



Telecoms: Robi Axiata

Profit & valuation growth

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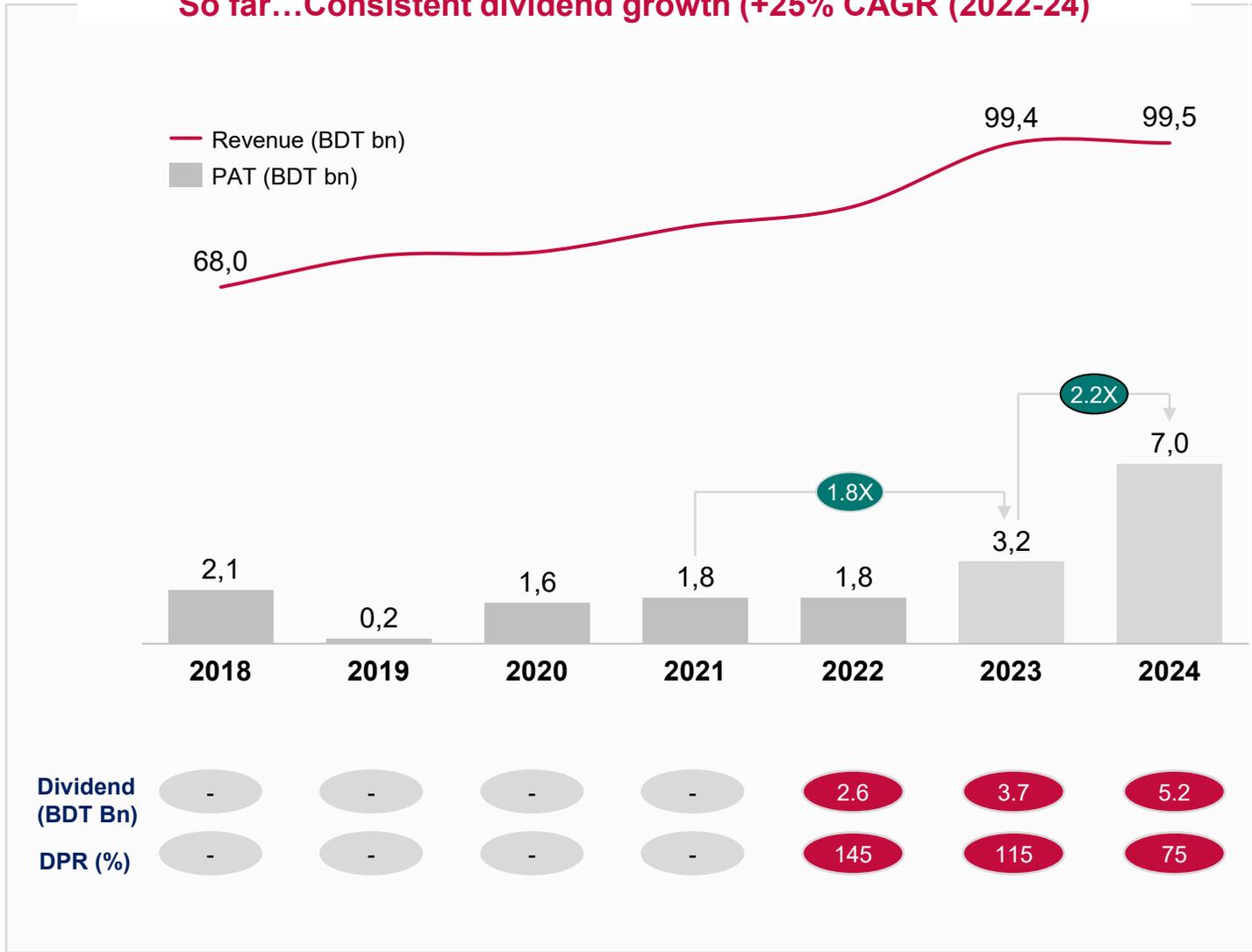
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Proven delivery, Improving Outlook

Consistent profitability and dividend growth, with a more supportive macro environment shaping the next phase of growth

So far...Consistent dividend growth (+25% CAGR (2022-24))



where we operate...macro environment turning supportive

- Political transition
- Economic turnaround
- FX stability
- Inflation easing

where we operate...a market with 8th largest population with 50% population less than 30yrs

- ~60% unique subscribers
- Growing ARPU
- ~60% smartphone penetration
- Data usage ~8GB per sub growing at ~10% YoY

Three-pronged strategy to sustainably grow shareholder returns

Clear strategic priorities and targeted initiatives to drive “growth” and “profitability”

Grow Base



Site Profitability

Drive *Site level acquisition*
1.5X higher Gross Add (GA) in sites with higher pop coverage and network strength



Selective Opportunistic geographic Expansion

Network Expansion in competitive market and/or ARPU growth opportunity
Distribution expansion to strengthen existing market



AI driven acquisition and retention model

Scale up “*Grid based*” acquisition model
 [+9ppt improvement in Month 1 GA quality]

Drive ARPU



AI native CVM to drive ARPU

Scale AI based CVM model
 [3X campaign uptake; ~5% ARPU upliftment]



Usage growth through enhanced network experience

Dhaka network modernization [QoS uplift +30%];
Core Market 4G capacity uplift [+15%]



Tap into HBB segment with FWA

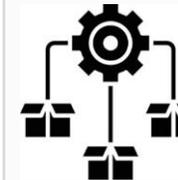
[~40mn Household, 65% untapped]

Enhance Cost and Capital Efficiency



Network Cost Restructure to lower cost per site

Dark Fiber rollout | A3 adoption & autonomous network | Energy Efficiency
 [~2% reduction in cost per site]



Sales and Distribution Transformation

(D2C – Uberization | Digital Recharge)
 [0.5% of revenue improvement]

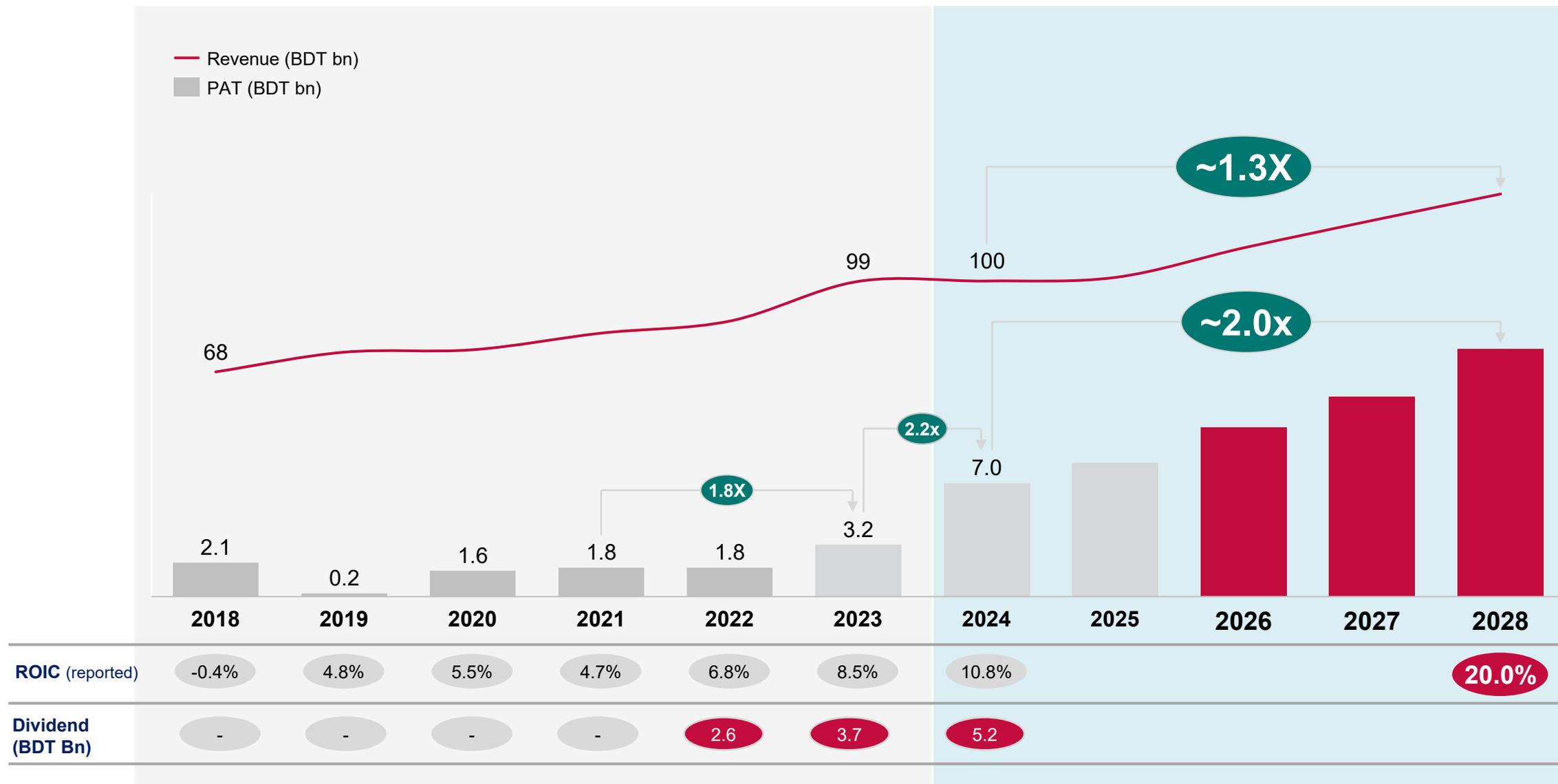


Other Cost Initiatives

Interest cost reduction by 50% through paring down debt

Ambition 2026–2028

Doubling profit by 2028 at the backdrop of double-digit topline growth (YoY) and improving efficiency





Thank you