



# Telecoms: Smart Axiata

## Profit & valuation growth

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# Smart Axiata North Star

Outperform Country GDP Growth with Sustainable Progressive Profitability



**Mobile Core**



**Home  
Broadband**



**Enterprise**



**Digital  
Services**



**War on Waste  
(WoW)**

Leading **network experience** in strategic and unrepresented markets

AI Led TelCo – Building Foundations and Platform for **mass AI adoption**

**Win with People** and Employer of Choice in Tech & AI experts

# Strategic Initiatives

## Placing Solid Fundamentals for Structural Transformation Leading Towards North Star Aspirations

Focus Areas	2026	2027	2028
Network	Strengthen existing network in primary market	Continue to expand network into community interest	Expand coverage into unrepresented areas
New Technology (5G)	40% of 5G Population Coverage	64% of 5G Population Coverage	85% of 5G Population Coverage
Customers	<ul style="list-style-type: none"> <li>Home</li> <li>B2B RGB</li> <li>B2C RGB</li> </ul>		
Digital Services	<p>Mobile Centric</p>	<p>Convergence and Digital Services Centric</p> <p>Consolidate customer spending and increase Smart wallet share</p>	
People	<p>Introduce AI capability and incorporate AI adoption into Smart way of work</p>	<p>Transforming organization towards AI &amp; future ready <u>high-performance</u> team</p>	

# Shareholders Return

## Continuous Improvement in Dividends

### Various Strategic Initiatives Taken ...



Continue to **strengthen network position** and **site profitability**



**Upsell across tariff ladder** through CVM and advanced analytics



**Improved sales and distribution network** through “Cluster” approach to improve value acquisition



**Built strong proposition and positioning** around “Safe Internet” through commercializing security



**Optimize distribution cost** through driving e-recharge and digital distribution cost

### ... Resulted to Improvement in Smart Performance



**10%**  
Y'23-Y'25  
**B2C ARPU**  
growth



**6.0 p.p**  
Y'23-Y'25  
**EBITDA margin**  
growth



**4.4 p.p**  
Y'23-Y'25  
**PAT margin**  
growth

**Committed to pay progressive dividend to shareholders**



**Thank you**