ensuring its effectiveness and setting its agenda.

IAR, details on the Chairman on page 84

Senior Independent Non-Executive Director (SINED)

SINED acts as an intermediary to convey concerns of the INEDs on the Board to the other members of the Board and in the event of any dissension in the execution of their duties.

IAR, details on SINED on page 84

Independent Non-Executive Directors (INEDs)

The primary responsibility of an INED is to protect the interests of minority shareholders and other stakeholders. In addition, the INEDs play a key role in strategy and business performance.

IAR, details on INEDs on page 84

Group Chief Executive Officer & Managing Director (GCEO)

The GCEO is responsible for leading and managing the Group's business within a set of authorities delegated by the Board and for the implementation of the Group strategies and policies.

IAR, details on the GCEO on page 84

Company Secretary

The Company Secretary plays an advisory role to the Board in relation to the Company's Constitution, policies and procedures and compliance with the relevant regulatory requirements.

IAR, details on the Company Secretary on page 86

Appointment of Directors

There is a clear and transparent process for the selection, nomination and appointment of suitable candidates to the Board of Axiata and achieving board balance through diversity in skill set, experience, age, nationality, and gender. This principle is encapsulated in the Axiata Board Composition Framework. Based on this framework, both merit and diversity are factors considered hand in hand when selecting board members.

The formal process involves the Board Nomination and Remuneration Committee (BNRC) first identifying the gap in Board composition before sourcing for candidates. Subsequently, the BNRC evaluates and recommends to the Board suitable candidates who fulfil the requirements. Other criteria such as integrity, existing commitments, potential risks and/or conflicts of interest and ability to bring a different perspective and increase diversity of the Board are also considered in the BNRC's review. The process for Board appointment also mandates the BNRC and Group Chief Executive Officer and Managing Director to engage external consultants and this has been utilised on many occasions.

On 25 May 2022, the Board approved a Fit & Proper Policy to be effective from 1 July 2022, where the proposed candidates to be appointed to the Board or reappointments of directors to the Board are assessed to determine fitness and probity. This is also in keeping with the amendments to the Listing Requirements made by Bursa Securities as communicated to all listed issuers by Bursa Securities.

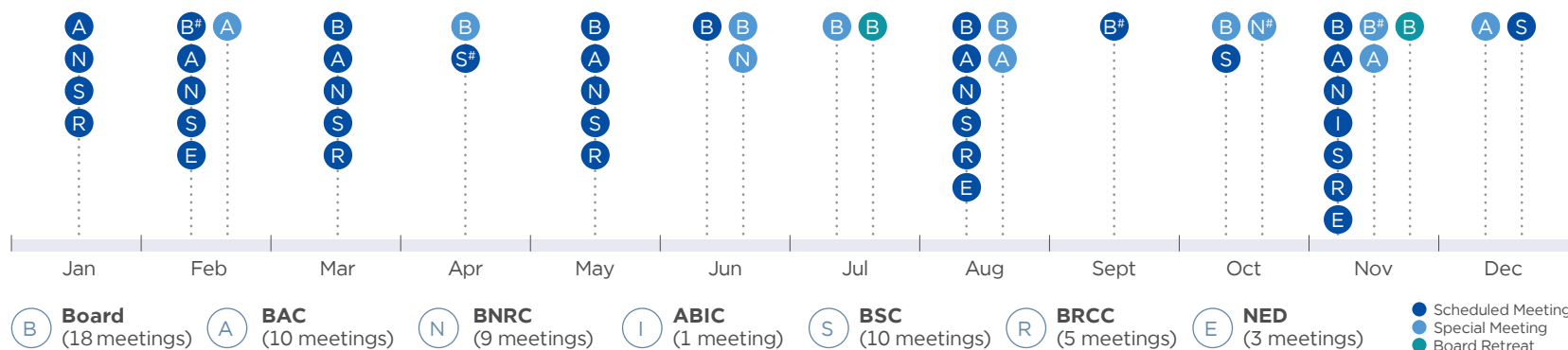
The Fit & Proper Policy is available online. Please visit
<http://www.axiata.com/our-business/corporate-governance>

Non-Executive Directors Meeting

In 2023, Axiata Board had three Non-Executive Directors (NED) Meetings without the presence of the management and discussed issues pertaining to Group strategy, capital allocation and people matters as well as Board and GCEO succession planning.

Annual Board and Committee Meeting Schedule

More than one meeting in a month

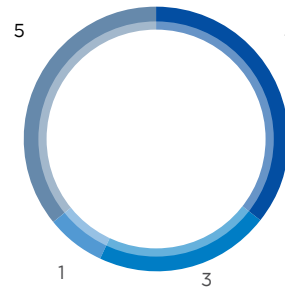


OUR GOVERNANCE AT A GLANCE

The attendance of the respective Directors at meetings of the Board and Committees held in 2023 are provided below:

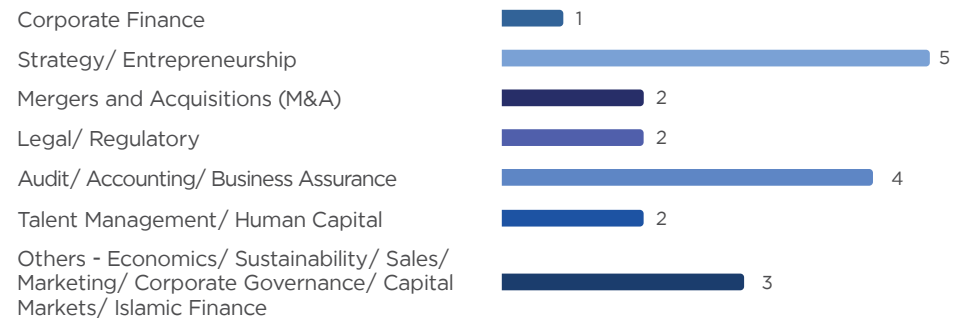
Name of Board Members	Board	BAC	BNRC	BRCC	ABIC*	BSC	NED
Tan Sri Shahril Ridza Ridzuan	18/18						3/3
Vivek Sood ¹	15/15				1/1	9/10	
Dr Hans Wijayasuriya ¹	15/15				1/1		
Dato Dr Nik Ramlah Nik Mahmood	18/18		9/9	5/5			3/3
Dr David Robert Dean	17/18	9/10		5/5	1/1		2/3
Khoo Gaik Bee	18/18		9/9			10/10	3/3
Thayaparan S Sangarapillai	15/18	10/10			1/1	10/10	3/3
Tan Sri Dr Halim Shafie ²	5/5			3/3			1/1
Maya Hari ³	14/18						3/3
Ong King How	17/18		9/9		1/1		3/3
Nurhisham Hussein ⁴	12/13			1/1			2/2
Shahin Farouque Jammal Ahmad	15/18	10/10					3/3
Mohamad Hafiz Kassim ⁵	4/4			0/1			1/1
Eysa Zulkifli ⁶	14/18					4/4	3/3

INDUSTRY EXPERIENCE[®]

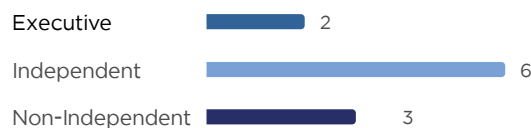


- Information Technology & Telecommunications
- Finance, Banking & Investments
- Public Services/ Government Relations
- Internet/ Media/ Entertainment/ Digital Services/ Innovative Mobile/ Technology/ Analytics

FUNCTIONAL EXPERIENCE[®]



BOARD OF DIRECTORS



TOTAL HOURS FOR BOARD & BOARD COMMITTEE MEETINGS 2023



Notes: ¹ Appointed on 24 March 2023
² Retired on 26 May 2023
³ Appointed on 11 January 2023
⁴ Resigned on 30 September 2023
⁵ Appointed on 27 October 2023

⁶ Attendance of Alternate Director is not compulsory when the principal director is present. Appointed as BSC Member on 25 May 2023
^{*} Previously known as the Axiata Enterprise Investments Board Committee. The renaming and rescope of the committee took effect from 28 August 2023
[®] Information as at 31 March 2024

DIRECTORS LIABILITY INSURANCE

In order to protect our directors and officers from personal financial loss that may result from allegations and lawsuits of wrongful acts or mismanagement carried out in their appointed capacity, the Group has in place a Directors & Officers Liability Insurance which provides a blanket cover for all Directors, past, present and future which indemnifies against losses arising from management liability, company securities and company employment breach practices. Subject to the relevant policy sub-limits, excess and exclusions, the sum insured is RM200 million, and the period of annual cover is from June to May.

EMBEDDING SUSTAINABILITY INTO OUR GOVERNANCE STRUCTURES

Axiata has strengthened its sustainability governance by enhancing alignment with OpCos, ensuring effective implementation of sustainability strategies and initiatives.

Axiata's Board holds ultimate responsibility over the Group's sustainability agenda and provides oversight of the integration of ESG matters in Axiata's corporate strategy with the aim of balancing stakeholder interests while ensuring that we grow responsibly and create long-term value.

To keep the Board up-to-date and ensure that they understand the sustainability issues relevant to the Group, the Board receives regular Board Sustainability Committee (BSC) Reports from the BSC Chairman. Additionally, the Board schedules a minimum of two sustainability updates in a year, during which issues relating to the matter are presented, deliberated and resolved in an appropriate manner.

The BSC provides oversight and strategic guidance to the Group and resolve matters relating to sustainability management as a Group-wide agenda. BSC also has oversight of climate-related matters, including climate risks and opportunities.

The BSC also has the authority to appoint external counsels or advisers and obtain independent professional advice or services in managing sustainability practices. The BSC reviews and evaluates its performance at least once a year to ensure that it has carried out its responsibilities. In the year under review, the BSC met 10 times.

GCEO and Managing Director is responsible for overall management on sustainability-related matters. The GCEO is supported by the Group Chief Corporate Officer, who oversees Group Sustainability, and other senior management members within their areas of responsibility.

For accountability, sustainability-related key performance indicators (KPIs) including climate change performance linked to net-zero commitment are included in our GCEO as well as OpCo Senior Leadership Teams' (SLT) annual remuneration-linked KPIs. All OpCo CEOs are also authorised to sign-off on sustainability-related governance as part of internal control assurance.

Chaired by the Group Chief Corporate Officer, the Axiata Sustainability Steering Committee

(Steering Committee) consists of representatives from Group Sustainability, OpCo Sustainability teams and representatives, and selected Heads or nominees from key Group corporate functions. The Steering Committee is responsible for supporting the management of ESG matters and ensures collaboration to streamline the approach within the Group to achieve Axiata's sustainability agenda and promote sharing.

Group Sustainability leads the development of overall strategy and framework to drive sustainability initiatives and programmes across the Group in a structured and cohesive way. Their responsibilities include monitoring and managing business sustainability practices and targets, keeping abreast of the sustainability development landscape and ensuring management of the Group's ESG risk and opportunities are assessed and evaluated. The team also provides advisory support and capacity building for the sustainability teams in all OpCos and receives sustainability progress updates.

On all OpCo Boards and Board Committees, Axiata is represented by its Directors or Senior Leadership representatives. This enables

alignment and oversight from the Group to OpCos, including ensuring the integration of sustainability across the organisation.

Each OpCo has its own sustainability governance, where sustainability-related matters are elevated to OpCo Board, Board Committee, CEO or Management Committees by Sustainability Teams or representatives. For FY2023, a key priority was to promote accountability and ensure strategic alignment throughout the OpCos by leveraging on the BRCC of each OpCo. With guidance and support from OpCo BRCCs, the BSC was able to support the Group's and OpCo's sustainability agenda including compliance with ESG-related regulatory requirements. OpCos are responsible for the governance, daily management and operations, programme implementation and data collection for the Group's identified sustainability material matters, as well as their own sustainability matters or practices.

TCFD

SNCR. Sustainability Governance and Climate Change on pages 14 to 15 and 55 to 63



BOARD LEADERSHIP AND EFFECTIVENESS

BOARD FOCUS AREAS

Monitoring of the Company's performance and business planning for the year remain a priority for the Board's deliberation despite a considerable amount of time and attention being devoted to strategic matters and mergers and acquisitions (M&A).

The Board also considered new opportunities and new ways of engagement to leverage on the wide range of talent, skill and expertise available within the Group. Efforts were also expanded in assessing the various options available in unearthing and increasing value to and within the Group.

BOARD ACTIVITIES IN 2023

- The Board allocated approximately 35.30% of its time in 2023 during Board meetings focusing on risk, audit and compliance matters.
- At the Board Retreat held in July and November 2023, the Board focused on deliberating on Axiata's strategic direction across its businesses and footprint, taking into account the state of the telecommunications industry and the direction that the industry is heading to, as well as considering Telco-TechCo for fintech and digital telco businesses and strategic options and way forward for Axiata.

TOPICS FOR DISCUSSION AT BOARD MEETINGS




2024 FOCUS

The focus for 2024 is continuing Axiata's transformative journey with clear targets to enhance our performance, accelerate value creation, and increase long-term shareholder value. Axiata will focus on our portfolio and business strategy guided by the 5 vectors of value creation and 5 strategic priorities which will steer us on our journey towards becoming the Next Generation Digital Champion, aligned with an aspiration to be recognised as a Sustainable Dividend Company to ensure consistent returns to shareholders.

CODE OF CONDUCT AND ETHICS (CODE)

The Code is in line with the practices in the Malaysian Code on Corporate Governance 2021 as well as the provisions of the Securities Commission Guidelines on the Conduct of Directors of Public Listed Companies issued in July 2020. All of the OpCos adopt a code of conduct similar if not identical, to that of Axiata leading to a shaping of a common ethical culture within the Group. The provisions of the Code are also embedded within the Employees Code of Conduct and our core values of Uncompromising Integrity and Exceptional Performance applicable across the Group.

 The Code is available online, please visit www.axiata.com/our-business/corporate-governance

AXIATA ADVISORY PANEL

The Axiata Advisory Panel (AAP) advises the Board on matters relating to the business of the Group across its geographical footprint and other areas and location that the Group intends to venture. The AAP comprises members with extensive and established knowledge and experience of the business and industry environment that Axiata is involved in.

The members of the AAP are Tan Sri Jamaludin Ibrahim and Gita Irawan Wirjawan, being inaugural members from the establishment of the AAP in 2021.

The Board had, at the Board Meeting [No. 1-24] held on 30 January 2024 resolved that the AAP be dissolved effective from the expiration of the tenure of the current members i.e. February 2024 as the purpose and goal of its formation have been achieved.

BOARD EFFECTIVENESS EVALUATION

The Board engaged the services of a corporate governance advisory firm (Consultant) to assist with the 2023 Board Effectiveness Evaluation (BEE) of the Board's performance.

Board members together with selected Senior Leadership team members were invited to complete a questionnaire and participate in interviews, which amongst others, addressed the performance of the Board and its Committees, as well as individual assessments. The specific assessments included those of the Board and each Board members' skill set. These were structured along both self-assessment and peer reviews extending specifically to independent directors as well as the GCEO and ED.

Strengths

The key positive highlights of the 2023 BEE are as follows:

- The Board is led by a capable and well-respected Chairman and supported by five board committees
- It is an engaged and consensual board working in harmony with relationship forged among members and management built on trust, openness and respect
- Board proceedings often are conducted with open discussions and consensus-driven decision-making
- The Board is well-run and maintains strong governance and adherence to processes
- Overall, the results of 2023 BEE finds that the Axiata Board meets the expectations of a high performing organisation and there are no major concerns on board effectiveness

Improvements

The findings of the 2023 BEE also recommended areas for continuous improvement with some of the key recommendations as follows:

Strategy

- Stronger oversight over speed of strategy execution and monitoring of implementation and outcomes
- Key performance indicators of Group Chief Executive Officer & Managing Director and Senior Management, including OpCos, are reorientated to incorporate changes in strategic initiatives in order to drive execution and accountability
- Establish a unified approach to a single measure of shareholder return

Driving Accountability and Consequence Management

- Review the effectiveness of consequence management policies and processes and discuss openly the measures to be taken to ensure improvement

Group Governance - Monitoring and Management of Subsidiaries/ Investments

- To review the efficiencies and effectiveness of the new operating model after a suitable time from its implementation to assess if the right balance between strong lines of oversight and overly operational management has been achieved

BOARD LEADERSHIP AND EFFECTIVENESS

Board Re-Election

In respect of the Directors standing for election/re-election, the BNRC and Board took into consideration the self and peer ratings and other feedback on the areas evaluated as undertaken in the 2023 BEE with the following findings:

Tan Sri Shahril Ridza Ridzuan

- Tan Sri Shahril Ridza Ridzuan was appointed as Chairman of Axiata Group Berhad on 1 January 2022, after joining the Board on 29 November 2021
- He brings to the board many years of corporate experience, and is a seasoned Chief Executive Officer/Managing Director
- Tan Sri possesses the motivation and aptitude to lead the board as Chairman. Members see him as an open minded Chairman who is consultative and collaborative and facilitates a conducive environment for healthy debate
- Tan Sri engenders a good relationship between the board and management, and commands respect of all board members, who value his continued leadership
- He demonstrates wisdom and sound knowledge and facilitates constructive meetings, with members noting that time management during board meetings has improved during his tenure
- His peer ratings are consistently high in all quadrants of the board competencies

Thayaparan S Sangarapillai

- Mr Thayaparan brings to the board over 40 years of experience in corporate finance, auditing & assurance services, accounting, taxation, insolvency and consultancy
- He has the requisite experience to bring to bear as Chairman of the Board Audit Committee (BAC)
- Members value his leadership as Chairman of BAC, and he brings expertise, competency and transparency as well as a holistic perspective to the BAC
- As Chairman of BSC, he advocates comprehensive sustainability reporting and aligns with the Chair of BRCC on risks
- Members see him as an individual of high integrity who conducts himself in a professional manner
- He demonstrates a good understanding of the board's activities, is comfortable expressing his views on matters and is able to leverage on his past experience to contribute positively to all deliberations

Shahin Farouque Jammal Ahmad

- Shahin Farouque was appointed to the board in August 2022, as a representative of Permodalan Nasional Berhad (PNB). Shahin is the current Group Head, Strategic Investments of PNB
- He brings with him extensive experience having worked in various commercial and investment banks in both domestic and regional roles
- Members view him as reasonable and engaged during discussions and he brings the perspective of the shareholder to the table

Mohamad Hafiz Kassim

The fit and proper assessment of Mohamad Hafiz Kassim was conducted in compliance with Axiata's Fit & Proper Policy prior to his appointment. The Board had noted the satisfactory results of the assessment and approved the appointment of Mohamad Hafiz Kassim as Non-Independent, Non-Executive Director on 27 October 2023.

The assessment in respect of Directors' independence in the 2023 BEE was carried out using the criteria prescribed under the Main LR of Bursa Securities. All Independent Directors assessed have declared adherence to all the relevant stipulations in accordance with Paragraph 1.01 and Practice Note 13 of the Main LR of Bursa Securities.

PROFESSIONAL DEVELOPMENT AND EDUCATION

New directors receive a comprehensive and tailored induction programme in order that they are fully informed about the Group's activities on joining the Board. They are apprised of the business operations and environment, fiduciary duties and responsibilities, and the Board's expectations in respect of a director's commitment, ethical behaviour and the need to keep abreast of regulatory changes and trends.

Training is an area delegated to the Board Nomination and Remuneration Committee as part of its brief to ensure that the Board continues to possess the skills, experience and knowledge to meet the needs of the business. Training requirements are discussed and relevant and suitable training programmes are periodically made known to the directors, all of which are facilitated and assisted by the Group Company Secretary.

BRIEFINGS DURING THE YEAR

Several of the in-house presentations by external speakers during the course of the year were as follows:

What Worked
for Deutsche

Indonesian
Economic &
Political Update

Indonesian
Telecom Industry
Update

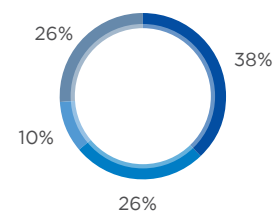
Artificial
Intelligence

M&A
Framework

OpCos Induction Programme – all new directors appointed on the Board of Axiata will have the opportunity to attend an Axiata Board Induction as well as induction programmes organised and conducted by OpCos. These programmes by the OpCos are conducted once a year and Axiata Directors are encouraged to participate in at least one of these visits depending on their availability.

2023 DIRECTORS' TRAINING AREAS

The Group Company Secretary actively disseminates training programmes to the Directors, which amounted to 39 in 2023. Inclusive of in-house programmes, the Directors attended 44 training programmes in 2023, mainly in the areas of legal, compliance and corporate governance.



- Legal/ Compliance/ Corporate Governance
- Digital Services/ New Businesses/ Technology
- Strategy/ Industry Outlook
- Others - Audit, Risk Management, Finance, Sustainability & M&A

BOARD LEADERSHIP AND EFFECTIVENESS

On 6 June 2023 Bursa Malaysia issued a letter informing listed companies of an amendment to the Listing Requirements in relation to sustainability training for directors. All Directors of listed companies are required to attend and complete the Mandatory Accreditation Programme (MAP). With the increasing emphasis and importance on matters of sustainability, the MAP is now broken into two parts, with Part I comprising the current contents, and a new Part II comprising matters of sustainability. The new provisions of the Listing Requirements require existing directors of listed companies to attend and complete this new Part II by 1 August 2025. All Directors of Axiata have attended the MAP Part I.

The Group Company Secretarial Division works with the Institute of Corporate Directors Malaysia (ICDM) to update the available training dates from time to time. As at to date seven Directors have attended the MAP Part II.

REMUNERATING FAIRLY

Non-Executive Directors (NED)

As a regional company, the remuneration philosophy is to develop a remuneration structure that commensurates with the Directors' responsibilities at both Board and Board Committee levels and is sufficient to attract, incentivise and retain quality Directors. The remuneration packages differentiate the Chairman and ordinary members of the Board and Board Committees to reflect the larger role and responsibilities of the Chairman.

At the end of 2021, a review of the NEDs' remuneration structure was conducted by a consultant (Consultant) and the analysis and recommendation of the Consultant was tabled to the Board of Axiata in February 2022. From the benchmarking analysis of Axiata against similarly sized Malaysian regional-based international telecommunication peers, the recommendation was to increase the Chairman's monthly fees to align with the median and to align Board Committee ratios to P50 of that of similar-sized Malaysian companies in Malaysia. The BNRC and Board recommended for the increase in monthly fees for the Board Committees and to align the BRCC meeting allowances with that of the BAC, which was subsequently approved by the shareholders at the 30th AGM held in May 2022.

In line with the above proposal, the Board also approved the enhancement of the Board Annual Report Committee (BARC) by adding an additional scope to the committee to oversee the sustainability practices within Axiata Group i.e. to oversee Axiata's sustainability or interchangeably, ESG (which includes climate-related risks and opportunities) related framework, strategy, external commitments, policies and practices as well as performances against such matters including any external ESG ratings or assessments. The BARC was renamed as Board Sustainability Committee (BSC) on 8 April 2022 and the new rate of monthly fees and meeting allowance was also proposed for BSC.

The following table outlines the remuneration structure for NEDs of the Group in 2023.

Remuneration	Monthly Fees ¹ (RM)		Meeting Allowances ² (RM)	
	NEC ³	NED	NEC ³	NED
Board of Directors	30,000.00	20,000.00	3,000.00	2,000.00
Board Audit Committee (BAC)	9,000.00	4,000.00	3,000.00	2,000.00
Board Risk and Compliance Committee (BRCC)	9,000.00	4,000.00	3,000.00	2,000.00
Board Nomination and Remuneration Committee (BNRC)	5,000.00	3,000.00	1,500.00	1,000.00
Board Sustainability Committee (BSC)	2,500.00	1,500.00	1,500.00	1,000.00
Other Board Committees	Nil	Nil	1,500.00	1,000.00

Notes: ¹ In accordance with Shareholders' approval, Axiata pays Board and Board Committees' Directors' fees on a monthly basis

² No new meeting allowance paid if meeting is adjourned to or continued on a different date or time

³ NEC refers to Non-Executive Chairman

Benefits

Benefits comprises annual overseas business development trips, leave passage, travel allowance, travel allowance for Non-Resident NEDs, equipment, telecommunication facilities, insurance and medical.

At the 29th and 30th AGMs of the Company, the shareholders approved the extension of Travel Allowance for Non-Resident NEDs for their attendance at Board and Board Committee meetings virtually. The extended Travel Allowance was intended to be paid to the Non-Resident NEDs until the restrictions imposed on global travel are fully uplifted and travel may be safely undertaken thereafter. Following from the easing of COVID-19 travel restrictions from the second half of 2022, the extension of travel allowance for virtually attended meetings have tapered following an increase in physical attendance from the easing of travel restrictions. Accordingly, Axiata has now ceased this extension to Travel Allowance.

Executive Directors (EDs)

The Company's policy on remuneration for the EDs is formulated to ensure competitiveness with market to attract, retain and motivate an ED of the highest calibre to competently manage the Company.

The remuneration is therefore structured to link various components of the package with corporate and individual performance. It also takes into account total compensation of comparable companies (of similar size and complexity to

Axiata locally; and in the same industry in the region), based on benchmarking conducted by independent consultants.

The current remuneration framework of the EDs consists of basic salary, benefits-in-kind and Employees Provident Fund (EPF) contributions (applicable to local ED only), as the guaranteed components. On top of this, the EDs are eligible for two types of performance-based incentives which are the Short-Term Incentive Plan (STIP) linked to a particular financial year's targets and the Long-Term Incentive Plan (LTIP) which is linked to a 3-year long-term target.

For the STIP, the performance of the EDs is measured based on the achievement of the annual KPIs. These KPIs comprise not only quantitative targets, such as annual revenue, EBITDA, PATAMI Operating Free Cash Flow (OFCF) and relative performance of the OpCos, but also qualitative targets which include strategic milestones and initiatives that need to be achieved and implemented in a given year, on areas such as strategy, innovation, business development, synergy, human capital management, financial management and societal development. The weightage of the qualitative and quantitative targets may be adjusted to accommodate the Group's aspirations.

For the LTIP, the performance of the EDs is measured on the achievement of a combination of relative Total Shareholders Return, PATAMI Margin and OFCF Margin within the vesting period.

BOARD COMMITTEES - BOARD ACCOUNTABILITY

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

Board Audit Committee (BAC)

Members

- Thayaparan S Sangarapillai (Chairman)(INED)
- Dr David Robert Dean (INED)
- Shahin Farouque Jammal Ahmad (NINED)

BAC currently comprises three members of which two are INEDs and one is NINED whereby all BAC Members are financially literate, well above the level needed for an Audit Committee. Their appointments are made by the Board on the recommendation of the BNRC and in consultation with the BAC Chairman.

Group Chief Internal Auditor (GCIA) acts as the Secretary of the BAC and meeting dates are synchronised to coincide with the key dates within the financial reporting and audit cycle with ample time for a report to be prepared for the Board, particularly on irregularities and significant finding on matters of concern.

Axiata's internal audit function reports directly to the BAC and the Internal Audit (IA) Charter is also approved by the BAC.

Activities in 2023

- Reviewed Corporate Governance (CG) Framework across the Group in line with MCCG & MSWG CG requirements
- Reviewed BAC membership composition to support Board on changing governance and regulatory landscape in relation to CG Strategic Priorities 2021-2023, as well as effective oversight over Opcos
- Reviewed the progress of ESG governance, framework, standards, baselining, process, controls, and reporting across Axiata Group
- Completed the review and enhancements of BAC Terms of Reference across the Group in relation to the updated Bursa Listing Requirements on Conflict of Interest (COI) issued in 2023
- Reviewed the COI Report (COI declaration by Directors, Key Management Personnel, and employees in 2023) of Corporate Centre
- Reviewed and recommended the Statement on Corporate Governance, Statement on Risk Management and Internal Control and BAC Report for inclusion in the Annual Report to the Board for approval
- Reviewed the FY2023 audited Group Financial Statements, quarterly financial results and announcements to Bursa prior to recommending to the Board for approval, including:
 - Discussed and resolved all Key Accounting Matters which arose during the year
 - Reviewed assessments of goodwill for impairment across the Group
 - Reviewed compliance by Axiata Group and its Operating Companies with the accounting standards issued by International Financial Reporting Standards (IFRS) and incorporated in Malaysian Financial Reporting Standards (MFRS)
- Reviewed the carrying value of assets and its useful life in particular those assets on the older technology (2G, 3G and 3.5G) with 4G network expansion and the upcoming 5G technology roll out
- Reviewed the accounting impact and accounting entries arising from merger and acquisition deals (including goodwill impairments) and revised accounting policies when required for better governance and controls
- Reviewed the potential exposure of major investments made by the Group
- Reviewed the Group Treasury risks and controls in relation to cash positions, foreign and local debts, compliance to debt covenants, and interest expenses optimisation
- Reviewed the Group foreign currency exposure, impact of currency translation on Axiata Group's Financial Statements in view of volatile economic environment, geo-political situations, interest rate movement and currency volatility
- Reviewed on a quarterly basis the related party transaction entered by Axiata pursuant to the shareholders mandate on Recurrent Related Party Transactions (RRPT) procured at the 31st AGM of the Company held on 26 May 2023 and the reporting of these transactions in the 2023 Financial Statements
- Reviewed business control incidents (BCIs) including fraud
- During the financial year ended 31 December 2023, Axiata has granted a total of 8,127,400 shares under the Axiata Group Long Term Incentive Plan (details provided under Note 14 of the Audited Financial Statements) at the Share Reference Price of RM2.46. The BAC has reviewed Report of the Independent Auditor on the allocation of the above shares granted to eligible employees (as defined in the Bye-Laws) and noted its compliance with the conditions for the allocation of shares approved
- Reviewed and approved changes to Corporate Policies and Limit of Authority (LOA) for Procurement and Branding, Advertising, Marketing Sponsorship (BAMS)
- Reviewed and approved appointment of external auditors, taking into consideration their competencies, commitments, objectivity and independence, including reviewed and recommended to the Board the fees payable
- Reviewed the external auditors' audit plan, auditors' independence/ objectivity, and external audit findings
- Held two (2) private meetings with the external auditors on 21 February 2023 and 27 November 2023 without the presence of Management. The topics that were discussed were key matters noted from audits, the sufficiency and adequacy of information provided to external auditors to perform the audit, competencies of the Group Finance personnel and cooperation provided by the Management
- Reviewed and approved the non-audit services to the external auditors after due consideration that the transparency and independence of the external auditors remain intact

Internal Audit activities:

- Reviewed the execution of 2023 Audit Plan across the Group in terms of audit findings and timely closure of major audit issues. A total of 106 internal audit reviews were completed across the Group including:
 - Reviewed the effectiveness of Anti-Bribery and Anti-Corruption (ABAC) controls and operationalisation e.g. Review of BAMS for High Risks Transactions and Review of Group-wide Procurement (High Risks Transactions) process and controls
 - Review of Groupwide IT Fixed Assets Management for process and controls effectiveness
 - Reviewed the Cyber Security, Data Privacy and IT System User Access Management governance, process, and controls across the Group
 - Reviewed the Revenue Assurance governance, process, and controls across the Group



The roles and responsibilities of BAC are available online, please visit www.axiata.com/our-business/corporate-governance

BOARD COMMITTEES - BOARD ACCOUNTABILITY

- Reviewed and approved the Group Internal Audit Plan and Budget 2024
- Reviewed the Group IA Charter and Group IA Manual for continuous improvements and enhancements
- Provided oversight and reviewed the Internal Audit Function effectiveness, independence, objectivity, resources adequacy, competencies and Quality Assurance:
 - Commissioned in 2023 External Quality Assurance Review (EQAR)/ assessment by an independent 3rd party on the independence of IA Function and its effectiveness vis a vis the international standards of internal auditing
 - Continue to oversee the Groupwide Internal Audit Mobility Programme for IA talents development, movement and retention
 - Continue to support auditors competencies and training requirements including Continuous Auditing & Artificial Intelligence through adequate budget allocation
- Continue to support the expansion of “Continuous Auditing” and the use of artificial intelligence in specific used cases in keeping up with the business digitalisation and IR 4.0 technologies in a number of their High Risks High Value business areas such as Sales, Procurement, IT User Access, Payments, Fixed Assets Register & CWIP, Warehouse/ Inventory Management, Employees Claim, etc.
- Reviewed the security, independence, and awareness of whistle blowing channel established for employees and other stakeholders including business partners/ suppliers
- Reviewed the Whistleblowing Dashboard, investigations outcome and consequence management

Priorities for 2024

- Review of ESG Framework, Process & Reporting
- Review of Corporate Governance, Controls & Compliance
- Review of COI situations
- Review of Group Financial Statements in line with IFRS and MFRS
- Review of the carrying value of assets and its useful life and goodwill for impairment, in particular those assets on the older technology (2G, 3G and 3.5G) with 4G network expansion and the upcoming 5G technology roll out
- Review of the Group foreign currency exposures, impact of currency translations on Axiata Group's Financial Statements consequent to persistent volatile economic environment, geo-political situations, interest rate movements and currency volatility
- Review of the Group Treasury risks and controls in relation to cash, foreign and local currency, compliance to debt covenants
- Review of Related Party Transactions (RPT)
- Review of external auditors' audit plan, auditors independence/ objectivity, performance, appointment and re-appointment, external audit findings and its resolutions
- Review the effectiveness of ABAC operationalisation in relation to Adequate Procedures (T.R.U.S.T.)
- Review the effectiveness of governance, risks management and internal controls systems & process across the Group in the areas of:
 - Data Governance (Framework, Process & Controls)
 - Enterprise Risks Management (ERM)
 - Network Capex Allocation
 - Regulatory Framework & Compliance
 - Merger & Acquisition Framework & Process
- Review the execution of 2024 Internal Audit Plan, audit findings and closure of major audit issues
- Review enhancements of Internal Audit Function effectiveness, independence, objectivity, resources adequacy and competencies, including:
 - Review internal auditors training programme on relevant and new competencies such as continuous auditing and artificial intelligence
 - Support Internal Audit in the expansion of “Continuous Auditing” and use of artificial intelligence to keep Internal Audit relevant with technologies evolution and business digitalisation
 - Review enhancements to Internal Audit activities post EQAR
- Monitoring of security, independence and awareness of whistle blowing channel for employees, business partners/ suppliers and other stakeholders
- Review of Groupwide BCIs and mitigation measures

BOARD COMMITTEES

Board Nomination and Remuneration Committee (BNRC)

Members

- Dato Dr Nik Ramlah Nik Mahmood (Chairman) (SINED)
- Khoo Gaik Bee (INED)
- Ong King How (NINED)

Nomination

- Oversee the selection and assessment of Directors to ensure that Board composition meets the needs of Axiata
- Propose new nominees to the Board of Directors of Axiata and any Committee of the Board
- Facilitate and review Board induction and training programmes
- Assess Directors on an ongoing basis
- Recommend or approve, as the case may be, the Senior Management of Axiata Group

Remuneration

- Recommend to the Board the remuneration of the EDs in all its forms, drawing from outside advice as necessary
- Assist the Board in determining the policy and structure for the remuneration of Directors and Senior Management of Axiata Group
- Administer the Axiata long term incentive share scheme in accordance with the By-Laws of the scheme, as approved by the shareholders of the Company or such other similar scheme that is in place from time to time

Activities in 2023

Nomination

- Considered the changes to the Board of Axiata involving the appointment of two new Directors, retirement of one Director at the Annual General Meeting and resignation of one Director in 2023
- Reviewed and recommended the proposal for appointment and contract renewal for Key Management
- Reviewed reports on Directors' training including making recommendations thereof
- Reviewed changes proposed in respect of the nomination of Axiata nominee directors on OpCos and key associates' Boards
- Reviewed and recommended the extension of employment contracts of key personnel of Axiata Group
- Discussed the recommendations of the 2022 BEE and follow-up actions thereto
- Succession Planning and Talent Management Review
- Reviewed the suitability of the Directors due for re-election at the 2023 AGM
- Reviewed and recommended the GCEO's succession plan

Remuneration

The BNRC considered and recommended to the Board the following matters:

- GCEO KPI 2023 setting
- GCEO KPI 2022 - Performance Evaluation and Remuneration
- Company Bonus Payment and Salary Review Budget
- 2022 Restricted Share Plan Grant and Vesting
- Reviewed and recommended the reward and retention programme (implementation details) and proposed new compensation framework
- Discussed and reviewed the non-executive Directors' remuneration and benefits particularly on
 - i) cessation of the payment of travel allowance for non-resident Directors' virtual attendance and
 - ii) introduction of a Fixed Fee for Axiata Board Investment Committee (ABIC) (previously Axiata Enterprise Investment Committee (AEIB))
- Top Management Remuneration Revision

Key Structural Changes to Board Composition

- Appointment of Vivek Sood as Group Chief Executive Officer and Managing Director
- Appointment of Dr Hans Wijayasuriya as Group Executive Director and CEO, Telecommunications Business
- Appointments of Maya Hari as INED of Axiata
- Appointment of Mohamad Hafiz Kassim as NINED of Axiata representing EPF replacing Nurhisham Hussein
- Retirement of Tan Sri Dr Halim Shafie as INED at the AGM 2023
- Various appointments and resignations within the Operating Companies of Axiata

Priorities for 2024

- To constantly evaluate and assess the composition of the Board in meeting the necessary skill, experience and competency as determined by the Board skill set matrix and to undertake efforts to fill any gaps that may arise
- To review top Management succession planning
- To monitor follow-up actions based on the 2023 BEE findings and decide on the approach for the 2024 BEE
- Routine matters such as performance bonus, increment for employees and KPIs for GCEO
- Other new matters proposed by Management/Board



BOARD COMMITTEES

Board Risk and Compliance Committee (BRCC)

Members¹

- Dr David Robert Dean (Chairman) (INED)
- Dato Dr Nik Ramlah Nik Mahmood (SINED)
- Mohamad Hafiz Kassim (NINED)

The primary functions of the BRCC are to assist Axiata Group Berhad Board of Directors to fulfil its responsibilities with regard to risk management and compliance. The BRCC is responsible for determining that there are robust processes in place for identifying, assessing and monitoring;

- i) key business risks to safeguard shareholders' investment and the Company's assets;
- ii) cybersecurity risks and risks relating to data privacy;
- iii) risks arising from non-compliant practices and behaviours, particularly relating to Anti-Bribery Anti-Corruption (ABAC);
- iv) Environmental, Social and Governance (ESG) risks; and
- v) Regulatory Compliance

The BRCC will ensure that the Group's Risk register is kept current and advise the Board on the strategic direction, tone from the top, as well as appropriate training and development exercises in all areas under its mandate

Roles and Responsibilities

- To provide guidance and having oversight on the Risk & Compliance Management Committee (RCMC) in terms of deliberation, risk assessment and management of risk and compliance matters, which includes areas of Enterprise Risk Management (including Business Continuity and Crisis Management), Cybersecurity, Privacy, Compliance, Ethics & Integrity (Risk & Compliance) and ESG risks
- To provide guidance and having oversight on Regulatory Compliance which include but not limited to requirements imposed by telecommunications regulators, central bank (e.g., e-money, forex controls, AMLA, etc.), Local Authorities (e.g., site permits, health, and safety), and domestic trade (e.g., anti-profiteering and commercial dealings of our dealers/distributors where applicable)
- Ensure Axiata Group (which includes all its subsidiaries/Operating companies) adopts sound and effective policies,

procedures and practices for all its Risk and Compliance functions and ensure adequate testing to improve its resilience and preparedness for any eventualities

- To review and recommend the risk management and compliance methodologies, and risk tolerance levels for approval by the appropriate authority under Axiata Limits of Authority
- To review and assess the adequacy of the governing policies, framework, and structure in place for managing Risk & Compliance; as well as the extent to which these are operating effectively
- To ensure adequate infrastructure, resources, and systems are implemented for effective risk and compliance management. This includes ensuring that the staff responsible for implementing risk and compliance manage their responsibilities effectively
- To review the management's periodic reports on Risk & Compliance
- To ensure that all governance instruments are reviewed and updated continuously to reflect changes in the operating environment
- To ensure ongoing awareness programmes, communication, training and education on risk and compliance management
- To provide advice to the Board on risk and compliance strategies and coordinate the activities of various standing Board committees for risk oversight
- To promote a healthy risk and compliance culture and behaviour that ensures the effectiveness of the risk and compliance management processes (e.g. discourage excessive risk-taking, bribery and corruption due to misaligned KPIs and remuneration schemes) aligned to the corporate Risk Appetite
- To consider other matters relating to risk and compliance management, including relevant legislature applicable in all operating areas of Axiata Group as referred to by the Board or by BRCC on its own accord

Activities in 2023

- Performed Corporate wide review of the skills and capacity to effectively execute programs under the Risk & Compliance (R&C) divisions
- Strengthened Governance, Risk & Compliance (GRC) culture via various awareness and training initiatives namely its annual Group Risk & Compliance (GR&C) Conference bearing the theme "Navigating Risk Horizons: Building Resilience for a Thriving Future" and participated by more than 200 participants both at Senior Management and Board level across the Group; the continuous roll out of various mandatory trainings on Data Privacy, Cyber Security, Enterprise Risk Management and Anti-Bribery & Anti-Corruption and the quarterly GR&C newsletter for the Axiata Corporate Center community
- Completed the implementation of the three-year ABAC Plan (FY2020-FY2023), and approved the next three year ABAC plan (FY2024-2026)
- Ensured a robust Cyber Security framework with continuous security monitoring & response delivered through the Group Security Operations Centre (GSOC)
- Reviewed related GR&C policies and framework to align with the latest ISO and other related standards
- Strengthened the governance process by enhancing and embedding the SORMIC process across the Group
- Performed maturity assessment for cyber security and data privacy, GR&C Policies and Limits of Authority (LOA) and implementation of various governance instruments across the business
- Hosted a Compliance Workshop and Cyber Security Workshop in Kuala Lumpur which was attended by all the key members from the OpCo Compliance and Cyber Security teams to promote synergy and teamwork the Risk & Compliance fraternity
- Concluded the initial 3-year privacy programme which was focused on building foundational privacy policy, framework and capabilities, to ensure compliance with applicable laws & regulations in the operational footprint of the Group
- Implemented a consistent privacy organisation structure across the operating companies to enhance Privacy maturity and risk management. Implementation of a Group aligned risk acceptance statement across the OpCos with supporting matrix driven risk tolerance levels.
- Performed an independent standards based BCM operational effectiveness testing of core functions and a competency assessment for each OpCo
- Achieved an overall more than 98% completion rate for all GR&C mandatory training modules (Cyber Security, Data Privacy, ABAC, ERM) Group-wide
- Participated in public-private partnerships with government agencies to address regional cyber threats, promote knowledge sharing and leverage expert capabilities of Axiata Cyber Fusion Center. The ACFC received a notable visit from the Minister of

BOARD COMMITTEES

Communications and Digital of Malaysia which underscores Axiata's commitment to strengthening Malaysia's cyber security infrastructure through public-private collaboration, highlighting ACFC's central role in this collaborative effort

- Conducted a hands-on ransomware wargame for executive leadership to provide practical exposure to incident response and ensure readiness. This initiative aimed to foster informed decision making and proactive risk mitigation among our leadership team
- The overall cyber security maturity across the group has been maintained at 3.4, despite the group having gone through few mergers & acquisitions in the year. The focus in 2023 was to enhance maturity in specific areas of cyber security such as Zero Trust, Telco Security and Cyber Resilience
- Hosted impactful campus visits for university students to Axiata Cyber Fusion Centre, proactively bridging the skills gap between industry needs and academic curriculum, fostering talent pipeline and contributing to a future-proof workforce
- Aligned Cyber Risk Assessment to Enterprise Risk Management (ERM) framework for effective risk management and resilience
- DT&R 2023 key strategic outcomes are achieved, strengthening foundational elements for long-term cyber resilience
- Conducted a maturity assessment and effectiveness testing activity to assess the maturity and also the effectiveness of the ABAC programme that was implemented across the Group; Results indicated that Axiata achieved a strong maturity and an effective ABAC programme implemented across the Group
- Achieved 99% alignment of our ABAC related governance instruments with MACC Adequate procedures, UK Bribery Act, FCPA and ISO Standards
- Promoting a culture of integrity, honesty, and transparency, we successfully hosted the Axiata Integrity Month 2023 (AxIM 2023). We focused on anti-bribery, anti-corruption,

and conflict of interest topics, with valuable insights from industry practitioners and MACC speakers

- To encourage employee engagement, we conducted a whistleblowing session, which proved to be insightful
- Conducted awareness session for the Axiata Foundation Board of Trustees on Corruption Risk Assessment with case-studies on foundation activities that can pose possible risks of bribery & corruption
- Participated in external conferences in Kuala Lumpur; Supplier Forum session in Indonesia; and International Anti-Corruption Day in Sri Lanka towards supporting the industry in its initiative to raise awareness on ABAC matters
- Convene the Axiata BRCC Chairperson Conference attended by the BRCC Chairpersons across the Group with the objective of strengthening and collaboration, knowledge sharing and promoting a culture of tone from the top
- Continuous communications to Axiata Key Suppliers on Axiata's No Gift Policy, Whistleblowing/Speak-Up channel
- Axiata maintains a risk register which is reviewed and updated every quarter. This comprises risks specific to the divisional activities of the business as well as more Group-wide risks affecting its long-term strategy and vision
- The Group has established the ERM framework as a standardised approach to rigorously identify, assess, report and monitor risks facing the Group. The framework benchmarked against ISO 31000:2018, is adopted across the Group.
- A risk reporting structure has been established based on the ERM framework to ensure prompt communication with the BRCC and the Board.
- Continue to monitor and enhance the stature of Data Privacy, Cyber Security, Enterprise Risk, Compliance, Integrity & Ethics with firm maturity targets

Priorities for 2024

- Roll out refreshed Data Privacy Strategy, #ASH 3.0, focusing on enhancing Data Privacy Maturity framework, improving Data Privacy Risk Management, embedding privacy by design principles, leveraging privacy-enhancing technologies, ensuring compliance with all relevant laws, improving OpCos' breach detection and response capabilities, and building synergies through automation
- Update cyber security strategy through next 3-year Digital Trust and Resilience (DT&R) Strategy (2024-2026), optimising current investments by refining cyber security practices to ensure resilient defences; maintaining robust cyber security maturity posture through continuous risk assessment and adopting 5G standards; and strengthening public-private partnerships with government agencies and regulators to address emerging cyber threats
- Standardisation of the risk metrics and calibration between Data Privacy, Cyber Security, Compliance, Integrity & Ethics with ERM
- Adoption of 5G Security Standards to safeguard our digital infrastructure
- Roll out and operationalisation of ERM tools and framework (Risk Appetite Statement, enhanced risk reporting incorporating emerging risks)
- Enhance ESG capabilities by integrating risk management into the overall ESG program (identification, monitoring and reporting for TCFD)
- Continuous improvement of the BCM program across OpCos based on the recommendations of the independent assessment performed in 2023
- Continuous review of the Group Risk and Compliance framework, policy and plans for systems, enhancing processes of risk and compliance management, ensuring that adequate systems of internal controls are developed, implemented, monitored, maintained and assessed by management in line with the BRCC governance instruments
- Continuous improvements of current cyber security capabilities & control effectiveness, and development of new capabilities through the Group Cyber Fusion Centre
- Review insurance cover to ensure adequate coverage is applied
- Focus on enhancing technical capabilities within the GRC fraternity via formal training and professional certification

- Convene the Axiata BRCC Chairperson Conference attended by the BRCC Chairpersons across the Group with the objective of strengthening and collaboration, knowledge sharing and promoting a culture of tone from the top
- Adapting the risk management process to include restructuring activities and alignment to the new strategy
- Enhancing the risk management process by aligning with the revised Group Governance and Operating Model and aligning with the organisation's evolving strategic objectives
- The implementation of the ABAC Plan for FY2024-2026 with specific focus on Tone from the Top, Sustainability (i.e., Ensuring sustainability of Compliance within the organisation) and Culture (i.e., strengthening and embedding the culture of "Doing The Right Thing" amongst employees at all levels within the organisation). A Compliance workshop was organised early 2024 for purposes of aligning on key activities that will be undertaken by the Compliance community as part of its FY2024-2026 ABAC Plan
- Enhancing the role of Opco BRCC by strengthening the collaboration between Opco BRCC, OpCo management and AGB Nominee Director in each OpCo Board
- Enhanced training and awareness programmes will be developed and conducted across the organisation on ABAC whereby an aligned set of training modules will be launched across the Group to enable the Compliance community to conduct face-to-face trainings and to ensure consistency in messaging on ABAC principles across the Group
- Continuous use of the VITAL System for purposes of recording gifts, donations and sponsorships given and received by Axiata to ensure that the "No Gift Policy" is always adhered to
- Continuous trainings for Board and Sub-Board Committees to ensure that they are equipped with the right skills, capabilities and industry knowledge to enable them to carry out their role as board members with the highest standards
- Continuous compliance monitoring & evaluation activities and the corruption risk registers Group-wide
- The next 3-year ABAC Plan for FY2024-2026 will continue to implement activities that will strengthen the culture of "Doing The Right Thing" within the organisation

BOARD COMMITTEES

Board Sustainability Committee* (BSC)

Members²

- Thayaparan S Sangarapillai (Chairman)(INED)
- Khoo Gaik Bee (INED)
- Vivek Sood
- Eysa Zulkifli (Alternate Director to Ong King How)

Roles and Responsibilities

Sustainability Practices

- Approve Axiata's ESG framework and strategy including related targets, materiality assessment, external commitments and KPIs to measure the Group's performance and the internal and external recognition of its ESG performance
- Provide oversight and monitor the execution of Axiata's ESG framework and strategy, and the Group's progress on its long-term sustainability and climate goals and targets, including progress in relation to sustainability material matters and achieving the net-zero commitment no later than 2050
- Provide guidance and oversight, and if required recommend to the Board, proposals by the Management on key policies, programmes and any partners required to implement the ESG framework and strategy
- Provide advice and direction to the Group's Management on:
 - Organisational/ strategic alignment: Bringing to life Axiata's aspiration of Advancing Asia and supporting the Group's and Operating Companies' corporate strategy through the ESG framework
 - ESG oversight: Implementation of the ESG framework and strategy, integration of climate-related opportunities and risks to the Group's overall strategy; and
 - Climate action: Implementation of the net-zero carbon roadmap that aligns to being net-zero no later than 2050, and deliver intermediate targets, consistent science-based approach
- Receive updates at least twice a year or as and when required, on ESG matters including the progress of implementation and performance of the ESG framework and strategy. Targets and baseline is currently being reviewed by SBTi
- Review external sustainability and climate-related reporting and disclosure, sustainability statement in the Annual Report and the annual Sustainability and National Contribution Report
- That the foregoing complies with the relevant provisions of the Main LR of Bursa Securities as well as the applicable code of corporate governance in force at the material times

Annual Report Preparation

- Review and approve the design, concept and structure of the Integrated Annual Report Suite, which includes the Integrated Annual Report (IAR), Sustainability & National Contribution Report (SNCR) and Governance & Audited Financial Statements (GAFS)
- Review and approve the overall content of the annual report and ensure compliance with the Main Market LR of Bursa Securities, as well as the applicable code of corporate governance in force at the material times
- Review and recommend for the Board's approval the related statements in the annual report as required by the Main LR of Bursa Securities, some of which may require prior review by the Board Audit Committee or other Board Committee of Axiata
- Review and recommend for the Board's approval additional disclosures to be made in the annual report taking into account the Company and Group's position at any particular time and set the best disclosure framework to reflect the performance and image of the Company which is vital to the shareholders and stakeholders who are the ultimate recipients of the annual report

On 8 April 2022, the Axiata Board resolved to rename the Board Annual Report Committee as the Board Sustainability Committee with expanded roles and responsibilities which includes the oversight of the Sustainability Practices of the Group and preparation of the Integrated Annual Report Suite.

Activities in 2023

The BSC met ten times in the year under review, and among the matters discussed were:

- Approved Axiata's material sustainability matters for FY2023
- Approved Axiata's Science Based Targets initiative (SBTi) targets for validation
- Reviewed Axiata's sustainability performance and activities based on Axiata's Sustainability Framework
- Reviewed communication plan to Group and OpCos' Board Risk & Compliance Committee (BRCC) on sustainability initiatives and ESG KPI reporting
- Received progress updates on Axiata's Net-Zero Carbon Roadmap roll out, Scope 1, 2 and Scope 3 emissions
- Reviewed and discussed the roll out of Task Force on Climate-Related Financial Disclosures (TCFD) recommendations
- Reviewed and approved the IAR suite for FY2022 which includes the IAR, SNCR and GAFS
- Reviewed and discussed direction and outline for upcoming IAR suite for FY2023
- Received update from PwC on the Independent Limited Assurance Report on Selected Sustainability Information in SNCR2022
- Received updates on the IAR and SNCR post campaign report for FY2022
- Engaged on responses to local and global trends pertaining to sustainability including key investor expectations

Priorities for 2024

- To endorse Axiata's material sustainability matters for FY2024
- To endorse and monitor Axiata's SBTi targets post-validation
- To review and oversee Axiata's sustainability performance and activities based on Axiata's Sustainability Framework and ESG KPI reporting
- To review progress updates on Axiata's Net-Zero Carbon Roadmap roll out, Scope 1, 2 and 3 emissions
- To monitor the roll out of TCFD recommendations
- Continue to review and approve the IAR suite for FY2023 including monitoring the IAR Suite campaign performance
- To oversee and deliberate on sustainability assurance for the Group including reporting readiness assessment on selected KPIs
- Continue to oversee local and global trends and developments pertaining to sustainability including key investor expectations

Notes: * Previously known as the Board Annual Report Committee. The renaming and rescoping of the committee took effect from 8 April 2022

² Eysa Zulkifli was appointed as member of BSC on 25 May 2023

🌐 The roles and responsibilities of BSC are available online, please visit www.axiata.com/our-business/corporate-governance

Axiata Board Investment Committee* (ABIC)

Members

- Dr David Robert Dean (Chairman) (INED)
- Vivek Sood
- Thayaparan S Sangarapillai (INED)
- Dr Hans Wijayasuriya
- Ong King How (NINED)

- Approve and Capital ROU Expenditure Additions – Unbudgeted (as per LOA threshold)
- Approve M&A and Divestures (including strategic business alliances, acquisitions or disposal of investment and equity interests)
- Review of financial outcomes and progress of key milestones against approved investments approved by ABIC

Activities in 2023

- Reviewed the TOR of ABIC and recommended the changes to the same to be approved by the Board
- Considered and evaluated a number of emerging opportunities and provided due recommendations of the same to the Board
- Discussed the plans of the ABIC going forward including among others to review the M&A projects
- Discussed and reviewed the proposed business venture to be undertaken by Axiata via its Enterprise business segment

Priorities for 2024

For 2024, ABIC will continue to evaluate, discuss, and recommend to the Axiata Board, on matters relating to capital expenditure, and mergers, acquisitions and divestures and assess the budget allocations, returns expectations and/or funding requirements and any suitable required corrective action in relation to the same.

Notes: * Previously known as the Axiata Enterprise Investment Board Committee. The renaming and rescoping of the committee took effect from 28 August 2023

🌐 The roles and responsibilities of ABIC are available online, please visit www.axiata.com/our-business/corporate-governance

INTERNAL CONTROL AND RISK MANAGEMENT

Risk and Compliance Management Committee (RCMC)

Members³

- | | | |
|------------------------|-------------------|-------------------|
| • Vivek Sood | • Thomas Hundt | • Tan Gim Boon |
| • Dr Hans Wijayasuriya | • Anthony Rodrigo | • Abid Abdul Adam |
| • Andy Chong | • Norlida Azmi | |

Roles

- Review, deliberate and manage risk and compliance matters which includes areas of Enterprise Risk Management (including Business Continuity and Crisis Management), Cybersecurity, Data Privacy, Compliance, Ethics & Integrity (Risk & Compliance) and ESG risks; and to thereafter present the updates, deliberations of key matters discussed to the BRCC
- Review and deliberate on matters relating to Regulatory Compliance which include but not limited to requirements imposed by telecommunications regulators, Central Bank (e.g., e-money, forex controls, AMLA, etc), Local Authorities (e.g., site permits, health and safety), and domestic trade ministry (e.g., anti-profiteering and commercial dealings of our dealers/distributors), where applicable
- Ensure Axiata Group (which includes all its subsidiaries/ Operating Companies) adopts sound and effective policies, procedures and practices for all its Risk and Compliance functions and ensure adequate testing to improve its resilience and preparedness for any eventualities
- Review and recommend the risk management and compliance methodologies, policies (including framework) and risk tolerance levels for the approval of the appropriate authority in accordance with Axiata Limits of Authority
- Review and assess the adequacy of the governing policies, framework and structure in place for managing Risk & Compliance; as well as the extent to which these are operating effectively
- Ensure adequate infrastructure, resources and systems are in place for effective Risk & Compliance management. This includes ensuring that the staff responsible for implementing risk and compliance management systems perform their responsibilities independently of the risk-taking activities
- Review the management's periodic reports on Risk & Compliance management activities, exposure and mitigating/ remedial actions
- Ensure that all governance instruments are reviewed and updated continuously to reflect changes in the operating environment
- Review risk and compliance matters highlighted by the GCRCO on all strategic or investment transactions such as merger, acquisition, partnership, joint-venture, etc. independently to identify the Risk & Compliance in relation to the transaction. Such risk and compliance matters should also be reported to BRCC on a periodic basis or as required
- Monitor and provide regular updates to the BRCC on ABAC compliance & integrity related matters

Responsibilities

- Ensure ongoing awareness programmes, communication, training and education on Risk & Compliance management
- Provide advice to the BRCC on Risk & Compliance strategies and coordinate the activities of various management committees for risk oversight
- Promote a healthy risk and compliance culture and behaviours that ensures the effectiveness of the Risk & Compliance management processes (e.g. discourage excessive risk-taking, bribery and corruption due to misaligned key performance indicators and remuneration schemes)
- Consider other matters relating to Risk & Compliance management, including relevant legislation applicable in all operating areas of Axiata Group as referred to by the Board or by BRCC
- Assess the results of the ABAC monitoring review conducted regularly based on the risk-based compliance plan

Committee with expanded roles and responsibilities which includes the oversight of the Sustainability Practices of the Group and preparation of the Integrated Annual Report Suite.

Activities in 2023

- Quarterly RCMC meetings were held in 2023 to discuss the Group's risk and compliance agenda. The shift in the governance model between RCMC and BRCC whereby the role and responsibility in deliberating risk and compliance was further strengthened at RCMC in FY 2023 (previously undertaken by Group BRCC); and to thereafter present the updates, deliberations of key matters discussed to the BRCC
- Key deliberations and risk and compliance activities in the year include:
 - Review of the ERM and BCM policy and framework
 - Monitoring the progress on the completion of activities based on the ABAC Plan FY2023 across the organisation; to provide guidance/direction on specific activities such as compliance monitoring & evaluation, corruption risk register to ensure that it is effectively implemented across the organisation;
 - To deliberate on the outcome of the effectiveness testing programme and provide guidance on the next steps to be undertaken across the organisation to ensure that possible risks of bribery and corruption occurring within the organisation will continue to remain as "Low" to provide guidance on the outcome of the maturity assessment that was conducted on the compliance program across the organisation so as to ensure that the maturity progresses to "Established" in all categories; and
 - To ensure that key strategic matters, risks etc are escalated to the Group BRCC for further deliberation and guidance

Priorities for 2024

- Ensuring that RCMC thoroughly deliberates ESG risks and regulatory compliance before escalation to Group BRCC
- To endorse the DT&R Strategy 2024-2026, Privacy ASH# 3.0 and ABAC Plan for FY2024-2026 and to monitor the progress of the completion of activities for FY2024
- Review and endorse the ERM Policy and Framework which includes the Risk Appetite Statement
- Review and endorse the Business Continuity Management (BCM) Policy and Framework to ensure alignment with organisational objectives and industry best practices
- Enhancement of the Integrated Risk & Compliance governance function for the Group and OpCos
- Ensuring the Group Risk and Compliance programmes are effective and progressively improving to reach its planned maturity levels and reported at Group BRCC on a quarterly basis
- Promoting progressive risk and compliance culture and behaviours across the organisation through Group Risk and Compliance programmes and forums, e-learning training modules, active staff engagement and continuous strengthening on the skills and capabilities of the Risk & Compliance community across the Group

Note: ³ Andy Chong was appointed as member of RCMC to replace Asri Hassan Sabri on 1 June 2023 and Lila Azmin Abdullah resigned from the RCMC upon her resignation from Axiata on 31 December 2023

COMMUNICATION WITH STAKEHOLDERS

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

The Board acknowledges the importance of effective communication channels between the Board, stakeholders, institutional investors and the investing public at large to provide a clear and complete picture of the Group's performance and position as much as possible.

The Board is therefore fully committed to maintaining high standards in the dissemination of relevant and material information on the developments of the Group in view of its commitment to effective, comprehensive, timely and continuous disclosures. Disclosures of corporate proposals and/or financial results are made not only in compliance with the Main LR of Bursa Securities but additionally include items through media releases, sent on a voluntary basis.

Axiata uses a number of formal channels to account to shareholders and stakeholders particularly:

Direct Shareholder Communication and Engagement

- The Integrated Annual Report, Sustainability and National Contribution Report, Governance and Audited Financial Statements and Notice of AGM - Website/ Print at Request/ Digital Advertisement
- Website updates on all corporate communication
- Announcements to Bursa Securities

Communication via Mass Media

- Press Conference on Financial Results and Corporate Developments
- Media Release on Financial Results and Corporate Developments
- Media Interviews on Corporate Developments
- Media Engagements and Networking
- Social Media Reach and Engagement on all key channels
- Media Outreach and Education

Communication to Analysts and Investors

- Analyst & Investor Day
- Analyst/Investor Meetings
- Conference Calls on Financial Results and Corporate Development
- Investor Relations Website
- Conferences/Non-Deal Roadshows
- 22 Equity Research Coverage

Investor Relations

Conferences, non-deal roadshows (NDR), large group meetings and one-on-one meetings

6 Jan	2 Mar	30 May	26 Jun	11 Sept	6 Dec
CGS-CIMB 15 th Annual Malaysia Corporate Day	UK Non-Deal Roadshow (Axiata Group & EDOTCO)	UBS OneASEAN Conference	Morgan Stanley ASEAN Conference (Virtual)	CITIC CLSA Investors' Forum 2023	Axiata Analyst & Investor Day 2023

Annual General Meeting and Extraordinary General Meeting (General Meetings)

- Since the start of the COVID-19 pandemic in 2020, Axiata had successfully convened its AGMs and EGMs as virtual meetings conducted via live streaming as guided by the Guidance FAQs on the Conduct of General Meetings for Listed Issuers issued by the Securities Commission Malaysia. In 2023, Axiata continues to convene one EGM in addition to its 31st AGM as virtual meetings from a broadcast venue conducted via live streaming
- Members had joined the General Meetings online and remotely and also voted electronically using the Remote Participation and Voting (RPV) facilities provided by TRICOR Investor & Issuing House Services Sdn Bhd via its TIIH Online website
- Shareholders and proxies of Axiata were able to submit their questions electronically via the TIIH Online website before and during the General Meetings
- In 2020, Axiata was amongst the first PLCs to appoint an Independent Moderator at the virtual AGM in response to the call by Minority Shareholders Watch Group (MSWG) to do so. Axiata had maintained the practice of appointing an Independent Moderator for its 31st AGM and EGM held in 2023
- All questions from shareholders received by Axiata were addressed at the 31st AGM and EGM held in 2023, and the list of questions and answers had been made available with the Minutes of the aforesaid General Meetings on Axiata's website within 30 business days from the meeting date
- The General Meeting had also served as the primary engagement platform between the Board and the Shareholders of the Company
- Shareholders were given 28 days' notice for the AGM held on 26 May 2023
- Shareholders were given 14 days' notice for the EGM held on 19 September 2023
- Business presentations were made by the Group Chief Executive Officer and Managing Director at the General Meetings
- An enhanced and electronic fully virtual e-voting process via RPV
- Electronic poll voting on all resolutions and immediate announcement of results were also undertaken at the General Meetings
- The full recording of the General Meetings Webcast had been made available on Axiata's website



FINANCIAL CALENDAR

FINANCIAL RESULTS

**25
May
2023**

Unaudited consolidated results for the first quarter ended 31 March 2023

**29
August
2023**

Unaudited consolidated results for the second quarter and half-year ended 30 June 2023

**29
November
2023**

Unaudited consolidated results for the third quarter ended 30 September 2023

**22
February
2024**

Unaudited consolidated results for the fourth quarter ended 31 December 2023

**27
March
2024**

Issuance of audited financial statements for the financial year ended 31 December 2023

DIVIDENDS

**28
February
2023**

Notice of Entitlement of Second Interim Tax-Exempt Dividend under Single-Tier System of 5.0 sen per Ordinary Share

**15
March
2023**

Date of Entitlement of Second Interim Tax-Exempt Dividend under Single-Tier System of 5.0 sen per Ordinary Share

**28
March
2023**

Payment of Second Interim Tax-Exempt Dividend under Single-Tier System of 5.0 sen per Ordinary Share

**12
September
2023**

Notice of Entitlement of First Interim Tax-Exempt Dividend under Single-Tier System of 5.0 sen per Ordinary Share

**27
September
2023**

Date of Entitlement of First Interim Tax-Exempt Dividend under Single-Tier System of 5.0 sen per Ordinary Share

**18
October
2023**

Payment of First Interim Tax-Exempt Dividend under Single-Tier System of 5.0 sen per Ordinary Share

Leading the next generation of connectivity

Exploring the convergence of 5G to unlock transformative benefits across our footprint.



ADDITIONAL INFORMATION



CORPORATE INFORMATION

BOARD OF DIRECTORS

Tan Sri Shahril Ridza Ridzuan

Chairman, Independent Non-Executive Director

Vivek Sood

Group Chief Executive Officer and Managing Director

Dr Hans Wijayasuriya

Group Executive Director and
Chief Executive Officer of Telecommunications Business

Dato Dr Nik Ramlah Nik Mahmood

Senior Independent Non-Executive Director

Dr David Robert Dean

Independent Non-Executive Director

Khoo Gaik Bee

Independent Non-Executive Director

Thayaparan S Sangarapillai

Independent Non-Executive Director

Maya Hari

Independent Non-Executive Director

Ong King How

Non-Independent Non-Executive Director
(Representative of Khazanah Nasional Berhad)

Shahin Farouque Jammal Ahmad

Non-Independent Non-Executive Director
(Representative of Permodalan Nasional Berhad)

Mohamad Hafiz Kassim

Non-Independent Non-Executive Director
(Representative of Employees Provident Fund)

Eysa Zulkifli

Alternate Director to Ong King How

GROUP COMPANY SECRETARY

Suryani Hussein
LS0009277
SSM PC No. 201908001621

REGISTERED OFFICE

Level 30, Axiata Tower
9, Jalan Stesen Sentral 5
Kuala Lumpur Sentral
50470 Kuala Lumpur, Malaysia
Tel : +603 2263 8888
Fax : +603 2263 8903
Email : info@axiata.com

WEBSITE

www.axiata.com

INVESTOR RELATIONS

Tel : +603 2263 8584
Fax : +603 2278 3337
Email : ir@axiata.com

STOCK EXCHANGE LISTING

Listed on Main Market of
Bursa Malaysia Securities Berhad
Listing Date : 28 April 2008
Stock Code : 6888
Stock Name : Axiata
Stock Sector : Telecommunications & Media

SHARE REGISTRAR

Tricor Investor & Issuing House Services Sdn Bhd
Registration No.: [197101000970 (11324-H)]

Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur, Malaysia
Tel : +603 2783 9299
Fax : +603 2783 9222
Email : is.enquiry@my.tricorglobal.com

AUDITORS

PricewaterhouseCoopers PLT
(LLP0014401-LCA & AF 1146)

Level 10, Menara TH 1 Sentral, Jalan Rakyat
Kuala Lumpur Sentral, P O Box 10192
50706 Kuala Lumpur, Malaysia
Tel : +603 2173 1188
Fax : +603 2173 1288
Email : my_info@pwc.com

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT THE THIRTY-SECOND ANNUAL GENERAL MEETING OF AXIATA GROUP BERHAD ("AXIATA" OR "COMPANY") WILL BE HELD AS A VIRTUAL MEETING CONDUCTED ENTIRELY THROUGH LIVE STREAMING AND REMOTE VOTING USING THE REMOTE PARTICIPATION AND VOTING FACILITIES FROM THE BROADCAST VENUE AT AUDITORIUM, LEVEL 32, AXIATA TOWER, 9 JALAN STESEN SENTRAL 5, KUALA LUMPUR SENTRAL, 50470 KUALA LUMPUR, MALAYSIA ON THURSDAY, 30 MAY 2024 AT 10.00 A.M. FOR THE FOLLOWING PURPOSES:

AS ORDINARY BUSINESS:

1. To receive the Audited Financial Statements for the financial year ended 31 December 2023 together with the Report of the Directors and the Auditors thereon.
2. To re-elect the following Directors, each of whom retires by rotation pursuant to Clause 104 of the Constitution of the Company ("Constitution") and being eligible, offers himself for re-election:
 - i) Tan Sri Shahril Ridza Ridzuan **(Ordinary Resolution 1)**
 - ii) Thayaparan S Sangarapillai **(Ordinary Resolution 2)**
 - iii) Shahin Farouque Jammal Ahmad **(Ordinary Resolution 3)**
3. To re-elect Mohamad Hafiz Kassim, who retires pursuant to Clause 110 (ii) of the Constitution and being eligible, offers himself for re-election. **(Ordinary Resolution 4)**
4. To approve the following payment by the Company:
 - a) Directors' fees with effect from the 32nd Annual General Meeting until the next Annual General Meeting:

	Non-Executive Chairman ("NEC")/ per month (RM)	Non-Executive Director ("NED")/ per month (RM)
i) Directors' fees	30,000.00	20,000.00
ii) Directors' fees of the Board Audit Committee	9,000.00	4,000.00
iii) Directors' fees of the Board Nomination & Remuneration Committee	5,000.00	3,000.00
iv) Directors' fees of the Board Risk & Compliance Committee	9,000.00	4,000.00
v) Directors' fees of the Board Sustainability Committee	2,500.00	1,500.00
vi) Directors' fees of the Axiata Board Investment Committee	2,500.00 (new)	1,500.00 (new)

(each of the foregoing payments being exclusive of the others).

- b) Benefits payable to NEC and NEDs from the 32nd Annual General Meeting until the next Annual General Meeting. **(Ordinary Resolution 5)**
5. To approve the accrued fees of the NEC and NEDs of the Axiata Board Investment Committee ("ABIC") from 28 August 2023, being the date of the expansion of scope of investments under the oversight of the committee and consequent thereto the renaming of the Axiata Enterprise Investment Board Committee to ABIC, up to the date of the 32nd Annual General Meeting. **(Ordinary Resolution 6)**
6. To approve the payment of fees and benefits:
 - i) payable by the subsidiaries to the NEDs of the Company from the 32nd Annual General Meeting until the next Annual General Meeting. **(Ordinary Resolution 7)**
 - ii) accrued and payable by Axiata Digital & Analytics Sdn Bhd ("ADA") to the NED(s) of the Company from the establishment of the ADA Remuneration for NEDs made effective on 17 July 2023 up to the date of the 32nd Annual General Meeting. **(Ordinary Resolution 8)**
7. To re-appoint PricewaterhouseCoopers PLT having consented to act as the Auditors of the Company for the financial year ending 31 December 2024 and to authorise the Directors to fix their remuneration. **(Ordinary Resolution 9)**

AS SPECIAL BUSINESS:

8. **PROPOSED SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE**

"THAT, in accordance with Paragraph 10.09 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") ("Main LR"), approval be and is hereby given for Axiata and/or its subsidiaries to enter into recurrent related party transactions of a revenue or trading nature, as set out in Appendix I of the Circular to Shareholders dated 30 April 2024 ("Circular") which is made available together with the Company's Integrated Annual Report 2023 at <https://www.axiata.com/investors/agm/> which are necessary for the day-to-day operations in the ordinary course of the business of Axiata and/or its subsidiaries on terms not more favourable to the related parties than those generally available to the public and are not detrimental to the minority shareholders of Axiata;

THAT such approval will continue to be in force and effect until:

- i) The conclusion of the next Annual General Meeting at which time the authority will lapse, unless the authority is renewed by a resolution passed at such general meeting;
- ii) The expiration of the period within which the next Annual General Meeting is required to be held under Section 340(2) of the Companies Act 2016 (but must not extend to such extension as may be allowed pursuant to Section 340(4) of the Companies Act 2016); or



NOTICE OF ANNUAL GENERAL MEETING

iii) Revoked or varied by resolution passed by the shareholders in general meeting,

whichever is earlier;

AND THAT the Directors be and are hereby authorised to complete and do all such acts, deeds and things (including without limitation, to execute such documents under the common seal in accordance with the provisions of the Constitution, as may be required) to give effect to the aforesaid shareholders' mandate and transactions contemplated under this resolution."

(Ordinary Resolution 10)

9. To transact any other ordinary business for which due notice has been given in accordance with the Constitution and the Companies Act 2016.

FURTHER NOTICE IS HEREBY GIVEN THAT for the purpose of determining a Member who shall be entitled to attend, speak and vote at this 32nd Annual General Meeting, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd in accordance with Clause 75 of the Constitution and Section 34(1) of the Securities Industry (Central Depositories) Act 1991 to issue a General Meeting Record of Depositors as at 23 May 2024. Only a depositor whose name appears in the General Meeting Record of Depositors as at 23 May 2024 shall be entitled to attend the said meeting or appoint proxy(ies) to attend, speak and vote on his/her behalf.

By Order of the Board

Suryani Hussein (LS0009277) SSM PC No. 201908001621
Group Company Secretary
Kuala Lumpur, Malaysia

30 April 2024

NOTES:

Virtual Meeting

1. The Broadcast Venue is strictly for the purpose of compliance with Section 327(2) of the Companies Act 2016 and Clause 72 (i) of the Company's Constitution which stipulate that the Chairman of the meeting shall be present at the main venue of the Annual General Meeting ("AGM") and in accordance with Clause 72 (ii) of the Company's Constitution which allows a meeting of members to be held at more than one venue, using any technology or method that enables the members to participate and exercise their right to speak and vote at the general meeting.

2. No shareholders from the public are permitted to be physically present nor to be admitted at the Broadcast Venue on the day of the 32nd AGM.
3. Shareholders and proxies will have to register to attend the 32nd AGM remotely by using the Remote Participation and Voting Facilities ("RPV") according to the procedures as set out in the Administrative Notes.
4. Shareholders and proxies may raise questions before the 32nd AGM to the Chairman or Board of Directors via our Share Registrar, Tricor Investor & Issuing House Services Sdn Bhd ("Tricor")'s TIH Online website at <https://tiih.online>, by selecting 'e-Services' to login and submit the questions electronically not later than Wednesday, 29 May 2024 at 10.00 a.m. The Chairman or Board of Directors will endeavour to address the questions received at the 32nd AGM.
5. Shareholders and proxies may also pose questions via real time submission of typed text at the 32nd AGM via Tricor's TIH Online website at <https://tiih.online>, by selecting 'e-Services' to login and submit the questions electronically.

Proxy and/or Authorised Representative

1. A Member entitled to attend and vote at the above Meeting is entitled to appoint a proxy without any restriction to the qualification of the proxy to attend and vote in his/her stead.
2. The Company shall be entitled to reject any instrument of proxy lodged if the Member is shown not to have any shares entered against his name in the Register and/or subject to Clause 41 of the Constitution in relation to the Record of Depositors made available to the Company.
3. A Member entitled to attend and vote at the Meeting is not entitled to appoint more than two proxies to attend and vote on his/her behalf. Where a Member appoints two proxies, the appointment shall be invalid unless the percentage of the shareholding to be represented by each proxy is specified.
4. Where a Member is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA"), it may appoint at least one proxy but not more than two proxies in respect of each Securities Account it holds with ordinary shares of the Company standing to the credit of the said Securities Account.

Every appointment submitted by an authorised nominee as defined under the SICDA, must specify the CDS Account Number.

5. Where a Member of the Company is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in respect of each securities account (omnibus account), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each omnibus account it holds.



NOTICE OF ANNUAL GENERAL MEETING

6. The instrument appointing a proxy shall:

- a) in the case of an individual, be signed by the appointer or by his/her attorney; or
- b) in the case of a corporation, be either under its common seal or signed by its attorney or an officer on behalf of the corporation.

If the instrument appointing a proxy is signed by an officer on behalf of the corporation, it should be accompanied by a statement reading “signed as authorised officer under an Authorisation Document, which is still in force, no notice of revocation has been received”. If the instrument appointing a proxy is signed by the attorney duly appointed under a power of attorney, it should be accompanied by a statement reading “signed under a power of attorney, which is still in force, no notice of revocation has been received”.

Any alteration to the instrument appointing a proxy must be initialled.

7. In view that this is a virtual meeting, we strongly advise the members who are unable to attend, speak and vote at this 32nd AGM via the RPV to appoint the Chairman of the meeting as his/her proxy and indicate the voting instructions in the Proxy Form.

- a) Where a Member of the Company is an authorised nominee as defined in the SICDA, the beneficial owner of the shares held by the authorised nominee may request the authorised nominee to appoint him/her as a proxy to attend, speak and vote remotely via the RPV at the 32nd AGM.
- b) Where a Member of the Company is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account (omnibus account), each beneficial owner of the shares or where the shares are held on behalf of joint beneficial owners, such joint beneficial owners, shall be entitled to instruct the exempt authorised nominee to appoint the Chairman of the meeting to attend and vote remotely at the 32nd AGM via the RPV on his/her/their behalf.
- c) Authorised nominees, Exempt Authorised Nominee and corporate members are to refer to the Administrative Notes for the 32nd AGM for further details.

8. A corporation which is a Member, may by resolution of its Directors or other governing body authorise such person as it thinks fit to act as its representative at the Meeting, in accordance with Clause 101 of the Constitution. Pursuant to Section 333(3) of the Companies Act 2016, if the corporation authorises more than one person as its representative, every one of the representative is entitled to exercise the same powers on behalf of the corporation as the corporation could exercise if every one of the representative was an individual member of the Company. However, if more than one of the representatives do not purport to exercise the power in the same way, the power is treated as not exercised.

9. The instrument appointing a proxy together with the duly registered power of attorney referred to in Note 6 above, if any, must be deposited at the office of Tricor at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or its Customer Service Centre at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia not later than Wednesday, 29 May 2024 at 10.00 a.m. The proxy appointment may also be lodged electronically via Tricor’s TIIH Online website at <https://tiih.online> not later than Wednesday, 29 May 2024 at 10.00 a.m. For further information on the electronic lodgement of Proxy Form, kindly refer to the Administrative Notes.

10. Pursuant to Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of AGM will be put to vote by poll.

Audited Financial Statements

11. The Audited Financial Statements for financial year ended 31 December 2023 (“FY23”) under Agenda 1 are laid before the shareholders pursuant to the provisions of Section 340(1) of the Companies Act 2016 for discussion only and will not be put forward for voting.

Re-election of Directors who retire pursuant to Clauses 104 and 110 (ii) of the Constitution

12. Clause 104 provides that one-third of the Directors of the Company for the time being shall retire by rotation at an Annual General Meeting of the Company. All the Directors shall retire from office at least once in three years but shall be eligible for re-election. Tan Sri Shahril Ridza Ridzuan, Thayaparan S Sangarapillai and Shahin Farouque Jammal Ahmad are standing for re-election as Directors and being eligible, have offered themselves for re-election.

Clause 110 (ii) provides that any Director appointed during the year shall hold office only until the next following AGM and shall then be eligible for re-election. Mohamad Hafiz Kassim, who was appointed on 27 October 2023 is standing for re-election as Director of the Company.

The Board has recommended the re-election of the abovementioned Directors. The assessment of the Directors seeking re-election are provided in the Corporate Governance Overview Statement on page 92 of the Integrated Annual Report 2023. Their profiles are set out in the Profile of Directors section of the Governance & Audited Financial Statements 2023 (“GAFS”) from pages 4 to 9.

Any Director referred to in Ordinary Resolutions 1 to 4 who is a shareholder of the Company will abstain from voting on the resolution in respect of his re-election at the 32nd AGM.

NOTICE OF ANNUAL GENERAL MEETING

Directors' Fees and Benefits Payable by the Company

13. a) Clause 117 (i) of the Constitution provides that the fees of Director and any benefits payable to the Directors shall be subject to annual shareholder approval at a meeting of members. Therefore, shareholders' approval is required for the payment of Directors' remuneration.

Shareholders' approval on the Directors' fees for Board and Board Committees and benefits payable was obtained at the 31st AGM held on 26 May 2023.

The Axiata Enterprise Investment Board Committee ("AEIB") was established with the aim to oversee a speedier and transparent execution of Axiata's enterprise business strategy within the ambit of the approved budget and Limits of Authority delegated by the Board. At the Board meetings in August and November 2023, the Board agreed to rescope and rename AEIB as Axiata Board Investment Committee ("ABIC") to reflect the current function of the AEIB which cover an expanded scope of investments in addition to that of enterprise investments. In line with this, the Board has recommended the introduction of a new monthly fixed fee for ABIC as incorporated under Ordinary Resolution 5. Payment of ABIC Fees to be retrospective from the rescoping of AEIB to ABIC in FY23.

Details of Directors' fees and benefits paid to NEDs are set out on page 10 of the GAFS.

- b) Approval of the shareholders is sought pursuant to Section 230(1) of the Companies Act 2016, stipulating amongst others, that the fees and benefits payable to the directors of a listed company shall be approved at a general meeting. The benefits payable to the NEDs shall comprise the following:
- i) Meeting Allowance

Board/Board Committees	Meeting Allowance per meeting (RM)	
	NEC	NED
Board of Directors	3,000.00	2,000.00
Board Audit Committee	3,000.00	2,000.00
Board Nomination & Remuneration Committee	1,500.00	1,000.00
Board Risk & Compliance Committee	3,000.00	2,000.00
Board Sustainability Committee	1,500.00	1,000.00
Axiata Board Investment Committee	1,500.00 (new)*	1,000.00 (new)*
Other Board Committees	1,500.00	1,000.00

* The AEIB had previously adopted the Meeting Allowance rate for Other Board Committees. Upon the rescoping and renaming of AEIB to ABIC, the same rate continued to be adopted. The Board had at its Meeting held on 28 November 2023 resolved that there shall be no change to this rate.

For reference, the amount of Meeting Allowances paid to NEDs of Axiata for Board and Board Committee meetings based on number of meetings held in FY23 are disclosed on page 10 of the GAFS.

- ii) Benefits such as annual overseas business development trips, leave passage, travel allowance, travel allowance for Non-Resident NEDs, equipment, telecommunication facilities, insurance and medical.

- c) Any NEDs who are shareholders of the Company will abstain from voting on Ordinary Resolution 5 regarding the Directors' Fees and Benefits Payable by the Company.

Accrued Fees for ABIC

14. a) Shareholders' approval is required for the accrued fees of the NEC and NEDs of the ABIC pursuant to Clause 117(i) of the Constitution from 28 August 2023 up to the date of the 32nd AGM as follows:

- i) Directors' Fees

	NEC/per month (RM)	NED/per month (RM)
Directors' Fees	2,500.00	1,500.00

The total Directors' fees of ABIC accrued from 28 August 2023 to the date of 32nd AGM, 30 May 2024 is estimated to be RM36,516.

- b) Any NEDs who are shareholders of the Company will abstain from voting on Ordinary Resolution 6 on the Accrued Fees of the NEC and NEDs of the ABIC.



NOTICE OF ANNUAL GENERAL MEETING

Directors' Fees and Benefits Payable by the Subsidiaries

15. Approval of the shareholders is sought to comply with the provisions of Section 230(1) of the Companies Act 2016, stipulating amongst others, that the fees and benefits payable to the directors of a listed company by the subsidiaries shall be approved at a general meeting. Any decision in respect of the Directors' remuneration of the following subsidiaries will be made by the shareholders of these companies in accordance with applicable laws.

i) Fees and Meeting Allowance

Company	Designation	Monthly Fees (RM)				Meeting Allowance per Meeting (RM)				
		Board of Directors	BAC	BRCC	BNRC/BRC	Board of Directors	BAC	BRCC	BNRC/BRC	Other Committees
EDOTCO Group Sdn Bhd	NEC	8,000.00	-	-	-	1,000.00	1,000.00	350.00	750.00	350.00
	NED	6,000.00	-	-	-	700.00	700.00	250.00	500.00	250.00
Axiata Digital & Analytics Sdn Bhd ("ADA") ¹	NEC	8,000.00	-	-	-	1,000.00	1,000.00 (ARCC)	-	750.00	350.00
	NED	6,000.00	-	-	-	700.00	700.00 (ARCC)	-	500.00	250.00
Boost Holdings Sdn Bhd ("Boost Holdings") ²	NEC	8,000.00	-	-	-	1,000.00	1,000.00	350.00	750.00	350.00
	NED	6,000.00	-	-	-	700.00	700.00	250.00	500.00	250.00

¹ As approved and recommended by the Board of Directors of ADA in March 2024. ADA's Audit, Risk & Compliance Committee ("ARCC") serves the functions of both BAC and BRCC

² As approved and recommended by the Board of Directors of Boost Holdings in April 2024

The ADA Board of Directors approved and recommended the payment of NED remuneration accrued since the establishment of the ADA Remuneration for NEDs made effective on 17 July 2023 up to the date of the 32nd Annual General Meeting, estimated at RM67,803, which is payable subject to approval by the shareholders.

ii) Customary benefits applicable for the respective subsidiaries, which are not provided by Axiata.

Notes:
For reference on the directorship of Axiata NEDs on the Board of subsidiaries and amount paid for the FY23, please refer to page 10 of the GAFS. Factors affecting the total amount include the number of meetings held for the Board and Board Committees and the number of NEDs involved in these meetings.

Payment of fees and benefits in Notes 13, 14 and 15 will be made by the Company and the respective subsidiary on a monthly basis and/or as and when incurred.

iii) Any NEDs who are shareholders of the Company will abstain from voting on Ordinary Resolutions 7 and 8 regarding the Directors' Fees and Benefits Payable by the Subsidiaries.



NOTICE OF ANNUAL GENERAL MEETING

Re-appointment of Auditors

16. The Company and the BAC have undertaken an External Auditors Evaluation and Rotation Assessment to assess the performance of external auditors. This assessment is undertaken when deciding on the re-appointment of external auditors and takes into account the following criteria:

1. Independence
2. Scope of audit
3. Audit fee
4. Expertise and experience
5. Methodologies, techniques and audit facilities
6. Performance based on the annual audit scope and planning

The BAC and the Board have, at its meetings held on 20 and 21 March 2024 respectively, evaluated the re-appointment of PricewaterhouseCoopers PLT ("PwC") as Auditors of the Company, in the course of which the criteria of assessment were duly considered. The BAC and the Board were satisfied with the performance of PwC based on the criteria of assessment and that the requirements for consideration as prescribed under Paragraph 15.21 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad are duly met. A recommendation is made for the re-appointment of PwC as external auditors of the Company for the financial year ending 31 December 2024, in accordance with Sections 273(b), 274(1)(a) and 340(1)(c) of the Companies Act 2016.

EXPLANATORY NOTES - SPECIAL BUSINESS

Proposed Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature

The proposed Ordinary Resolution 10, if approved, will enable the Company and/or its subsidiaries to enter into recurrent related party transactions with related parties in the ordinary course of business which are necessary for the Group's day-to-day operations and are on terms not more favourable to the related parties than those generally available to the public and shall lapse at the conclusion of the next AGM unless authority for its renewal is obtained from shareholders of the Company at such general meeting. Detailed information on the Proposed Shareholders' Mandate is set out in the Circular.



STATEMENT ACCOMPANYING OF NOTICE OF ANNUAL GENERAL MEETING

Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad

DIRECTORS STANDING FOR RE-ELECTION AT THE 32ND ANNUAL GENERAL MEETING

The following are Directors retiring pursuant to Clauses 104 and 110 (ii) of the Company's Constitution and standing for re-election:

Clause 104: Retirement by rotation

1. Tan Sri Shahril Ridza Ridzuan
2. Thayaparan S Sangarapillai
3. Shahin Farouque Jammal Ahmad

Clause 110 (ii): Retirement after appointment to fill casual vacancy

1. Mohamad Hafiz Kassim

The profiles of the above Directors are set out in the Profile of Directors section of the Governance and Audited Financial Statements 2023 from pages 4 to 9.

The assessment of the Directors seeking re-election are provided in the Corporate Governance Overview Statement on page 92 of the Integrated Annual Report 2023.

None of the above Directors have:

- i) Any interest in the securities of the Company and its related corporation.
- ii) Any family relationship with any Director and/or major shareholder of the Company.
- iii) Any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries.
- iv) Any conviction for offences within the past five years and particulars of any public sanction or penalty imposed on them by the relevant regulatory bodies during the financial year ended 31 December 2023 (other than traffic offences).

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PROXY FORM

(Before completing the form, please refer to the notes overleaf)

"A" I/We, _____
(NAME AS PER NRIC/CERTIFICATE OF INCORPORATION IN CAPITAL LETTERS)
with (NEW NRIC NO.) _____ (OLD NRIC NO.) _____ (COMPANY NO.) _____
of _____
(FULL ADDRESS)

(TELEPHONE/MOBILE NO.) _____
being a Member/Members of **AXIATA GROUP BERHAD** hereby appoint _____
(NAME AS PER NRIC IN CAPITAL LETTERS)
with (NEW NRIC NO.) _____ (OLD NRIC NO.) _____
of _____
(FULL ADDRESS)

or failing him/her, the Chairman of the Meeting*, as my/our **first** proxy to vote for me/us on my/our behalf at the 32nd Annual General Meeting of **AXIATA GROUP BERHAD** to be held as a virtual meeting conducted entirely through live streaming and remote voting using the Remote Participation and Voting Facilities from the Broadcast Venue at Auditorium, Level 32, Axiata Tower, 9 Jalan Stesen Sentral 5, Kuala Lumpur Sentral, 50470 Kuala Lumpur, Malaysia on Thursday, 30 May 2024 at 10.00 a.m. or at any adjournment thereof.

"B" If you wish to appoint a second proxy, please complete this section.

I/We, _____
(NAME AS PER NRIC/CERTIFICATE OF INCORPORATION IN CAPITAL LETTERS)
with (NEW NRIC NO.) _____ (OLD NRIC NO.) _____ (COMPANY NO.) _____
of _____
(FULL ADDRESS)

(TELEPHONE/MOBILE NO.) _____
being a Member/Members of **AXIATA GROUP BERHAD** hereby appoint _____
(NAME AS PER NRIC IN CAPITAL LETTERS)
with (NEW NRIC NO.) _____ (OLD NRIC NO.) _____
of _____
(FULL ADDRESS)

or failing him/her, the Chairman of the Meeting*, as my/our **second** proxy to vote for me/us on my/our behalf at the 32nd Annual General Meeting of **AXIATA GROUP BERHAD** to be held as a virtual meeting conducted entirely through live streaming and remote voting using the Remote Participation and Voting Facilities from the Broadcast Venue at Auditorium, Level 32, Axiata Tower, 9 Jalan Stesen Sentral 5, Kuala Lumpur Sentral, 50470 Kuala Lumpur, Malaysia on Thursday, 30 May 2024 at 10.00 a.m. or at any adjournment thereof.

Note:

*Strike out if inapplicable

For appointment of two proxies, percentage of shareholdings to be represented by the proxies:	
	Percentage (%)
Proxy* "A"	
Proxy* "B"	
TOTAL	100%

* Please fill in the proportion of the holding to be presented by each proxy

My/Our proxy/proxies is/are to vote as indicated below:

Please indicate with an 'X' in the appropriate box against each resolution how you wish your proxy to vote. If no instruction is given, this form will be taken to authorise the proxy to vote or abstain at his/her discretion.

	Resolutions	Proxy "A"		Proxy "B"	
		For	Against	For	Against
1.	Ordinary Business Ordinary Resolution 1 – Re-election of Tan Sri Shahril Ridza Ridzuan				
2.	Ordinary Resolution 2 – Re-election of Thayaparan S Sangarapillai				
3.	Ordinary Resolution 3 – Re-election of Shahin Farouque Jammal Ahmad				
4.	Ordinary Resolution 4 – Re-election of Mohamad Hafiz Kassim				
5.	Ordinary Resolution 5 – Directors’ Fees and Benefits Payable by the Company				
6.	Ordinary Resolution 6 – Accrued Fees for Axiata Board Investment Committee				
7.	Ordinary Resolution 7 – Directors’ Fees and Benefits Payable by the Subsidiaries				
8.	Ordinary Resolution 8 – Directors' Fees and Benefits Accrued and Payable by Axiata Digital & Analytics Sdn Bhd				
9.	Ordinary Resolution 9 – Re-appointment of PricewaterhouseCoopers PLT as Auditors				
10.	Special Business Ordinary Resolution 10 – Proposed Shareholders’ Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature				

Signed this _____ day of _____ 2024

No. of ordinary shares held	CDS Account No. of Authorised Nominee*															
				-				-								

* Applicable to shares held through a nominee account

Signed this _____ day of _____ 2024

Signature(s)/Common Seal of Member(s)

2. Fold this flap to seal

The Share Registrar
Tricor Investor & Issuing House Services Sdn Bhd
[197101000970 (11324-H)]
Unit 32-01, Level 32, Tower A
Vertical Business Suite, Avenue 3
Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur, Malaysia

AFFIX STAMP
HERE

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NOTES:

Proxy and/or Authorised Representative

1. A Member entitled to attend and vote at the above Meeting is entitled to appoint a proxy without any restriction to the qualification of the proxy to attend and vote in his/her stead.
2. The Company shall be entitled to reject any instrument of proxy lodged if the Member is shown not to have any shares entered against his name in the Register and/or subject to Clause 41 of the Constitution of the Company in relation to the Record of Depositors made available to the Company.
3. A Member entitled to attend and vote at the Meeting is not entitled to appoint more than two proxies to attend and vote on his/her behalf. Where a Member appoints two proxies, the appointment shall be invalid unless the percentage of the shareholding to be represented by each proxy is specified.
4. Where a Member is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA"), it may appoint at least one proxy but not more than two proxies in respect of each Securities Account it holds with ordinary shares of the Company standing to the credit of the said Securities Account.

Every appointment submitted by an authorised nominee as defined under the SICDA, must specify the CDS Account Number.

5. Where a Member of the Company is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in respect of each securities account (omnibus account), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each omnibus account it holds.
6. The instrument appointing a proxy shall:
 - a) in the case of an individual, be signed by the appointer or by his/her attorney; or
 - b) in the case of a corporation, be either under its common seal or signed by its attorney or an officer on behalf of the corporation.

If the instrument appointing a proxy is signed by an officer on behalf of the corporation, it should be accompanied by a statement reading "signed as authorised officer under an Authorisation Document, which is still in force, no notice of revocation has been received". If the instrument appointing a proxy is signed by the attorney duly appointed under a power of attorney, it should be accompanied by a statement reading "signed under a power of attorney, which is still in force, no notice of revocation has been received".

Any alteration to the instrument appointing a proxy must be initialled.

7. In view that this is a virtual meeting, we strongly advise the members who are unable to attend, speak and vote at this 32nd AGM via the RPV to appoint the Chairman of the Meeting as his/her proxy and indicate the voting instructions in the Proxy Form.
 - a) Where a Member of the Company is an authorised nominee as defined in the SICDA, the beneficial owner of the shares held by the authorised nominee may request the authorised nominee to appoint him/her as a proxy to attend, speak and vote remotely via the RPV at the 32nd AGM.
 - b) Where a Member of the Company is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account (omnibus account), each beneficial owner of the shares or where the shares are held on behalf of joint beneficial owners, such joint beneficial owners, shall be entitled to instruct the exempt authorised nominee to appoint the Chairman of the meeting to attend and vote remotely at the 32nd AGM via the RPV on his/her/their behalf.
 - c) Authorised nominees, Exempt Authorised Nominee and corporate members are to refer to the Administrative Notes for the 32nd AGM for further details.
8. A corporation which is a Member, may by resolution of its Directors or other governing body authorise such person as it thinks fit to act as its representative at the Meeting, in accordance with Clause 101 of the Constitution. Pursuant to Section 333(3) of the Companies Act 2016, if the corporation authorises more than one person as its representative, every one of the representative is entitled to exercise the same powers on behalf of the corporation as the corporation could exercise if every one of the representative was an individual member of the Company. However, if more than one of the representatives do not purport to exercise the power in the same way, the power is treated as not exercised.
9. The instrument appointing a proxy together with the duly registered power of attorney referred to in Note 6 above, if any, must be deposited at the office of the Share Registrar, Tricor Investor & Issuing House Services Sdn Bhd ("Tricor"), Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or its Customer Service Centre at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia not later than Wednesday, 29 May 2024 at 10.00 a.m. The proxy appointment may also be lodged electronically via Tricor's TIH Online Website at <https://tiih.online> not later than Wednesday, 29 May 2024 at 10.00 a.m. For further information on the electronic lodgement of Proxy Form, kindly refer to the Administrative Notes.
10. Pursuant to Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of the 32nd AGM will be put to vote by poll.

Members Entitled to Attend, Speak and Vote

11. For purposes of determining a Member who shall be entitled to attend, speak and vote at the 32nd AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd, in accordance with Clause 75 of the Constitution and Section 34(1) of the SICDA, to issue a General Meeting Record of Depositors as at 23 May 2024. Only a depositor whose name appears in the General Meeting Record of Depositors as at 23 May 2024 shall be entitled to attend, speak and vote at the said meeting or appoint a proxy(ies) on his/her behalf.

