axiata

GOVERNANCE AND AUDITED FINANCIAL STATEMENTS

2024

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Axiata's Integrated Annual Report 2024 Suite is made up of the following:

IAR Integrated Annual Report 2024

GAFS Governance And Audited Financial Statements 2024

GOVERNANCE

Group Corporate Structure*

AXIATA GROUP BERHAD

- Axiata SPV2 Berhad *(Malaysia)*
- Axiata Digital Labs Sdn Bhd *(Malaysia)*
- Axiata Investments (UK) Limited *(United Kingdom)*
- Axiata Enterprise Sdn Bhd *(Malaysia)*
  - Xpand Investments (Labuan) Limited ^ *(Labuan)*
- Axiata SPV5 (Labuan) Limited *(Labuan)*
- Axiata Investments (Singapore) Limited *(Labuan)*
- Axiata SPV4 Sdn Bhd *(Malaysia)*
  - Axiata Digital Innovation Fund Sdn Bhd *(Malaysia)* 62.19%
  - Merchantrade Asia Sdn Bhd *(Malaysia)* 19.00%
- Axiata Investments 1 (India) Limited *(Mauritius)*
- Axiata Foundation # *(Malaysia)*
- *CelcomDigi Berhad* ‡ *(Malaysia)* 33.10%
- Axiata Digital Services Sdn Bhd *(Malaysia)* 80.00%
  - Axiata Digital & Analytics Sdn Bhd *(Malaysia)* 63.47%
    - ADA Digital Singapore Pte Ltd *(Singapore)*
    - ADA Data AI Solutions LLC *(USA)*
    - ADA Digital Philippines Inc. *(Philippines)* 99.99%
    - ADA Data AI Commerce Solutions Sdn Bhd (formerly known as ADA Asia Malaysia Sdn Bhd) *(Malaysia)*
    - PT ADA Asia Indonesia *(Indonesia)* 99.00%
    - ADA Digital (Thailand) Co Ltd *(Thailand)* 99.85%
    - ADA Digital Analytics Private Limited *(India)* 99.19%
    - AAD Holdings Pte Ltd *(Singapore)*
      - AAD Indochina Pte Ltd *(Singapore)*
      - Thien An Investment Co Ltd *(Vietnam)*
      - AADistribution Phils Inc *(Philippines)* 99.99%
      - PT Awake Asia Distribution Indonesia *(Indonesia)*
    - PT Axiata Digital Analytics Indonesia *(Indonesia)*
    - Axiata Digital Bangladesh (Private) Limited *(Bangladesh)*
- Boost Holdings Sdn Bhd *(Malaysia)* 77.76%
  - Axiata Digital Capital Sdn Bhd *(Malaysia)*
    - PT Axiata Digital Capital Indonesia *(Indonesia)*
    - PT Axiata Digital Services Indonesia *(Indonesia)*
    - Axiata Digital eCode Sdn Bhd *(Malaysia)*
  - Boost Connect Sdn Bhd *(Malaysia)*
  - Apigate India Services Private Limited *(India)*
  - PT Creative Mobile Adventure *(Indonesia)* 77.44%
  - Boost Biz Sdn Bhd *(Malaysia)*
  - Boost Bank Berhad *(Malaysia)* 60.00%

Legend:

- * Depicting active subsidiaries, associates and affiliates as at 31 March 2025
- ☐ Key Operating Companies
- ▶ Wholly-owned Subsidiaries
- ▶ Non wholly-owned Subsidiaries
- ▷ Associates/Affiliates
- ▷ Key Associate Company
- ‡ Listed Companies
- # Company Limited by Guarantee
- ^ Members voluntary winding-up

Note:

[1] The complete list of subsidiaries, associates and joint ventures and their respective principal activities, country of incorporation and the Group's effective interest as at 31 December 2024 are shown in notes 41 to 43 to the financial statements on 192 to 200 of this Governance & Audited Financial Statements 2024.

Group Corporate Structure*

- Axiata Investments (Cambodia) Limited *(Labuan)*
  - Axiata (Cambodia) Holdings Limited *(Labuan)* 72.48%
    - Smart Axiata Co., Ltd *(Cambodia)*
      - Pi Pay International Co., Ltd. *(Hong Kong)* 26.42%
      - SADIF LP *(Labuan)* 80.00%
      - Milvik (Cambodia) Micro Insurance PLC *(Cambodia)* 30.00%
      - 20.00% EDOTCO (Cambodia) Co., Ltd *(Cambodia)* 80.00%
- 25.00% Dialog Axiata Digital Innovation Fund (Private) Limited *(Sri Lanka)* 25.00%
  - Headstart (Private) Limited *(Sri Lanka)*
  - 20.45% Digital Health (Private) Limited *(Sri Lanka)* 37.24%

- EDOTCO Group Sdn Bhd *(Malaysia)* 63.00%
  - EDOTCO Malaysia Sdn Bhd *(Malaysia)* 79.998% 0.002%
    - Tanjung Digital Sdn Bhd *(Malaysia)*
      - Yiked Bina Sdn Bhd *(Malaysia)*
    - On Site Services Sdn Bhd *(Malaysia)*
    - Alam Mindscape Sdn Bhd (formerly known as Touch Mindscape Sdn Bhd) *(Malaysia)*
      - Alam Matrix Towers Sdn Bhd (formerly known as Touch Matrix Sdn Bhd) *(Malaysia)*
      - Shahzan Alam Muda Sdn Bhd *(Malaysia)* 80.00%
      - Alam Mindscape Mobile Sdn Bhd ^ (formerly known as Touch Mobile Sdn Bhd) *(Malaysia)*
      - Alam Mindscape (Melaka) Sdn Bhd (formerly known as Touch Mindscape (Melaka) Sdn Bhd *(Malaysia)* 55.00%
      - Vista Bumiria Sdn Bhd *(Malaysia)*
  - PT EDOTCO Infrastruktur Indonesia *(Indonesia)*
  - edotco Holdings (Labuan) Limited *(Labuan)*
  - edotco Investments (Labuan) Limited *(Labuan)*
    - EDOTCO Investments Singapore Pte. Ltd *(Singapore)* 87.50%
      - EDOTCO Myanmar Limited *(Myanmar)*
    - EDOTCO Services Lanka (Private) Limited *(Sri Lanka)*
    - EDOTCO Towers (Bangladesh) Limited ^ *(Bangladesh)*
    - EDOTCO Towers Pakistan (Private) Limited *(Pakistan)*
    - EDOTCO Towers, Inc. *(Philippines)*
    - edotco Lao Company Limited *(Laos)* 80.00%
    - 34.30% 35.70% EDOTCO Bangladesh Co. Ltd *(Bangladesh)*

- Axiata Investments (Labuan) Limited *(Labuan)*
  - Axiata Investments (Indonesia) Sdn Bhd *(Malaysia)*
    - PT XL Axiata Tbk ‡ *(Indonesia)* 66.53%
      - PT Princeton Digital Group Data Centres *(Indonesia)* 10.71%
      - PT Hipernet Indodata *(Indonesia)* 51.00%
        - PT Data Enkripsi Informasi Teknologi *(Indonesia)*
      - XL Axiata Singapore Pte. Ltd (formerly known as Axiata Global Services Pte Ltd) *(Singapore)*
      - 20.00% 78.47% PT Link Net Tbk ‡ *(Indonesia)* 98.47%
        - PT First Media Television *(Indonesia)* 99.99%
        - PT Infra Solusi Indonesia *(Indonesia)*
  - Robi Axiata PLC ‡ *(Bangladesh)* 61.82%
    - RedDot Digital Limited *(Bangladesh)*
    - Smart Pay Limited *(Bangladesh)*
    - AxEnTec PLC *(Bangladesh)*
    - r ventures PLC *(Bangladesh)*
  - Axiata Lanka (Private) Limited *(Sri Lanka)*
  - Axiata Digital Labs (Private) Limited *(Sri Lanka)*
    - PT Axiata Digital Labs Indonesia *(Indonesia)*
  - Dialog Axiata PLC ‡ *(Sri Lanka)* 73.75%
    - Dialog Business Services (Private) Limited *(Sri Lanka)*
    - Dialog Network Services (Private) Limited *(Sri Lanka)*
    - Dialog Television (Private) Limited *(Sri Lanka)*
    - Dialog Broadband Networks (Private) Limited *(Sri Lanka)*
      - Telecard (Private) Limited *(Sri Lanka)*
      - Digital Realty (Private) Limited *(Sri Lanka)* 35.00%
      - H One (Private) Limited *(Sri Lanka)*
    - Dialog Finance PLC ‡ *(Sri Lanka)* 99.05%
    - Dialog Device Trading (Private) Limited *(Sri Lanka)*
    - Digital Holdings Lanka (Private) Limited *(Sri Lanka)*

Board Remuneration

Breakdown of the aggregated remuneration of Non-Executive Directors (NEDs) of Axiata Group Berhad (Axiata) into appropriate components including remuneration for services rendered by them to Axiata Group for financial year ended 31 December 2024 (FY24) is set out below:

Name of Directors	Directors' Fees (Company) RM'000	Meeting Allowances (Company) RM'000	Monetary Value of Benefits-in-Kind RM'000	Fees (Subsidiaries) RM'000	Meeting Allowances (Subsidiaries) RM'000	Total RM'000
Tan Sri Shahril Ridza Ridzuan	360	42	240	-	-	642
Dato Dr Nik Ramlah Nik Mahmood[a]	348	56	75	91	29	599
Dr David Robert Dean[b]	436	79	144	103	8	770
Khoo Gaik Bee[c]	294	48	48	-	2	392
Amrit Kaur Kaur Singh[d]	176	26	14	-	-	216
Shahin Farouque Jammal Ahmad[e]	290	37	-	-	-	327
Mohamad Hafiz Kassim[f]	299	47	12	-	-	358
Maya Hari[g]	250	25	121	99	6	501
Dr Farid Mohamed Sani[h, k]	-	-	-	-	-	-
Thayaparan S Sangarapillai[i]	324	62	103	117	5	611
Ong King How[j, k]	-	-	-	-	-	-
Eysa Zulkifli[l]	-	-	-	-	-	-
Total	**2,777**	**422**	**757**	**410**	**50**	**4,416**

[a] Fees and Meeting Allowances from subsidiaries - Dialog and EDOTCO
[b] Fees and Meeting Allowances from subsidiary - Ncell
[c] Meeting Allowances from subsidiaries - ADA and BHSB
[d] Appointed on 1 July 2024
[e] Representative of Permodalan Nasional Berhad (PNB). 100% of Director's fees are paid to PNB
[f] Representative of Employees Provident Fund (EPF). 50% of Director's fees are paid to EPF
[g] Meeting Allowances from subsidiary - ADA
[h] Representative of Khazanah Nasional Berhad (Khazanah) and appointed on 3 October 2024
[i] Fees and Meeting Allowances from subsidiary - Robi
[j] Representative of Khazanah and resigned on 3 October 2024
[k] Director's fees and meeting allowances for Khazanah's internal nominee director are waived by Khazanah effective 1 January 2022
[l] Resigned as Alternate Director to Ong King How on 3 October 2024

Executive Directors

Breakdown of the aggregated remuneration of the Executive Directors of Axiata for FY24 into appropriate components is set out below:

	RM'000
a. Salaries, Allowances and Bonus	11,963
b. Benefits (Share-based payment expense and Monetary Value of Benefits-in-Kind)	5,511

Directors' Training List 2024

Directors	LIST OF TRAINING/CONFERENCE/SEMINAR/WORKSHOP ATTENDED/PARTICIPATED
Tan Sri Shahril Ridza Ridzuan	1) CGS Investment Conference; CGS International Securities Malaysia Sdn Bhd, 3 January 2024 2) Board Risk and Compliance Committee (BRCC) Chair Conference 2024 by Axiata Group Risk & Compliance (AGRC), M Resort Hotel Kuala Lumpur, 31 January 2024 3) TH Young Leadership Program 2024 – Sharing Lifestyle and Career Experience, Lembaga Tabung Haji, 6 February 2024 4) Top Glove Webinar - Impact of Business and Human Rights on Brand and Reputation, Top Glove, 6 March 2024 5) Executive Talk – The National Resilience College "Strategic & Creative Thinking Skills"; The National Resilience College, 25 March 2024 6) CGS China A-Share Conference 2024; CGS International Securities Malaysia Sdn Bhd, 23 April 2024 7) CMDP, Module 1 – Director as Gatekeepers of Market Participants; Securities Industry Development Corporation, Bukit Kiara, 5 August 2024 8) CMDP, Module 2A – Business Challenge and Regulatory Expectations, What Director Need to Know (Equities & Future), 5 August 2024 9) CMDP, Module 3 – Risk Oversight and Compliance, Action Plan for Board of Directors; Securities Industry Development Corporation, Bukit Kiara, 6 August 2024 10) CMDP, Module 4 – Emerging and Current Regulatory Issues in The Capital Market; Securities Industry Development Corporation, Bukit Kiara, 7 August 2024 11) CGS Bursa Invest Shariah Conference 2024 Maqasid Al-Shariah Ecosystem in Financial World: Are We There Yet?; Bursa Malaysia, 15 August 2024 12) Mobile World Congress (MWC) 2024, Las Vegas, 8 October 2024 - 10 October 2024 13) Axiata Board Retreat, Axiata Tower, 4 November 2024 - 5 November 2024 • TEF Portfolio Rationalisation by Mark Evans, Chief Strategy Officer of Telefonica Group • Vantage Towers Monetisation by Thomas Reisten, ex-CFO of Vantage Towers 14) ESG & Sustainability Conference 2024; CGS International Securities Malaysia Sdn Bhd, 6 November 2024
Vivek Sood	1) BoFA 2024 ASEAN Conference, Singapore, 11 January 2024 2) CelcomDigi Berhad (CDB): Board Conflict of Interest (COI) training by Zul Rafique & Partners, 29 January 2024, virtual 3) International Institute of Communications (IIC) Asia Forum 2024, Axiata Tower, Kuala Lumpur, 6 February 2024 4) Global System for Mobile Communications Association (GSMA) and MWC, Barcelona, 25 February 2024 – 28 February 2024 5) Anti-Money Laundering (AML) and Anti-Bribery and Anti-Corruption (ABAC), 19 April 2024, virtual 6) Microsoft CEO Connection, The Vertical Connexion, 2 May 2024 7) CDB Board Strategy Retreat 2024, CDB Tower, 8 May 2024 - 9 May 2024 • The AI Revolution and Its Real-World Impact by Jan Metzger • Global Cloud Trends & Opportunities for CDB by Amazon Web Services 8) CDB Board Workshop, 5G Due Diligence #1, CDB Tower, 7 June 2024 9) CLSA Asean Forum 2024, Four Seasons Hotel, Jakarta, Indonesia, 12 June 2024 10) CDB Board Workshop, 5G Due Diligence #2, CDB Tower, 15 June 2024 11) Special Training for the Board Members and SLT of Axiata, 2 July 2024, virtual • Malaysian Cybersecurity Act 2024 by Wong & Partners • NIST 2.0 – Updated Cybersecurity Maturity Framework by Romharsh Razdan, KPMG 12) CDB Board Strategy Workshop #1 - Performance Review, CDB Tower, 24 June 2024 13) BRCC Training, 2 July 2024, virtual 14) Innovate or Perish – Harnessing Generative AI for Strategic Business Advantage by Professor Ujwal Kayande, Axiata Tower, 12 July 2024 15) CDB Board Workshop 2024, 5G Tender Process #3, CDB Tower, 17 July 2024 16) Sharing session by PwC: Preparing you for the Upcoming Regulatory Requirements, Axiata Tower, 22 August 2024 17) AGRC Annual Conference 2024 – Balancing Risks and Opportunities for a Sustainable Future by AGRC, 28 August 2024, virtual 18) ICDM Advocacy Dialogue on Corporate Venture Capital (CVC), ICDM Penta, Eco City, 19 September 2024 19) APOS CEO Forum at Ayana Resort Bali, Bali, Indonesia, 24 September 2024 20) CDB Board Strategy Workshop #2 – Discussion on Preceding Year's BP & Strategy, CDB Tower, 27 September 2024 21) Khazanah Megatrends Forum, Mandarin Oriental Hotel, Kuala Lumpur, 7 October 2024 22) Boost Holdings Board Retreat, Hilton Hotel, Kuala Lumpur, 17 October 2024 • Insights Into Fintech Landscape by Kevin Kwek, Kearney Partner • Making Ecosystem Banking Work in Singapore by Dwaipayan Sadhu, CEO TrustBank • Fintech Landscape in Indonesia, Pockets of Opportunity in SEA and Driving Synergies between Telcos and Digital Banks by Guillaume de Gantes, Snr Partner, McKinsey Jakarta • Driving Synergies for the Underserved by HudHaifa Ahmad, Co-founder & ED of MyAngkasa Digital 23) HOD Huddle - Winning Culture & Living with Change by Ashley Grice, BrightHouse Consulting, The Stripes Kuala Lumpur, 6 November 2024 24) Axiata Board Retreat, Axiata Tower, 4 November 2024 - 5 November 2024 • TEF Portfolio Rationalization by Mark Evans, Chief Strategy Officer of Telefonica Group • Vantage Towers Monetization by Thomas Reisten, ex-CFO of Vantage Towers 25) CDB – Operational Excellence by McKinsey, CDB Tower, 15 November 2024 26) Axiata Brand Workshop by Dentsu, Axiata Tower, 5 December 2024

Directors' Training List 2024

Directors	LIST OF TRAINING/ CONFERENCE/ SEMINAR/ WORKSHOP ATTENDED/ PARTICIPATED
Dr Hans Wijayasuriya[1]	1) CDB Board COI training by Zul Rafique & Partners, 29 January 2024 2) BRCC Chairperson Conference by AGRC, M Resort Hotel Kuala Lumpur, 31 January 2024 3) International IIC Asia Forum 2024, Panel: Session 1 Creating the Optimum Investment Environment to Enable Digital Transformation, Axiata Tower, 6 February 2024 4) MWC 2024 Barcelona by GSMA, Fira Gran Via, Barcelona, Spain, 26 February 2024 – 28 February 2024 5) Mandatory Accreditation Programme (MAP) Part II: Leading for Impact (LIP) 4 March 2024 - 5 March 2024 6) CDB Board Strategy Retreat 2024, CDB Tower, 8 May 2024 - 9 May 2024 • The AI Revolution and Its Real-World Impact by Jan Metzger • Global Cloud Trends & Opportunities for CDB by Amazon Web Services 7) TM Forum, Copenhagen, 16 May 2024 - 20 May 2024 8) MWC Shanghai 2024, Shanghai, 25 May 2024 - 27 May 2024 9) CDB Board Workshop 2024, 5G Due Diligence #1, CDB Tower, 7 June 2024 10) CDB Board Workshop 2024, 5G Due Diligence #2, CDB Tower, 15 June 2024 11) CDB Board Strategy Workshop 2024 #1 - Performance Review, CDB Tower, 24 June 2024 12) Special Training for Board Members & SLT of Axiata, 2 July 2024, virtual • Malaysian Cybersecurity Act 2024 by Wong & Partners • NIST 2.0 – Updated Cybersecurity Maturity Framework by Romharsh Razdan, KPMG 13) CDB Board Workshop 2024, 5G Tender Process #3, 17 July 2024 14) Ideas Workshop Axiata, Axiata Tower, 6 August 2024 15) ERM Workshop with SLT, Axiata Tower, 7 August 2024 16) CDB Board Strategy Workshop 2024 #2 - BP2025-2027, CDB Tower, 27 September 2024 17) Axiata Board Retreat, Axiata Tower, 4 November 2024 - 5 November 2024 • TEF Portfolio Rationalisation by Mark Evans, Chief Strategy Officer of Telefonica Group • Vantage Towers Monetisation by Thomas Reisten, ex-CFO of Vantage Towers 18) CDB - Operational Excellence by McKinsey, CDB Tower, 15 November 2024
Dato Dr. Nik Ramlah Nik Mahmood	1) IIC Corporate Governance Conference 2024 – Countdown to 2030: Investing Towards Sustainable Development in Malaysia by SIDC, Conference Hall Securities Commission Malaysia, 5 March 2024 2) MAP Part II by ICDM, 14 May 2024 - 15 May 2024, virtual 3) Cybersecurity - Building Digital Trust and Resilience by PIDM, 14 June 2024, virtual 4) Special Training for Board Members & SLT of Axiata, 2 July 2024, virtual • Malaysian Cybersecurity Act 2024 by Wong & Partners • NIST 2.0 – Updated Cybersecurity Maturity Framework by Romharsh Razdan, KPMG 5) PNB Compliance and Integrity Training - Personal Data Protection Act and Amendments, 22 July 2024 6) PNB Tea Talk - Cybersecurity - Digitalisation and Cyber Resilience, 19 August 2024 7) AGRC Annual Conference 2024 - Balancing Risks and Opportunities for a Sustainable Future by AGRC, 28 August 2024, virtual 8) National Resolution Symposium 2024 - Building Collective Recoverability: From Policy to Practice by PIDM, 23 September 2024 - 24 September 2024 9) SC-OCIS Islamic Finance Roundtable - Restoring Humanity in Finance, Securities Commission (SC) Malaysia and Oxford Centre for Islamic Studies by SC Malaysia, 7 September 2024 - 8 September 2024 10) Khazanah Megatrends Forum - Paving Paths from the probable to the possible, 7 October 2024 - 8 October 2024, virtual 11) Axiata Board Retreat, Axiata Tower, 4 November 2024 - 5 November 2024 • TEF Portfolio Rationalisation by Mark Evans, Chief Strategy Officer of Telefonica Group • Vantage Towers Monetisation by Thomas Reisten, ex-CFO of Vantage Towers 12) PNB Board Training - Perspectives and Developments in AI and Gen AI by McKinsey & Co, 28 November 2024
Dr David Robert Dean	1) BRCC Chairperson Conference 2024 by AGRC, M Resort Hotel Kuala Lumpur, 31 January 2024 2) MWC 2024 Barcelona by GSMA, Fira Gran Via, Barcelona, Spain, 26 February 2024 – 29 February 2024 3) Special Training for Board Members and SLT of Axiata, 2 July 2024, virtual • Malaysian Cybersecurity Act 2024 by Wong & Partners • NIST 2.0 – Updated Cybersecurity Maturity Framework by Romharsh Razdan, KPMG 4) AGRC Annual Conference 2024 – Balancing Risks and Opportunities for a Sustainable Future by AGRC, 28 August 2024, virtual 5) Axiata Board Retreat, Axiata Tower, 4 November 2024 - 5 November 2024 • TEF Portfolio Rationalisation by Mark Evans, Chief Strategy Officer of Telefonica Group • Vantage Towers Monetisation by Thomas Reisten, ex-CFO of Vantage Towers
Khoo Gaik Bee	1) Launch of 2024 ASEAN Board Trends Report & ASEAN Directors Registry by ICDM, 22 February 2024, virtual 2) Special Training for Board Members and SLT of Axiata, 2 July 2024, virtual • Malaysian Cybersecurity Act 2024 by Wong & Partners • NIST 2.0 – Updated Cybersecurity Maturity Framework by Romharsh Razdan, KPMG 3) Axiata Board Retreat, Axiata Tower, 4 November 2024 - 5 November 2024 • TEF Portfolio Rationalisation by Mark Evans, Chief Strategy Officer of Telefonica Group • Vantage Towers Monetisation by Thomas Reisten, ex-CFO of Vantage Towers
Thayaparan S Sangarapillai[2]	1) Managing Culture to Prevent Misconduct by Asia School of Business, 28 February 2024, virtual 2) Seminar on IFRS – Sustainability Disclosure Standards by Malaysia Accounting Standard Board, AICB Centre of Excellence, Kuala Lumpur, 7 March 2024 3) Decoding the TCFD Reporting Framework by Malaysian Institute of Accountants, 14 March 2024, virtual 4) Axiata Board Retreat, Axiata Tower, 4 November 2024 - 5 November 2024 • TEF Portfolio Rationalisation by Mark Evans, Chief Strategy Officer of Telefonica Group • Vantage Towers Monetisation by Thomas Reisten, ex-CFO of Vantage Towers 5) Incorporating ESG Into Business Real Estate and Intangibles Valuations Models by Business Valuers Association Malaysia (BVAM), KLGCC, 8 November 2024

Directors' Training List 2024

Directors	LIST OF TRAINING/ CONFERENCE/ SEMINAR/ WORKSHOP ATTENDED/ PARTICIPATED
Maya Hari	1) AGRC Annual Conference 2024 – Balancing Risks and Opportunities for a Sustainable Future by AGRC, 28 August 2024, virtual 2) Axiata Board Retreat, Axiata Tower, 4 November 2024 - 5 November 2024 • TEF Portfolio Rationalisation by Mark Evans, Chief Strategy Officer of Telefonica Group • Vantage Towers Monetisation by Thomas Reisten, ex-CFO of Vantage Towers
Amrit Kaur[3]	1) Special Training for Board Members & SLT of Axiata, 2 July 2024, virtual • Malaysian Cybersecurity Act 2024 by Wong & Partners • NIST 2.0 – Updated Cybersecurity Maturity Framework by Romharsh Razdan, KPMG 2) AGRC Annual Conference 2024 – Balancing Risks and Opportunities for a Sustainable Future by AGRC, 28 August 2024, virtual 3) MAP I by ICDM, 16 October 2024 - 17 October 2024, virtual 4) Axiata Board Retreat, Axiata Tower, 4 November 2024 - 5 November 2024 • TEF Portfolio Rationalisation by Mark Evans, Chief Strategy Officer of Telefonica Group • Vantage Towers Monetisation by Thomas Reisten, ex-CFO of Vantage Towers
Dr Farid Mohamed Sani[4]	1) Khazanah Megatrends Forum - Paving Paths from the probable to the possible, 7 October 2024 - 8 October 2024, virtual 2) Axiata Board Retreat, Axiata Tower, 4 November 2024 - 5 November 2024 • TEF Portfolio Rationalisation by Mark Evans, Chief Strategy Officer of Telefonica Group • Vantage Towers Monetisation by Thomas Reisten, ex-CFO of Vantage Towers 3) TowerXchange Meetup Asia 2024 - How Digital Infracos Are Unlocking APACs Potential, 26 November 2024
Shahin Farouque Jammal Ahmad	1) Leadership Team Innovation Masterclass – Day 1 & 2 by PNB, Double Tree by Hilton, Kuala Lumpur, 8 January 2024 - 9 January 2024 2) Leadership Team Innovation Masterclass – Day 3 & 4 by PNB, Le Meridien Hotel, Kuala Lumpur, 22 January 2024 - 23 January 2024 3) India Investment Promotion Roadshow in Malaysia by High Commission of India, Sheraton Imperial Hotel, Kuala Lumpur, 21 February 2024 4) PNB Public Markets Dialogue 2024 by PNB, Grand Hyatt Hotel, Kuala Lumpur, 27 February 2024 5) Workshop with Allianz by Allianz, Menara Allianz, 5 March 2024 6) Key Disclosure Obligation of a Listed Company by SEB, Intercontinental Hotel, Kuala Lumpur, 30 April 2024 7) PNB Knowledge Forum 2024 – Economic Complexity by PNBRi, Hilton Kuala Lumpur, Kuala Lumpur, 4 July 2024 8) Special Training for Board Members & SLT of Axiata, 2 July 2024, virtual • Malaysian Cybersecurity Act 2024 by Wong & Partners • NIST 2.0 – Updated Cybersecurity Maturity Framework by Romharsh Razdan, KPMG 9) National Investment Council on KIGIP by MITI, Pejabat Perdana Menteri, Putrajaya, 13 August 2024 10) ND Fireside Chat of PNB, W Hotel Kuala Lumpur, 14 August 2024 11) Training Managing Recurrent Related Party Transection by SEB, Intercontinental Hotel, Kuala Lumpur, 26 August 2024 12) Government-Linked Enterprises Axtivation and Reform Programme (GEAR-uP) Roundtable #5 by MOF, Menara KWSP, Kwasa Damansara, 24 September 2024 13) Skrine Conference: Lasting Strategies in a Changing World by Skrine, Hilton Hotel, Kuala Lumpur, 16 October 2024 14) Axiata Board Retreat, Axiata Tower, 4 November 2024 - 5 November 2024 • TEF Portfolio Rationalisation by Mark Evans, Chief Strategy Officer of Telefonica Group • Vantage Towers Monetisation by Thomas Reisten, ex-CFO of Vantage Towers 15) M&As and Capital Markets – Trend and Development in Malaysia and Singapore by ZICO, The RuMa Hotel, Kuala Lumpur, 20 November 2024
Mohamad Hafiz Kassim	1) Risk management Workshop by Tricor/ Axcelasia, 16 March 2024 2) MAP Part II: Leading for Impact (LIP) by ICDM, 20 May 2024 - 21 May 2024, virtual 3) EPF Investment Seminar (EIS) 2024 by EPE Investment Division, 26 August 2024 4) BNY Asset Owner Innovation Summit 2024 by BNY Mellon in Partnership with Stanford Long Term Investing (SLTI), 25 September 2024 - 26 September 2024 5) Axiata Board Retreat, Axiata Tower, 4 November 2024 - 5 November 2024 • TEF Portfolio Rationalisation by Mark Evans, Chief Strategy Officer of Telefonica Group • Vantage Towers Monetisation by Thomas Reisten, ex-CFO of Vantage Towers 6) Government Linked Investment Companies (GLIC) Integrity Event (GIE 2024) by KWSP, PNB, Khazanah, LTAT, TH, PERKESO in collaboration with SPRM, 12 November 2024 7) Regional Social Security Forum (RSSF) Asia Pacific 2024 by International Social Security Association (ISSA), 3 December 2024 – 5 December 2024

Notes:
1 Resigned on 15 January 2025
2 Retired on 31 December 2024
3 Appointed on 1 July 2024
4 Appointed on 3 October 2024

Significant Milestones In 2024

8 February 2024	PT XL Axiata Tbk (XL) fully repaid its IDR138.0 billion (RM41.1 million) Sukuk Ijarah II Tranche II Year 2019 Series C which matured on 8 February 2024, which carried an annual fixed Ijarah return of IDR12,765.0 million (payable on quarterly basis) and had a tenure of five (5) years from the date of issuance. Subsequently, XL fully repaid its IDR40.0 billion (RM11.9 million) Bond I Tranche II Year 2019 Series C which matured on 8 February 2024, which carried an annual fixed interest rate of 9.25% (payable on quarterly basis) and had a tenure of five (5) years from the date of issuance.
28 April 2024	XL fully repaid its IDR260.0 billion (RM74.9 million) Sukuk Ijarah I Tranche II Year 2017 Series D which matured on 28 April 2024, which carried an annual fixed ijarah return of IDR23,660.0 million (payable on quarterly basis) and had a tenure of seven (7) years from the date of issuance.
26 June 2024	Dialog Axiata PLC, a subsidiary of Axiata, completed the acquisition of 100% issued shares in Bharti Airtel Lanka (Private) Limited (Airtel Lanka) via issuance of 952,694,689 ordinary shares of Dialog representing 10.355% of the enlarged total issued shares of Dialog to Bharti Airtel Limited (Bharti Airtel) by way of a share swap. Accordingly, Airtel Lanka became a wholly owned subsidiary of Dialog.
28 June 2024	Axiata completed the disposal of 16.71% ordinary shares in Axiata Digital Services Sdn Bhd to Mitsui Co., Ltd. for a total consideration of USD58.3 million (RM275.5 million). Pursuant to the disposal, the Company received a cash consideration of USD55.0 million (RM259.7 million).
30 August 2024	Subsequent to the acquisition of Airtel Lanka on 26 June 2024, Dialog amalgamated with Airtel Lanka, with Dialog remaining as the amalgamated entity.
27 September 2024	XL and PT Link Net Tbk (Link Net) completed a Business Transfer Agreement, under which XL acquired Link Net's business-to-consumer segment for a consideration of IDR1,875.0 billion (RM511.9 million).
27 September 2024	Axiata SPV5 (Labuan) Limited (SPV5) completed a partial early redemption of its Euro Medium Term Note (EMTN) with an aggregated principal of USD272.1 million (RM1,155.1 million) for a cash payment of USD200.0 million (RM849.0 million). Accordingly, the Group recognised a gain on early redemption of debt amounting to USD72.1 million (RM306.1 million).
1 October 2024	The Islamabad High Court approved the amalgamation of EDOTCO Towers Pakistan (Private) Limited (EDOTCO Towers Pakistan) with and into EDOTCO Pakistan (Private) Limited (EDOTCO Pakistan). The amalgamation was deemed effective on 30 April 2023, being the date stated in the Scheme of Arrangement and Amalgamation. All filings to register EDOTCO Towers Pakistan as the surviving entity was completed on 1 October 2024 following which EDOTCO Pakistan ceased to exist.
10 December 2024	A conditional merger agreement was signed between PT Smartfren Telecom Tbk (Smartfren), PT Smart Telecom (a subsidiary of Smartfren), XL, PT Wahana Inti Nusantara, PT Global Nusa Data, PT Bali Media Telekomunikasi, PT Gerbangmas Tunggal Sejahtera (collectively referred to as "Sinar Mas Shareholders"), Axiata Investment (Indonesia) Sdn Bhd (AII), and PT Sinar Mas Tunggal. The agreement outlines the terms for a proposed business combination, where AII and the Sinar Mas Shareholders agree to merge the businesses of Smartfren and XL through a statutory merger in accordance with Indonesian laws. XL will be the surviving company (MergeCo) and will continue to be listed on the Indonesia Stock Exchange after the merger.

Profile Of Operating Companies' Management Team

RAJEEV SETHI

President Director & Chief Executive Officer
PT XL Axiata Tbk

Nationality / Age / Gender:
Indian / 52 / Male

Date of Appointment to Current Position:
26 March 2025

Length of Service at Axiata:
2 years

Academic/Professional Qualification(s):
- Master of Business Administration, Marketing Finance & Operations, Indian Institute of Management, Lucknow
- Bachelor of Engineering, Electrical Engineering, Gujarat University

Working Experience:
Rajeev is an accomplished executive with a wealth of domestic and international experience in leading organisations in both startup and established stages with a strong track record of excelling in dynamic and demanding environments. He possesses significant ICT industry experience, including executive engagements in companies such as Vodafone, HP, Hutchison Telecom and Asian Paints.

Rajeev joined Robi Axiata PLC as Chief Executive Officer followed by his notable success in turning around Myanmar's leading mobile operator, Ooredoo as its CEO. Under his leadership, Ooredoo had a significant turnaround in terms of growth in market share. Prior to that he successfully served as the Chief Commercial Officer of Airtel for Africa. Being responsible for commercial success in 15 African countries, he was able to significantly turn around Airtel's business in Africa with strong double-digit top line growth backed by sequential growth for over six quarters reaching an annual revenue of USD2.5 billion.

Rajeev also brings in experience of working in Bangladesh from his time as the Chief Executive Officer of Grameenphone Limited. He is the Chairman of Robi's subsidiaries, RedDot Digital Ltd, Axentec PLC and r ventures PLC.

SUPUN WEERASINGHE

Group Chief Executive/ Non-Independent, Executive Director
Dialog Axiata PLC

Nationality / Age / Gender:
Sri Lankan / 49 / Male

Date of Appointment to Current Position:
1 January 2017

Length of Service at Axiata:
25 years

Academic/Professional Qualification(s):
- Bachelor of Science (First Class Honours) in Accountancy and Financial Management, University of Jayewardenepura, Sri Lanka
- MBA, University of Western Sydney, Australia
- Fellow Certified Management Accountant (FCMA), Sri Lanka
- Fellow Chartered Management Accountant, UK (FCMA)
- Advance Management Programme (AMP), Harvard Business School

Working Experience:
Supun is the Executive Director and Group Chief Executive at Dialog Axiata PLC, a position he holds since 2017. His career in telecommunications began with Dialog in 1999, where he progressed through various key roles, including Head of Strategy, CEO of the Mobile Business, and Group Chief Operating Officer.

In 2013, Supun functioned as the Group Chief Strategy Officer at Axiata Group Berhad in Malaysia. He then led Robi Axiata Limited in Bangladesh as the CEO and Managing Director from 2014 to 2016.

Supun serves on the Board of The Ceylon Chamber of Commerce and UNGC Network, Sri Lanka.

He is a Fellow Certified Management Accountant, Sri Lanka, Fellow Member of the Chartered Institute of Management Accountants, UK, and holds a Bachelor of Science in Accountancy and Financial Management from the University of Sri Jayewardenepura, Sri Lanka. Supun holds an MBA from the University of Western Sydney, Australia, and is an alumnus of the Harvard Business School.

Directorships of Public Companies:
Axiata Group
Listed
- Dialog Axiata PLC
- Dialog Finance PLC

Profile Of Operating Companies' Management Team

M. RIYAAZ RASHEED

Acting Chief Executive Officer and Chief Financial Officer
Robi Axiata PLC

Nationality / Age / Gender:
Sri Lankan / 57 / Male

Date of Appointment to Current Position:
1 February 2025

Length of Service at Axiata:
4 years

Academic/Professional Qualification(s):
- Master of Business Administration, Postgraduate Institute of Management of the University of Sri Jayewardenepura, Sri Lanka (MBA PIM)
- Bachelor Degree of Pure Sciences (BSc), University of Sri Jayewardenepura, Sri Lanka
- Fellow Member of the Chartered Institute Management Accountants of UK (FCMA UK)
- Fellow Member of the Institute of Chartered Management Accounts of Sri Lanka (FCMA SL)

Working Experience:
In a professional career experience spanning over 32 years, Riyaaz counts 28 years in the field of mobile telecommunications, working for subsidiaries of multinational corporations like Millicom International Cellular SA of Luxemburg (Millicom), Emirates Telecommunication Group Company PJSC (etisalat) and CK Hutchison Group (Hutchison).

Riyaaz started his professional career at Ernst & Young and his last assignment prior to joining Robi was as the Deputy Chief Executive Officer at Hutchison Telecommunications, Sri Lanka. Prior to Hutchison Telecommunications, Riyaaz also served Etisalat in Sri Lanka as its Deputy CEO and Chief Financial Officer.

He has also served as the Chief Financial Officer of Celltel Lanka Limited and Tigo Lanka Private Limited in Sri Lanka. Riyaaz has also worked in the Sri Lankan conglomerate, Hayleys Group of Companies for over 03 years prior to venturing into mobile telecommunications.

ZIAD SHATARA

Chief Executive Officer
Smart Axiata Co., Ltd

Nationality / Age / Gender:
Canadian / 57 / Male

Date of Appointment to Current Position:
16 January 2023

Length of Service at Axiata:
2 years 3 months

Academic/Professional Qualification(s):
- Master of Science, Computer Engineering, Budapest University of Technology and Economics
- Bachelor of Science, Electrical Engineering, Budapest University of Technology and Economics

Working Experience:
Ziad was appointed as the Chief Executive Officer of Smart Axiata in January 2023. He has extensive experience managing and accelerating telecommunication business growth in various markets, including Jordan, Bangladesh, and Italy.

He has a proven track record of establishing, managing, and expanding telecommunications operations, including cellular business, fixed lines, and broadband network integration. Ziad brings immense experience in information technology, customer service, and retail operations.

Prior to joining Smart, he held key management positions in several communication technology companies. He was the Chief Technology Officer at Wind Telecommunications in Italy before becoming the Chief Executive Officer of Banglalink Digital Communications Ltd. in Dhaka, Bangladesh. He spent the last seven years as the Chief Executive Officer of Jordan's leading mobile network provider, Umniah.

Profile Of Operating Companies' Management Team

MOHAMED ADLAN AHMAD TAJUDIN

Chief Executive Officer
EDOTCO Group Sdn Bhd (EDOTCO)

Nationality / Age / Gender:
Malaysian / 54 / Male

Date of Appointment to Current Position:
1 November 2020

Length of Service at Axiata:
21 years

Academic/Professional Qualification(s):
- Bachelor of Arts in Economics & Statistics, University of Exeter, United Kingdom
- Member of the Malaysian Institute of Certified Public Accountants
- Member of the Malaysian Institute of Accountants

Working Experience:
Under Adlan's leadership, EDOTCO has grown from strength to strength, solidifying its position as a leader in Asia's telecommunications infrastructure landscape. His strategic vision and transformative initiatives have enhanced EDOTCO's portfolio strength, optimised asset utilisation, and bolstered financial resilience.

His commitment to delivering sustained value to stakeholders has propelled EDOTCO's transformation and progress in driving sustainable digital connectivity through advanced technology and innovation.

Under his guidance, EDOTCO remains focused in its mission to connect the unconnected and underconnected, while supporting national digital agendas.

Adlan has over 30 years of experience in the telecommunications sector, particularly in Malaysia and Indonesia, two of the region's most dynamic markets. He holds a degree in Economics and Statistics from the University of Exeter, United Kingdom, and is a Chartered Accountant certified by the Malaysian Institute Certified Public Accountants.

KANISHKA GAYAN WICKRAMA

President Director and Chief Executive Officer
PT Link Net Tbk

Nationality / Age / Gender:
Sri Lankan / 43 / Male

Date of Appointment to Current Position:
14 November 2022

Length of Service at Axiata:
18 years

Academic/Professional Qualification(s):
- Bachelor of Science from Bangalore University and Master of Business Administration in Finance from Sikkim Manipal University

Working Experience:
Kanishka has appointed as Director of the Company based on the Extraordinary General Meeting of Shareholders (EGMS) in 2022. He has more than 20 years of experience and exposure in telecommunication industry. He is a seasoned executive within Axiata Group Berhad, and he started his career with Axiata Group in Dialog Axiata PLC., prior joining PT Link Net Tbk as Chief Financial Officer (CFO), he served as CFO of Ncell (Nepal) and Smart Axiata (Cambodia).

Profile Of Operating Companies' Management Team

ANTHONY RODRIGO

Chief Executive Officer
Axiata Digital Labs (Private) Limited

Nationality / Age / Gender:
Sri Lankan / 57 / Male

Date of Appointment to Current Position:
1 December 2024

Length of Service at Axiata:
14 years 6 months

Academic/Professional Qualification(s):
- B.Eng from Kings College, University of London, UK
- MBA from Regis University Denver, Colorado, USA

Working Experience:
Anthony has been with Axiata Group of companies since 2010 as Group Chief Information Officer and Chief Digital Services Officer of Dialog Axiata. He was appointed Chief Information Officer of Axiata Group Berhad in August 2017 and was appointed as Chief Executive Officer of Axiata Digital Labs in December 2024. Prior to joining the Dialog Group, Anthony was the Head of North America Systems Integration Business for Nokia Siemens Networks. He was responsible for Solution Development, Systems Integration and Wireless solution for communication service providers in North America.

Anthony counts over three decades of experience in Europe, Asia and the America in Operations Support Systems/ Business Support Solutions and Systems Integration, holding leadership positions at British Telecom, AT&T, Nokia, NSN and Hayleys.

He holds several European and US patents in the area of Charging and Speech Recognition technology.

ANTHONY SHEYANTHA ABEYKOON

Chief Executive Officer
Boost Holdings Sdn Bhd

Nationality / Age / Gender:
Sri Lankan / 45 / Male

Date of Appointment to Current Position:
1 March 2021

Length of Service at Axiata:
12 years

Academic/Professional Qualification(s):
- Bachelor of Science in Information Systems and Management, University of London, United Kingdom
- MBA, Wharton School, University of Pennsylvania, USA
- Chartered Accountant, Chartered Institute of Management Accountants, United Kingdom
- CFA Charterholder, CFA Institute

Working Experience:
Sheyantha was appointed as Chief Executive Officer of Boost the fintech holding company of Axiata Digital in March 2021. Sheyantha first joined Axiata in 2013 and served as the Senior General Manager, Finance and Strategy for Dialog Digital Services. Subsequently, he assumed the role of Chief Executive Officer of WOW.lk, the ecommerce subsidiary of Dialog Axiata PLC leading the company to market leadership status.

In 2017, he was appointed as the Chief Financial Officer (CFO) of Axiata Digital Services (ADS). In addition to his CFO responsibilities, he played a pivotal role in overseeing the expansion of Digital Financial Services in ADS, spearheading the growth of the micro-financing business in Malaysia and Indonesia. As CEO of Boost, he has operational oversight over all areas of the business. Prior to Axiata, Sheyantha spent over 13 years in the financial services industry in investment banking, financial advisory and portfolio management.

He also holds a Masters in Business Administration from the Wharton School, University of Pennsylvania, as well as being a Chartered Management Accountant and a Chartered Financial Analyst Charter holder. Sheyantha is currently a Board member of a number of digital portfolio companies under the Axiata Group.

Directorships of Public Companies:
Axiata Group
Non-listed
- Boost Bank Berhad

Profile Of Operating Companies' Management Team

SRINIVAS GATTAMNENI

Chief Executive Officer
Axiata Digital & Analytics Sdn Bhd

Nationality / Age / Gender:
Indian / 44 / Male

Date of Appointment to Current Position:
1 September 2018

Length of Service at Axiata:
11 years

Academic/Professional Qualification(s):
- Bachelor of Engineering (Computer), National University of Singapore, Singapore
- MBA, London Business School, United Kingdom

Working Experience:
Armed with two decades of professional experience, Srinivas is a highly accomplished, decorated leader and a champion for excellence. Prior to his tenure at Axiata, he founded PayZazz, a UK-based mobile payment startup. He also served as the head of China operations for Motorola Mobile Devices software group in Shanghai and led Corporate Venturing at ARM Ltd. in Cambridge, UK. Later, he took on the role of Chief Portfolio Officer at Axiata Digital, where he was responsible for overseeing all mergers and acquisitions (M&A), portfolio operations, and investments across Axiata's diverse range of companies in digital advertising, digital financial services, and platforms.

Srinivas holds an MBA from the London Business School and a Bachelor of Engineering from the National University of Singapore.

Currently, he serves as the Chief Executive Officer of ADA, Asia's leading company specialising in data, AI, and digital transformation. In this capacity, he leads a team of 1,400 experts spanning various domains, including data and analytics, technology, customer experience, e-commerce, performance marketing, platform engineering, content, and customer engagement. His leadership extends across 12 markets in South and Southeast Asia, cementing ADA's position as an industry leader in the region.

Notes:
None of the Operating Companies' Management Team have:
(i) Any family relationship with any Director and/or major shareholder of Axiata
(ii) Any conflict of interest with Axiata
(iii) Any conviction for offences within the past five years and particulars of any public sanctions or penalties imposed on them by any regulatory bodies during the financial year ended 31 December 2024 (other than traffic offences)

Awards

2024

Axiata Group Berhad

- **Malaysia Technology Excellence Award 2024**
  Cybersecurity in Telecommunications (AGB)
- **Malaysia Cybersecurity Award 2024**
  Innovation (Product) of the Year – HELIOS
- **AIBP Enterprise Innovation Award 2024**
  Innovation (Product) of the Year – HELIOS
- **National Corporate Governance & Sustainability Award 2024**
  Overall Excellence Award (Third)
  Industry Excellence Award - Telecommunications & Media
- **National Annual Corporate Report Awards (NACRA) 2024**
  Excellence Award - Companies with more than RM10 billion market capitalisation (Silver)
  Special Award - Best Sustainability Reporting (Silver)
- **Forward Faster Sustainability Awards 2024 by United Nations Global Compact Malaysia & Brunei**
  SBTi Validators Recognition
  Sustainability Awareness and Employee Engagement Recognition
- **Technology for good of the Year 2024**
  Building a sustainable future from Marketeers SME Awards 2024
- **EDGE DC**
  The Highest Traffic in EPIX
- **FORTINET**
  Advocate Partner Excellence Award 2023
- **Intelligent Campus Project 2024**
  Excellent Performance Award
- **HPE Aruba**
  APJ H1 Dash-To-The Line Achiever 2024
- **Ruijie & Reyee Indonesia**
  The Best GP SP Awards
- **Fortinet and PT Synnex Metrodata Indonesia (SMI)**
  Best Rookie Partner 2023
- **Fortinet Partner Connect 2024**
  Select Partner Excellence Award 2023
- **HPE Aruba Partner Awards 2024**
  FY24 Best Marketing Initiative Partner

XL

- **Fortune Indonesia Change The World Award**
- **Indonesia Most Visionary Companies Awards 2024**
- **Corporate Secretary Champions Award from SWA Magazine**
- **TM Forum Catalyst Awards 2024**
  Outstanding Catalyst Contribution to TM Forum Assets Award
- **HR Asia Awards 2024**
  Best Workplace to Work for in Asia
  Diversity, Equity, & Inclusion Award
- **Indonesia Regulatory Compliance Awards (IRCA) 2024 (Sapphire)**
- **Marketeers Sustainable Marketing Excellence Award 2024**
  Technology for Good of the Year
- **Investortrust.id and Bumi Global Karbon Foundation (BGK Foundation) Awards 2024**
  Best Corporate Emission Reduction Transparency (Green category)
  Best Corporate Emission Calculation Transparency (Gold category)
- **Selular Award 2024**
  Best Women Empowerment Program (Sisternet program)
  Best Operator for Business (XL Axiata Business Solution)
- **Indonesia Corcomm Dream Team 2024**
  Journalist Choice
- **HR Excellence Award 2024 by SWA & LMFEB UI**
- **SPEx2® Award 2024**
  The Best Execution Winner in Telecommunication Industry
  Outstanding Achievement in Sustainability & Governance
- **ESG Initiative Awards (EIA) 2024**
- **Satyalancana Wira Karya**
  Awarded to two employees by the President of Indonesia for contributions to postal and telecommunications service.
- **Indonesia Best Customer Experience (CX) and Employee Experience (EX) Strategy 2024 (Excellent rating)**
- **Stellar Workplace Award 2024: Secured four awards for innovative digital programs and employee engagement**
- **Indonesia Gadget Award 2024**
  Most Innovative Mobile Convergence
- **Indonesia Best Business Transformation by SWA**
- **Carbon Disclosure Project (CDP) Certification (Score B)**

Dialog

- **SLIM-KANTAR People's Awards 2024**
  Sri Lankan consumers voted Dialog as the 'Telecommunication Brand of the Year' for a record 13th year
- **Board of Investment Awards 2024**
  Recognised as Sri Lanka's Largest FDI Contributor
- **LMD Brands Annual 2024**
  Most Loved Service Brand of the Year
  Most Loved Telecommunications Brand of the Year
- **LMD Most Respected 2024**
  Dialog was ranked as the Sector Winner and amongst the top 5 Most Respected entities in Sri Lanka
- **Digital Trust Awards 2024**
  Technology Resilience Award by ISACA
- **ACCA Sustainability Reporting Awards 2024**
  Winner of the Non-Financial Services Category

Awards

- **LankaPay Technnovation Awards 2024**
  Dialog Genie – 'Most Popular Digital Payment Product' and 'Best Mobile Application for Retailer Payments via Lanka QR' in the Fintech category
  Dialog Finance PLC received an award for 'Financial Institution of the Year for Best Digital Payment Strategy (Gold)

- **Excellence in Digital Payments (Silver)**
  Excellence in Customer Convenience - Non-Bank Financial Institutions category
  Financial Inclusivity (Merit award)

Robi

- **Blenders Choice-The Daily Star OTT and Digital Content Awards 2023**
  Best Director Award: Renowned filmmaker Raihan Rafi won the award for Binge Original web film "Friday"
  Best Film Award: Binge Original web film "Baba, Someone's Following Me" was recognised as the 'Best Film'

- **Asian Leadership Award 2024**
  HR Team of the Year for fostering a people-centric culture
  CEO of the Year for visionary leadership
  CHRO of the Year for aligning HR excellence with strategic goals
  Promoting Health in the Workplace for holistic employee care
  HR Strategy for forward-thinking initiatives

- **COMMWARD 2024 by Bangladesh Brand Forum (BBF)**
  Native Category: "Mayer Bhasha Bachate Parbe Tumio" (Gold)
  Music/Jingle Category: "Robi Cricket World Cup Campaign 2023" (Aurthohin) (Bronze)

- **14th Institute of Cost and Management Accountants of Bangladesh (ICMAB) Best Corporate Award Competition**
  Telecommunication category (Silver)

- **11th Institute of Chartered Secretaries of Bangladesh (ICSB) National Awards**
  Corporate Governance Excellence 2023 (Silver)

- **Institute of Cost and Management Accountants of Bangladesh (ICMAB) Best Corporate Award-2022**
  Telecommunication & IT Category (Silver)

- **24th Institute of Chartered Accountants of Bangladesh (ICAB) National Award for Best Presented Annual Reports 2023**
  Communication & IT Category (Gold)

Smart

- **Asian Telecom Awards 2024**
  B2B Client Initiative of the Year - Cambodia
  HR Initiative of the Year - Cambodia

- **EuroCham Cambodia ESG Contest and Award 2024**
  Technology Leader Award

- **Ministry of Industry, Science, Technology & Innovation (MISTI) and Khmer Enterprise**
  Recognition in Supporting the Entrepreneurial Ecosystem Day

- **Ministry of Environment**
  Certificate of Appreciation in Supporting the 2024 Eco-Pagoda Competition

EDOTCO

- **Institute of Chartered Professional Managers of Sri Lanka's (CPM) Best Management Practices Company Awards 2024**
  EDOTCO Sri Lanka - Merit Award in the Telecommunications Sector

- **UN Global Compact Network Malaysia & Brunei (UNGCMYB) Sustainability Performance Award 2024**
  "Partnership for the Goals Recognition" Award

- **2024 Asian Experience Awards**
  Malaysia Customer Experience of the Year – Telecommunications

- **International Finance Awards 2024**
  Most Innovative ESG Practices Telecom (Malaysia)

Link Net

- **Indonesia Original Brand (IOB) Award 2024**
  Brand in Best Selling Brand (BSB)
  Internet Fixed Broadband Category - Very Good

- **Indonesia Best Public Company Awards 2024**
  Infrastructure Category from Warta Ekonomi

- **Indonesia Best CMO Awards 2024**
  Infrastructure Category

- **Jawa Pos 7 Most Popular Brand Of The Year**
  First Media Telco/IT (Public) Category

- **Huawei 2024 Indonesia Partner Summit**
  Outstanding New Comer Partner of 2023

- **Perum Perumnas**
  The Best ISP & System Integrator

ADA

- **Content Marketing APAC Awards 2023**
  Best Use of Video Content (Gold)
  Best Use of UGC (Gold)
  Best Use of Audio/Radio/Voice Content (Gold)
  Best Content Marketing Strategy (Gold)
  Best Content Marketing Strategy (Silver)

- **Hashtag Asia Awards 2024**
  Best Social Amplification Campaign (Gold)
  Best Social Brand Launch / Relaunch (Bronze)
  Best Social Brand Launch / Relaunch (Silver)
  Best Social Media Community Management (Bronze)
  Best Social Media Engagement Strategy (Gold)
  Best Social Media Use of Emerging Technologies (Gold)
  Best User-Generated Content Campaign (Bronze)
  Best Video in a Social Media Campaign (Bronze)
  Best Video in a Social Media Campaign (Gold)
  Overall Agency HashMaster (Winner)

- **Loyalty and Engagement Awards 2024**
  Best Loyalty Strategy – eCommerce (Bronze)

- **MARKies Awards Malaysia 2024**
  Most Creative – Immersive Brand Activation (Gold)
  Most Creative – Out-of-Home (Bronze)
  Most Creative – Digital (Gold)
  Most Creative – Social Media (Gold)
  Most Effective Use – Customer Acquisition (Silver)

Awards

Mob-Ex Awards 2024
Best Mobile Advertising Strategy (Bronze)
Best Mobile AI and Chatbot Integration (Bronze)
Best Campaign – Food & Beverage (Bronze)
Best Campaign – Telecommunications (Gold)

TikTok Ad Awards 2024
Media Agency of the Year (Silver)

Marketing Excellence Awards 2024
Philippines
Excellence in Brand Awareness (Silver)
Excellence in Mobile Marketing (Bronze)

Thailand
Excellence in Data-Driven Marketing (Gold)
Excellence in Marketing to a Specific Audience (Bronze)
Excellence in Media Strategy (Silver)
Excellence in Mobile Marketing (Silver)
Excellence in Personalisation Marketing (Gold)
Excellence in Programmatic Marketing (Gold)

Indonesia
Excellence in Content Marketing (Bronze)
Excellence in Personalisation Marketing (Silver)
Excellence in Programmatic Marketing (Bronze)
Excellence in Urban Guerrilla Marketing (Gold)
Excellence in Anniversary Marketing (Bronze)

Singapore
Excellence in Omnichannel (Bronze)
Excellence in Search Marketing (Bronze)

Asia eCommerce Awards 2024
Best Brand - Baby, Personal Care & Home Products (Gold)
Best Brand - Baby, Personal Care & Home Product (Silver)
Best Brand - Beauty & Wellness (Bronze)
Best Brand - Fashion & Apparel (Silver)
Best Brand - Fashion & Apparel (Bronze)
Best Brand - Home & Office Furnishing (Gold)
Best eCommerce Campaign - Influencers (Silver)
Best eCommerce Campaign - Mobile (Silver)
Best eCommerce Campaign - Social Commerce (Bronze)
Best Use of Analytics and Data Insights (Silver)
Best Use of Customer Retention and Churn Reduction (Silver)
Best Use of Shopper Marketing (Silver)
Best Use of Shopper Marketing (Bronze)
Best eCommerce Consultant (Silver)
Best eCommerce Customer Service (Silver)
Best eCommerce Innovation (Silver)
Best eCommerce Solution (Silver)
Best Integrated eCommerce Campaign (Silver)

Campaign Asia Agency of the Year Awards 2024
Southeast Asia Customer Engagement Agency of the Year (Silver)
Southeast Asia E-commerce Agency of the Year (Bronze)
South Asia Data Analytics Agency of the Year (Silver)
Japan/Korea Consultancy of the Year (Silver)

ADL

ADL Open Gateway Challenge GLOMO Award, Mobile World Congress in Barcelona, Spain

Innovate Asia 2024
Bangkok Best Moonshot Catalyst - AI Challenge Award

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Statement On Risk Management And Internal Control

According to Paragraph 15.26(b) of Bursa Malaysia Securities Berhad's Main Market Listing Requirements (MMLR), the Board of Directors of a listed issuer is obligated to include a statement on the state of internal control in the Company's Annual Report. This statement, addressing the nature and scope of risk management and internal control within Axiata Group Berhad, is prepared in accordance with the guidelines outlined in the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, endorsed by Bursa Securities.

The Group has also adhered to the requirements of the Malaysian Code on Corporate Governance 2021 (MCCG 2021), which mandates the establishment and maintenance of a robust risk management framework and internal control system by the Board of a listed issuer.

This statement outlines the nature and scope of the risk management and internal control systems within the Group during the year under review.

RESPONSIBILITY AND ACCOUNTABILITY

Board of Directors

The Board is responsible for overseeing and managing risks, which involves establishing a risk management framework, ensuring the adequacy and effectiveness of the risk management process, integrating risk management into overall governance, promoting a culture of risk awareness by setting the "tone-at-the top", and implementing internal controls. The Board will perform periodic reviews and respond to significant risks faced by the Group and provide reasonable assurance to ensure effective and efficient project deliverable.

The Board is also responsible for determining the level of risk that Axiata is willing to accept to achieve its strategic objectives and has approved the following risk appetite:

The Axiata Group Berhad (the Group) is a regional digital telecommunication, digital business and infrastructure solution provider with a presence across ASEAN and South Asia. The Group's diversified business portfolio and presence in frontier and non-frontier markets expose the Group to higher strategic investment, macroeconomic, geopolitical, legal and regulatory risks.

The Group is willing to be risk tolerant in pursuing strategic business objectives, Environmental, Social and Governance (ESG) initiatives that provide an upside opportunity, and merger and acquisition prospects in geographies where there is a strategic alignment, significant ability to influence management and the resulting material synergies to the Group.

We will adopt a low-risk appetite for financial risk and resilience of our core technology infrastructure. However, the Group is willing to adopt a risk-taking approach for selected strategic objectives and investment in innovation, and growth for new areas or emerging technology to ensure strategic agility and resilience, and to remain at the forefront of technological developments.

The Group aims to support, develop and utilise the skills and potential of its workforce and is willing to adopt a moderate risk appetite towards people.

The Group is committed to compliance with all relevant laws, regulations, and standards and has a zero-risk appetite for any breach of legislative and regulatory requirements, internal fraud, collusion, theft, cyber and privacy risk, and associated reputational risk.

In pursuing the above, the Group will adhere to its core values and fulfil its corporate responsibilities by ensuring it acts responsibly, ethically and with integrity. The Group's Risk Appetite Statements set out in this document shall be approved by the Board.

The Board Risk and Compliance Committee (BRCC) has been established to assist the Board to discharge its risk oversight function. Among BRCC's broad responsibilities include:

- Oversee the enterprise risk management, business continuity management, cyber security, data privacy, ethics and integrity compliance, and regulatory compliance.
- Review and recommend frameworks and policies specifically to address risks and compliance in the businesses and operations and provide assurance of its implementation.
- Review and articulate strategic emerging and inherent risks and ensure sufficient action plans are formulated to mitigate risks exposure.
- Review initiatives to promote risk and compliance culture and behaviors through ongoing awareness initiatives, communication, training and education programmes

BRCC convenes its meetings at a minimum on at least a quarterly basis to address all matters within its Terms of Reference.

Axiata's Senior Leadership

The Senior Leadership Team (SLT), led by the Group Chief Executive Officer (GCEO), is committed to identifying, monitoring, and managing risks associated with Axiata's business activities. They are responsible for implementing the approved risk management framework and policies, ensuring adequate control and mitigation measures, and promoting a culture of risk awareness. The Risk and Compliance Management Committee (RCMC) has been established and chaired by the GCEO with all SLTs as members to deliberate on the significant risks and their mitigation.

Corporate Centre Operations

The Group Risk and Compliance (GR&C) division at Axiata Corporate Centre promotes a robust risk culture by establishing risk and compliance policies and frameworks, providing advisory and support to operating companies (OpCos) throughout Axiata, and assisting OpCos in implementing and achieving certain levels of risk and compliance maturity.

The GR&C division is entrusted to provide support to the Board and SLT. GR&C's key responsibilities include:

- Facilitate establishment, formulation, review, recommend and manage sound and best practices of risk and compliance programmes for Axiata Group of Companies.
- Assist RCMC in reviewing Risk Management Procedures and its implementation by ensuring that the risk management system is operating effectively.
- Inculcate risk and compliance awareness within Axiata Group of Companies and integrate risk and compliance consideration into the decision-making process.

Statement On Risk Management And Internal Control

- Monitor implementation of controls, action plans, and strategies to mitigate uncertainties that could impact Axiata's objectives.
- Communicate and report material risks to the RCMC, BRCC, and Board for effective and efficient risk management governance.
- As secretariat to BRCC and RCMC, ensure risk and compliance integrated reports are prepared and presented timely.

Axiata's Operating Companies

OpCo-level risk management and compliance processes are overseen by governance forums chaired by the OpCo CEO. The OpCo Enterprise Risk Management and Compliance function manages end-to-end risk identification, analysis, oversight, reporting, and monitoring. Moreover, it serves as OpCo's BRCC secretariat. The Enterprise Risk Management and Compliance function provides timely risk updates and is the primary liaison with the GR&C.

RISK MANAGEMENT

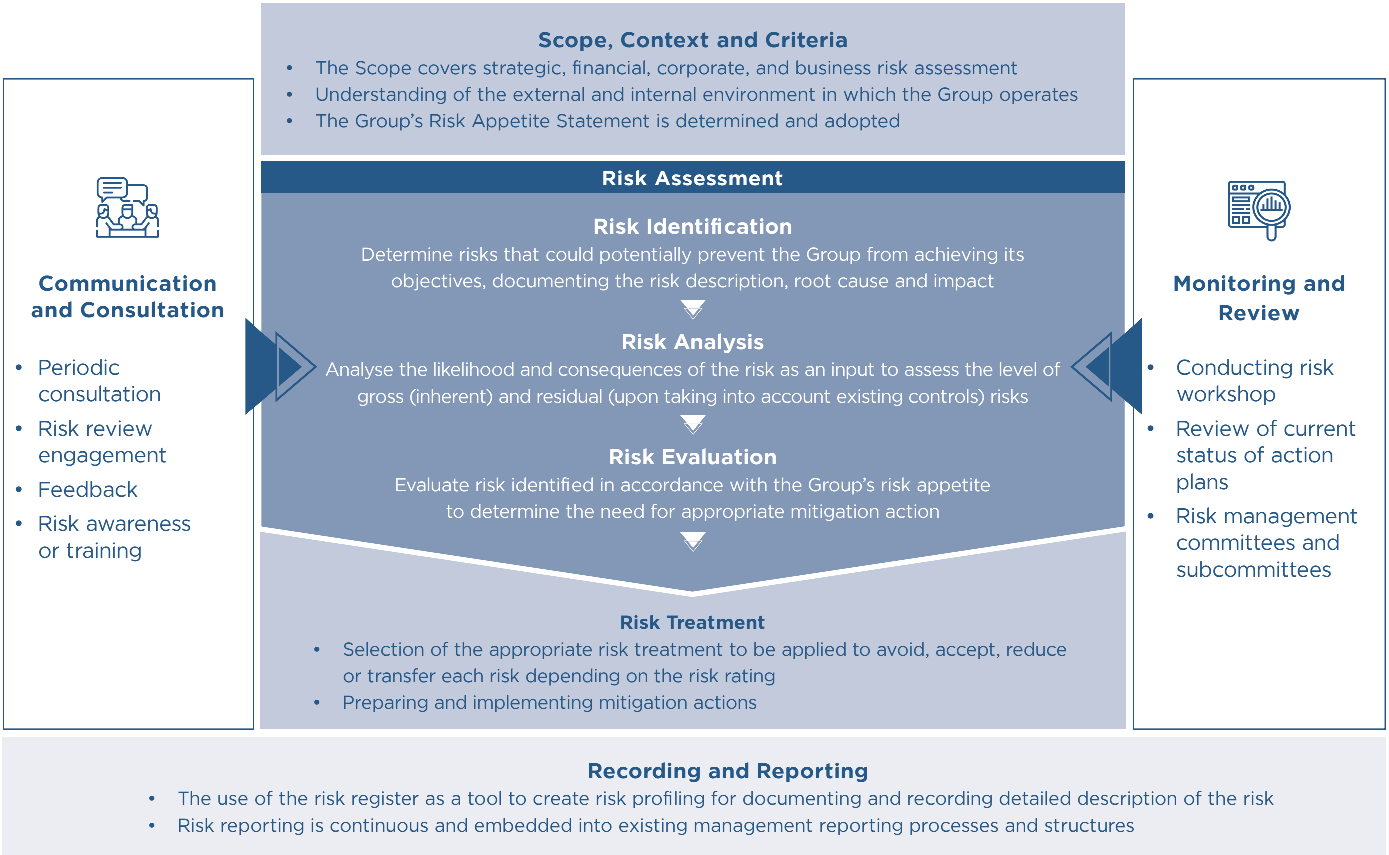
Enterprise Risk Management Policy and Framework

Axiata's Enterprise Risk Management (ERM) policy sets out the Group's commitment to assessing risks in alignment with business objectives, integrating risk management in decision-making, anticipating potential risks, and ensuring clear communication through robust monitoring and reporting structures. The ERM function develops policies and frameworks for timely identification, reporting, and managing key risks.

Risk Management Process

The Group acknowledges the importance of risk management in supporting and enhancing the system of internal controls established to achieve its key strategic business objectives. Thus, Axiata employs a systematic risk assessment process within its ERM framework, encompassing the identification, analysis, evaluation, and treatment of risks. This structured approach is consistently applied across all entities, fostering systematic and collaborative risk management. Drawing upon collective knowledge and global perspectives, each entity develops its respective risk profile.

Aligned with ISO31000:2018, Axiata has embraced a risk management approach, customising the guidelines to align with the specific requirement of the Group's business operations as set out by the ISO31000:2018 process, as illustrated in the diagram below:



Statement On Risk Management And Internal Control

Overview of Risk Landscape for 2024

The risk landscape in 2024 remains complex and dynamic, shaped by both ongoing challenges and emerging threats. Economic volatility continues to be a key concern, with fluctuating inflation rates, volatile exchange rates and potential recessionary pressures influencing financial strategies. Geopolitical instability marked by governmental changes, armed conflicts, shifting alliances, and trade tensions, adds another layer of uncertainty, impacting supply chains and foreign investments. Cyber security remains a top priority, with organisations facing increasingly sophisticated threats to their data and digital infrastructure. Alongside this, ESG risks are gaining importance, as stakeholders demand greater accountability in areas such as sustainability and corporate responsibility while regulations and standards for compliance continue to improve. Regulatory and compliance risks also persist, with new and evolving laws requiring companies to stay vigilant in meeting legal and financial obligations. Supply chain disruptions, amplified by geopolitical tensions and natural disasters, continue to challenge business continuity, urging companies to strengthen resilience through diversification and flexibility. Furthermore, the rapid pace of technological advancement, including artificial intelligence and automation, brings both opportunities and risks, necessitating careful evaluation of the ethical, operational, and security implications.

In addition, the following key risks for the Group were also observed in FY2024:

Key Risks and Mitigation

Axiata strives to achieve a balance between realising value creation opportunities, and mitigating downside risks. The risk management approach is designed to strengthen Axiata's ability to create value and achieve strategic objectives. The principal risks faced by Axiata are mapped out below:

RISK	MITIGATION
Financial Risk Emerging market currencies have weakened against the USD due to political and inflationary pressures, exposing Axiata and its OpCos across Southeast and South Asia to the following risk: • Foreign exchange • Interest rate volatilities • Liquidity risk	The risks are collectively managed via the Corporate Finance and Treasury functions: • Monitoring current and future outlook of the relevant economies, interest rates, and foreign exchange markets • Develop hedging strategies that are governed strictly by the treasury policies • Oversee and control the Group's treasury and funding matters • Monitoring capital allocation and ensuring robust liquidity planning to ensure sufficiency of available funds to meet obligations in a timely manner • Strict implementation and monitoring of the Group's capital structure guardrails such as the gross debt and net debt/EBITDA ratio, local and foreign currency debt mix, hedging of foreign currency debt (where available), fixed and floating interest rate mix, average tenure of debts and the liquidity ratio
Market Risk Axiata's OpCos continue to be challenged by stiff price competition with little certainty of possible market consolidation in certain markets.	Market repair combined with focus on brand and customer experience has been a strategic focus area for last few years to strengthen profitability and ensure adequate return on investment. Strategic focus on digitisation, analytics & automation initiatives internally and with external partnerships with digital players to improve revenue yield per customer: • Selective industry consolidation in targeted markets • Establish strategic ties with hyper scalers 'Over-the-Top (OTT) and digital product developers to create products and services that meet evolving customer needs • Seek opportunities to share telco infrastructure to reduce investment costs • Investing in new technologies to improve competitive advantage and reduce the future cost of gigabyte production (cost/GB)
Regulatory Risk Regulatory risk refers to the risk Axiata faces due to changes in regulations or laws exposing the risk of doing business,affecting its operations or financial performance. Current regulatory risks which affect Axiata in the various markets include - amongst others: • Spectrum allocation, refarming, onerous spectrum & license renewal conditions • Discriminatory practices favoring locally owned competitors • Regulatory over-reach by policy makers and regulatory authorities • Unpredictability of sector-specific taxation policies • Broad range/ lack of precedents of legal and regulatory frameworks • Digital bank compliance with Fintech regulations	• Advocates strict compliance, fair and transparent practices of government policies • Joint on-ground engagement with OpCos to drive strategic regulatory positions • Thought leadership and participation in governmental consultations and industry association events, to foster collaboration and knowledge sharing for best industry policies and practices, including with relevant partners such as the ITU, World Bank, OECD and GSMA • Introduced improved Axiata Regulatory Compliance Framework to manage regulatory compliance risks • Establishment Regulatory Expert Working Group to share best practices among Axiata's OpCos • Dedicated personnel and resources to constantly monitor all relevant developments and maintain regular contact and an effective relationship with the governing authorities

Statement On Risk Management And Internal Control

RISK	MITIGATION
Cyber and Data Privacy Risk Cyber and privacy risk refers to financial losses, reputational damage, and other adverse impacts resulting from unauthorised access, use, disclosure, or destruction of sensitive information or systems due to cyber-attacks, data breaches, or other cyber/ privacy incidents.	• Implement the DT&R2026 cyber security strategy to improve overall maturity and resilience, measure maturity against National Institute of Standards and Technology (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 ongoing initiatives internally and through key 3rd parties engaged • OpCos aligned with common strategic objectives to collaborate and achieve the DT&R 2026 initiatives • Implement and maintain cyber security baseline controls through the modernisation of security event monitoring and data analytics platform • Manage people risk through insider threat programs and third-party vendor vetting, and 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 and resilience • 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 (ACFC) • Implementation of #ASH 3.0 Data Privacy strategy and maintain maturity through a comprehensive maturity model which include internal controls, obligations to the regulators, data subject rights and industry best practices such as NIST Data Privacy Framework and ISO 27701 standard • Timely reporting of cyber security and Data Privacy programme status along with the risk profile to the management and BRCC
Operational Risk Axiata's overall operations and assets expose the company to various operational risks, such as supply chain disruptions, technical failures, partner failures, human errors, willful acts, and natural disasters. These risks could have significant adverse effects on the company's core business and operations, exposing them to operational risk. Macroeconomic issues and workforce migration has affected companies in countries like Sri Lanka. Political uncertainties and governmental restructuring activities require cautious deployment of business plans.	• The supply chain strategy includes continued engagement with the existing incumbent supplier(s) in a partnership mode to leverage on the existing scale, whilst working with the best in the region, with higher dependency on supply chain deliveries from multiple locations within Asia region considering it is more stable and less impacted/ influenced from Geopolitical risk • While Axiata looks to further streamline major/key suppliers as strategic partners, we are constantly exploring market opportunities across the range of existing major suppliers' business portfolio is continued in parallel • Restructuring activities is being monitored closely in Dialog to manage the loss of skilled resources following the economic crisis • Governmental restructuring and uncertainty of execution of the national improvement plans in Bangladesh requires careful business planning
Geopolitical Risk Axiata is exposed to political instability, civil unrest, and social tensions, resulting in uncertainties and arbitrary actions that can disrupt its business, lower market sentiment, and undermine investor confidence.	• Axiata actively tracks market geopolitical developments and works closely with the Management of the respective OpCos, leveraging on their local expertise, knowledge, and ability to continually assess the changing political scenario and have in place various measures to ensure a timely response in the event of such occurrences • Axiata's emphasis is on maintaining a neutral government relation and contribute to the socio-economic development of these countries through various Corporate Social Responsibility (CSR) initiatives, as highlighted in the annual National Contribution Report • Managing capital with the establishment of a Capital Management Framework. Axiata has reduced foreign currency exposure in frontier markets to minimise risk from foreign currency depreciation

Statement On Risk Management And Internal Control

RISK	MITIGATION
Strategic and Investment Risk Strategic and investment risks are the potential losses that Axiata may face from changes in market conditions, shifts in consumer preferences, changes in technology, or failure to make timely and accurate investment decisions. These risks may result in a decline in the value of Axiata's investments, an inability to achieve strategic goals, and a loss of market share, which may adversely affect the Group's financial performance and operations.	• Axiata closely monitors the competitive landscape, explores, and makes appropriate investments to upgrade its technology and platform and reviews the relevance of its products and services offerings to stay in the game • Practices prudent cost management • Establishes strong strategic alliances with network vendors to keep pace with technology shifts • Venturing into new growth areas to create additional revenue streams • Diversifying revenue streams across geographies, markets and business lines • Mergers and Acquisition Committee chaired by the GCEOs oversees all acquisitions and divestments and maintains a robust due diligence process to evaluate and manage the potential risks involved • Post-acquisition teams are formed to ensure the proper implementation of orgnanisational and cultural changes necessary to integrate the acquired company successfully • To mitigate exposure in Frontier Markets, Axiata manages capital per its "Capital Management Framework"
People Risk People risk is the possibility of harm to Axiata's operations resulting from the actions, decisions, or behaviour of employees or other individuals, including fraud, misconduct, employee turnover workforce planning, and employment-related legal issues.	• Axiata's Talent Management team adopts a dynamic talent acquisition approach for talents in the market whilst developing its own people through robust talent development programmes, attractive performance-based rewards and providing a safe and healthy work environment • Axiata advocates staff empowerment to allow employees to respond to rapidly changing customer demands and work processes • Employee engagement is also critical for Axiata to motivate and keep employees engaged as failure to do so could reduce overall morale, increase attrition, and ultimately affect Axiata business • Policies and self-declared documents from our people via the Code of Conduct and Conflict of Interest that set out rules and guidelines on how personnel are expected to conduct business and behave themselves are updated periodically
Technology Risk Technology risk refers to potential harm or losses that Axiata may experience due to the use or implementation of technology, including risks associated with technical failures, obsolescence, system interdependencies, inadequacies, disruptions, and technical debt.	• To remain relevant, Axiata constantly reviews and refreshes its technological capabilities and standing yet maintains financial prudence • Future proofing is therefore identified as a critical criterion in selecting network equipment and is built into the procurement process • Axiata is closely studying the technological advancements in the mobile communications industry, whilst carefully crafting the future network strategy • Emphasising cost optimisation by reducing operating costs, increasing efficiency in operations, and improving supply chain management • Investing in new technologies and partnerships to collaborate with others to leverage synergies • Minimise the risk of technology debt but conduct thorough due diligence before investing in technologies
Governance and Integrity Risk Governance and integrity risk refers to potential losses or damage to Axiata's reputation and financial performance due to failures or weaknesses in its governance, compliance, and ethical practices.	• Axiata continues to focus on maintaining and further developing the strong ethical platform and corporate governance standard to support and ensure its business integrity and continuing strong performance • Implement Compliance programme and enhance overall maturity • Implement Anti-Bribery and Anti-Corruption (ABAC) adequate procedures revision of policies and procedures, realignment of processes with appropriate control mechanisms • Establishment of automated systems • Mandatory training for all employees • Rollout of awareness programmes • Perform independent benchmarks to ensure the adequacy and effectiveness of the Compliance programme • 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
ESG Risk Concern on meeting requirements from the rising ESG mandates and expectations by investors and key stakeholders ESG, achieving ESG targets set which includes the Axiata commitment to manage, monitor and report material climate risks and overall Net Zero agenda.	• Monitor regulations and legal guidelines as considerations for future investments in technical and process improvements • Provides advisory support and capacity building/training for the sustainability teams in all OpCos • Focus on review of GHG emission baseline, establishing scope 3 and decarbonisation pathway, for purposes of meeting Axiata's near-term and long-term targets, set by SBTi (post validation received in June'24) • Implement climate risk and opportunity management plans

Statement On Risk Management And Internal Control

INTERNAL CONTROLS

Three Lines of Defense is an industry-standard risk management framework that Axiata utilises to enhance its governance and integrity risk management processes. This framework involves the implementation of internal controls and policies as the first line of defense, risk oversight as the second line of defense, and audit oversight as the third line of defense to ensure effective risk management and operational excellence.

Internal Control Initiatives

Axiata's internal controls are composed of three (3) key elements, namely People Management, Process Management and Technology Management.

People Management

Integrity and Ethical Values

Code of Conduct and Practice

The Board, GCEO, and SLTs establish the tone at the top concerning behavior and governance. Axiata employees must comply with the Axiata Code of Conduct, which outlines the principles for conducting themselves and fulfilling their responsibilities with the highest level of personal and corporate integrity while engaging with Axiata and external parties. The Code of Conduct encompasses various areas, including adherence to local laws and regulations, integrity, workplace conduct, business practices, asset protection, confidentiality, conflict of interest, and anti-competitive behavior.

Guidelines on Misconduct and Discipline

Axiata has established and implemented guidelines for managing employee misconduct and disciplinary matters, which include breaches of the Code of Conduct or failure to meet employment terms and conditions. The Code of Conduct also extends to OpCo employees.

Whistle-Blowing Policy and Procedures

Axiata has a Whistle-Blowing Policy and Procedures which sets out the procedures for employees, vendors and external parties to raise a concern on matters related to corruption, fraud, sexual harassment or other misconduct. This policy provides assurance on confidentiality and anonymity, as well as protection from retaliation if the disclosure is reported in good faith. A Group-wide Speak Up channel (managed by independent third-party service provider and under the supervision of Group Internal Audit) has been established to allow the reporting of a concern. Quarterly report on Whistle-blow investigations and progress are tabled and subsequently reviewed by the Board Audit Committee.

Organisation Structure

Clear Organisation Structure

Axiata's SLT members lead the optimally designed orgnisational structure with clear responsibilities and reporting lines. Segregation of duties fosters risk ownership and accountability and delegated authority for planning, executing, controlling, and monitoring operations. Competent SLT members implement strategies and conduct regular reviews to adapt to business changes and emerging technologies, products, services, and areas of focus.

Commitment to Competency

Competency Framework

Axiata employs skilled and experienced personnel who exhibit professional integrity to drive operations.

Performance Management

Axiata has implemented programs to develop its human capital function and broader organisation, focusing on ongoing performance management and employee development.

Additionally, the company employs a KPI performance measurement process to link performance and compensation, creating a high-performance work culture that aligns with Axiata's vision, mission, and culture. The KPI process aims to provide clarity, transparency, and consistency in planning, reviewing, and evaluating employee actions and behaviors.

Training and Development Framework

Axiata trains employees at all levels, enabling them to perform their current roles effectively and preparing them for future responsibilities aligned with the Axiata's strategic goals.

Talent Development and Succession Planning

There is a Talent Management Framework in place to identify and develop a talent pipeline within Axiata and the OpCos as a pipeline for future leadership demands.

In this respect, Axiata strives to achieve a target of identifying successors for Critical Leadership Positions across Axiata Group from within the organisation with its efforts in making these talents ready to succeed the current top management across Axiata and OpCos.

This leadership talent pipeline is also regularly reviewed via the Group Talent Council and assessed as potential successors for key positions at Axiata and the OpCos, via internal and external benchmarks.

Succession plans and the robustness of the talent pipeline for various Critical Leadership Positions across the Group are regularly reviewed by the Board Nomination and Remuneration Committee (BNRC) and the Board

Process Management

Control Activities

Control activities are the policies, procedures and practices that ensure management objectives are achieved, and risk mitigation strategies are carried out. Key activities within Axiata are as follows:

Policies and Procedures

Axiata has established and regularly reviews policies and procedures incorporating internal controls to ensure consistent implementation throughout the company. These documents serve as preventive controls and enable prompt identification and response to any significant control failures.

The Group Policies set the framework for developing procedures covering financials and controls, including management accounting, financial reporting, procurement, information systems security, compliance, risk management, and business continuity management, across the Group.

Statement On Risk Management And Internal Control

Limits of Authority (LoA)

Axiata has a clearly defined and documented LoA, approved by the Board, to govern the business and day-to-day operations. Regular reviews and updates of the LoA are conducted to ensure continuous improvements, reflect changing risks, and resolve operational deficiencies, resulting in more efficient work processes and maintaining requisite checks and balances. This establishes a sound framework of authority and accountability within Axiata, including segregation of duties and facilitating timely, effective, and quality decision-making at the appropriate levels in the hierarchy.

Timely dissemination of the approved updated LoA to all stakeholders ensures seamless application and execution. The LoA sets out the matters reserved for the Board's consideration and decision-making, the authorities delegated to the GCEO and other SLT members, the limits of the GCEO authority guide the division of responsibilities between the Board and Management.

Budgeting Process

Axiata conducts a comprehensive annual budgeting process to align OpCos' plans with the company's strategic objectives. OpCos' budgets are prepared and discussed by their respective Boards and reviewed by the Axiata Board during their annual retreat. Final approval is obtained from the Board, and ongoing performance is monitored against approved budgets and forecasts.

A reporting system is in place to track and monitor performance against significant variances, and results are reviewed quarterly by the Board for potential remedial action. OpCos' Boards conduct similar performance reviews on a monthly or quarterly basis.

Insurance and Physical Safeguard

Axiata has an insurance programme to protect its assets and businesses against significant losses resulting from damage. Axiata regularly reviews the adequacy and type of insurance coverage to ensure alignment with its risk exposure and appetite. Additionally, Axiata takes measures to safeguard its critical assets.

Regulatory and Compliance

Group Regulatory Affairs (GRA)

The approach used is to proactively shape the landscape (external environment) at each OpCo market, thus enabling proper and effective management of regulatory issues confronting the respective OpCos.

This approach encompasses:

Regulatory Strategy*:*
- Constant monitoring of regulatory developments and identification of regulatory issues for each OpCo based on issues of highest strategic, financial and/or reputational impact.
- Periodic review of OpCo annual and tactical regulatory strategies which address these issues. This would translate into an advocacy plan engaging regulators and other authorities through formal and informal submissions and where appropriate, joint advocacy with international partners.
- Development of Group-wide positions on key issues such as regulations for the digital economy, digital financial services regulations, spectrum policy, taxation, industry sustainability and regulatory fairness, digital competition and others.
- Establishment of a Regulatory Experts Working Group across Axiata's OpCos to enable systematic sharing of expertise on best approaches in resolving common regulatory issues, including effective stakeholder management, developing core arguments and positions, building industry alignment and others.

Stakeholder Engagement:
- Engagement plan covering key government and political stakeholders in each OpCo market including key regulators with effective messages based on the regulatory strategy.
- Engagement plan covering local, international and regional regulatory bodies, inter-governmental agencies and trade bodies with effective messages based on the regulatory strategy.

Regulatory Compliance Framework:
- Forms an essential part of Axiata's corporate governance and states the principles and the tone by which regulatory compliance is to be approached and implemented.
- Underpinning the framework is the understanding that Axiata and OpCos shall comply with all applicable laws and regulations, regulatory obligations, and governmental policies in the jurisdictions in which it operates, and that regulatory advice should be obtained in an efficient and cost-effective manner as and when required.
- GRA regularly embarks on ensuring a Group-wide baseline of best practice regulatory skills and knowledge, through the development of industry collaterals, position papers and regular capacity-building programmes.

Information and Communications

Information and communication are key elements that support the other components to work effectively and efficiently to maintain and build a strong and positive image of Axiata across its operating footprint. In Axiata's efforts to transform to become a Converged Connectivity Group, digital and online communication tools and platforms have become the mainstay of connecting with the public as well as employees in a seamless and purposeful manner.

The use of social media to engage and share information with the diverse communities across the footprint and to engage and keep employees informed of activities and corporate development exercises have in a timely manner has become more important and relevant.

Employee Communications

Group People Division and Group Corporate Communications also function as employee communications managers, proactively keeping employees within Corporate Centre and across the OpCos informed and engaged on new developments, activities and announcements. This is achieved using face-to-face and online engagements such as quarterly Group-wide Townhall sessions, virtual sharing sessions and facilitation of employee activities. In addition, the team has introduced various digital platforms such as Intranet portals and internal social media as tools for internal communications, in line with Axiata's digital ambition. This includes e-mail and electronic direct mail service while leveraging on social media platforms such as the company's Facebook, LinkedIn and Twitter (X) channels.

Statement On Risk Management And Internal Control

Media and Public Relations

The engagement of media fraternity, which includes building positive relations with business journalists, senior writers, editors and other content influencers in ensuring timely and accurate messages are shared and positioned, is an important and strategic role of Corporate Communications.

Amongst others, the media relations function includes writing and distributing news releases, overseeing all planning work and content development required for staging news conferences and media interviews, responding to media inquiries, preparing the Group's spokespersons to speak and engage with media via media trainings and generally, ensuring the transparent and quality representation and position of the Group's interests and plans. The role also requires proactively and reactively managing issues and addressing any misinformation and misrepresentation that may, in any way, impact Axiata's reputation.

Monitoring and tracking of and reporting on print, social, online and digital media to include blogs, is an important function to ensure a firm and realistic grasp of what the public, media and social influencers are saying, and devising communication strategies to improve perception and address inaccuracies or public queries. The Board also recognises the need for more dialogue with investors and analysts, details of investor relations activities are listed within the Statement on Corporate Governance section of this Integrated Annual Report.

Statutory disclosure

Producing compliant, open, and transparent reports and communication materials based on Bursa Malaysia's Listing Requirements, and where possible, to go beyond minimum requirements such as preparing and publishing Axiata's performance and integrated financial and non-financial reports such as the Integrated Annual Report, Audited Financial Statements and other various communication materials.

Sustainability and Governance

The Group Sustainability Department is responsible for developing, implementing, and managing ESG-related programmes and initiatives guided by a Group Sustainability Framework, applicable across the Group, for consistent and effective adaptation. Group Sustainability will ensure adherence to sustainability-related frameworks, guidelines, and standards both locally and internationally (including the Bursa Malaysia's enhanced sustainability reporting requirements within the Main Market Listing Requirements, the United Nations Sustainable Development Goals (UN SDGs), and the Global Reporting Initiative (GRI) Standards).

Group Sustainability regularly communicates on its sustainability approach, priorities and performance with external stakeholders. The annual Sustainability Report, as part of the Integrated Annual Report FY2024, outlines the Group's sustainability strategies, priorities and targets as well as performance for communication to its internal and external stakeholders. OpCos are encouraged to produce their own Sustainability Reports in compliance with the most current local regulatory requirements (e.g., stock exchanges) and GRI Standards. Several other platforms and methods of communication are further adopted such as Axiata's corporate and sustainability website and stakeholder engagement sessions (e.g. public events or forums, quarterly results, briefing sessions and/or one-on-one meetings). For internal stakeholders, regular engagements and communications on sustainability-related matters take place through townhalls, events, briefing sessions, one-on-one meetings, electronic direct mail (EDM) marketing and/or updates on Axiata's intranet site. In addition, Group Sustainability works collaboratively with other key functions (e.g. Investor Relations) to engage with investors and respond to external ESG rating agencies or analysts for purposes of improving the position and ranking on sustainability indexes and recognised ESG ratings.

Crisis Communications

Axiata Group has developed a Crisis Communications Manual and Framework, which includes crisis simulation exercises and spokesperson training, to address industry-specific crisis scenarios.

Corporate Communications manages crisis incidents that could harm a company's reputation, such as network failures, cyber threats, regulatory disputes, and insider trading. They provide communication guidance to senior executives, manage media inquiries, prepare engagement platforms, and keep employees informed.

Monitoring

Monitoring covers the oversight of internal control by management or other parties outside the process or the application of independent methodologies, such as customised procedures or standard checklists, by employees within a process. Key monitoring activities within the Group are as follows:

Performance Reporting

SLT Meetings
The SLT convenes regularly to review and approve key strategic measures and policies, discuss business performance and financial and operating risks, and address any issues or exceptions.

Significant matters identified during these meetings are highlighted on a timely basis to the Board, which is responsible for setting the business direction and for overseeing the conduct of Axiata's operations. Through these mechanisms, the Board is informed of business performance and all major control issues pertaining to internal control, regulatory compliance and risk taking. This ensures that business objectives stay on course.

Major Control Issues
Quarterly reports on financial and operational control issues are tabled and subsequently reviewed by the BAC.

Business Control Incident (BCI) Reporting
Axiata uses a BCI Reporting Framework to learn from internal control incidents, preventing similar incidents across OpCos, and monitoring significant loss-causing incidents.

Headline Performance KPIs
Headline Performance KPIs has been set up and agreed upon by the Board of Directors as part of the broader KPI framework that Axiata has in place. The Headline KPIs represent the main corporate performance measurement targets for the year and are announced publicly as a transparent performance management practice.

Ongoing Monitoring

Financial and Operational Review
Quarterly financial statements and the Group's performance are reviewed by the BAC, which subsequently recommends them to the Board for their consideration and approval. Monthly management accounts containing key financial results, operational performance indicators and budget comparisons are also presented to the SLT to enable them to have regular and updated information on the Group's performance.

Statement On Risk Management And Internal Control

Technology Management

Security (Application and Information Technology (IT) Network)

Business Continuity Management (BCM)

The Board protects stakeholder interests by ensuring business continuity during crises, guided by Axiata's BCM Policy, which aligns with ISO 22301. Axiata has established and regularly tests business recovery plans for critical processes to maintain employee readiness and coordination. Additionally, Axiata conducts cyber crisis simulations and disaster recovery tests for critical systems to strengthen business resilience.

Information Technology (IT)

IT modernisation and digital enablement for superior customer experience is identified as one of Axiata's key strategies. All OpCos have been focusing in line with this strategy by undertaking various initiatives which include the groundwork for building a cohesive Digital IT Stack, structured Software Development Life Cycle, increased use of secured Application Programme Interfaces (APIs), modernising Business Support Systems (BSS) and Operations Support Systems (OSS) to meet evolving business needs and achieving competitive positioning.

Axiata prioritises cyber security as an integral component of its digital strategy and risk management. The team reinforces cyber resilience through regular Vulnerability Assessments, independent maturity assessments, and structured system hardening activities.

CONCLUSION

The Board of Directors has obtained assurances from the GCEOs, and the Group Chief Financial Officer on the effectiveness and adequacy of Axiata's and OpCos' risk management and internal control systems in all material aspects. Remedial actions have been implemented to address any identified weaknesses.

The Board of Directors is satisfied that the risk management and internal control systems have been effective and adequate for the year under review and up to the date of approval of this Integrated Annual Report.

JOINT VENTURES AND ASSOCIATES

The disclosures in this Statement do not include the risk management and internal control practices of Axiata's joint ventures and associates. In these entities, Axiata's interests are safeguarded through the appointment of SLT members to the relevant Board of Directors and, in certain cases, the management committees of these entities. Additionally, where necessary, key financial and other appropriate information on the performance of these entities is obtained and reviewed by the Board periodically.

REVIEW OF THIS STATEMENT BY EXTERNAL AUDITORS

As required by Paragraph 15.23 of the MMLR, Messrs. PwC have reviewed this Statement on Risk Management and Internal Control. Their limited assurance review was performed in accordance with the Audit and Assurance Practice Guide (AAPG) 3 issued by the Malaysian Institute of Accountants. AAPG 3 does not require external auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of Axiata and OpCos.

This statement is made in accordance with the resolution of the Board of Directors dated 26 March 2025.

Board Audit Committee Report

Summary of the Board Audit Committee's Key Activities in 2024

During the financial year ended 2024 (FY2024), the Board Audit Committee (BAC) discharged its functions and carried out its duties as set out in the Terms of Reference (ToR). Key activities undertaken by the BAC include the following:

Section 1: Activities Undertaken in 2024

- Reviewed the roll out of Board Investment Committee as part of enhanced governance on Capital Expenditure spend and efficiency
- Reviewed and recommended the Statement on Risk Management and Internal Control, BAC Report and Corporate Governance Overview Statement for inclusion in the Annual Report 2023 to the Board for approval
- Reviewed the Consequential Management framework standardisation in-line with Group Code of Conduct across the Group
- Reviewed Conflict of Interest (COI) and the process of monitoring COI (Directors, Key Management Personnel, and employees) across the Group by the Management and Nominee Directors in the Subsidiaries, and OpCos Board Audit Committee

Axiata Group COI Review	Total COI Reviewed For FY2024	Resolved	Resolution in Progress (as at end of 2024)
Directors	62	62	0
Employees	240	237	3

- Reviewed the 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 the assessments of goodwill for impairment across the Group; and
  - 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 implications arising from merger and acquisition deals and revised accounting policies when required for better governance and controls
- 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 32nd AGM of the Company held on 30th May 2024 and the reporting of these transactions in the 2024 Financial Statements
- Reviewed business control incidents (BCIs) including fraud
- Reviewed and approved appointment of external auditors, taking into consideration their competencies, commitments, objectivity and independence, including reviewed and recommended to the Board their remuneration
- Reviewed the external auditors' audit plan, auditors' independence/ objectivity, and external audit findings
- Held two (2) private meetings with the external auditors on 20th February 2024 and 26th November 2024 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
- Reviewed the Report of the Independent Auditor on the allocation of the shares granted to eligible employees (as defined in the Bye-Laws) and noted its compliance with the conditions for the allocation of shares approved in which during the financial year ended 31 December 2024, Axiata had granted a total of 8,493,100 shares under the Axiata Group Long Term Incentive Plan (details under Notes 14 of the Audited Financial Statements) at the Share Reference Price of RM2.77
- Reviewed and approved changes to Corporate Policies and Limit of Authority (LOA) in alignment with the New Engagement Model of Axiata

Review of Internal Audit Activities

- Reviewed the execution of 2024 Internal Audit Plan, audit findings and closure of major audit issues. A total of 152 internal audit reviews were completed across the Group including:
  - Merger & Acquisition Framework & Process
  - Network Capex Efficiency under the enhanced governance of Board Investment Committee
  - Regulatory Framework & Compliance
  - Data Governance (Framework, Process & Controls)
  - Enterprise Risks Management (ERM)
  - ESG Framework, Process & Reporting
  - Corporate Governance, Controls & Compliance
  - ABAC operationalisation in relation to Adequate Procedures (T.R.U.S.T.)
- Reviewed and approved the Group Internal Audit Plan and Budget 2025
- Reviewed the Internal Audit Function effectiveness, independence, objectivity, resources adequacy and competencies, and Quality Assurance across the Group including:
  - enhancements to Internal Audit activities arising from External Quality Assurance Review as at end of 2023
  - enhancements to Internal Quality Assurance Review (I-QAR) and reporting to BAC during the year
  - Internal auditors training programme on relevant and new competencies such as continuous auditing and artificial intelligence
  - held one (1) private meeting with Internal Audit on 3rd September 2024 without the presence of Management.
  - Head of Internal Audit succession plan and Internal Audit talents development across the Group
- Reviewed the use of "Continuous Auditing" and artificial intelligence across the Group with specific used cases in keeping up with the business digitalisation and IR 4.0 technologies in high risk areas of Sales, Procurement, IT User Access, Payments, Fixed Assets & CWIP, Warehouse/ Inventory Management, Employees Claims, etc, to keep Internal Audit relevant with technologies evolution and business digitalisation
- Reviewed the whistleblow channel and investigations across the Group to ensure the security, independence and

Board Audit Committee Report

awareness of the whistleblowing channel for employees, business partners/suppliers and other stakeholders is satisfactory

Section 2: Priorities for 2025

The following are BAC priorities for 2025:

- Review of Group Financial Statements with the accounting standards issued by International Financial Reporting Standards (IFRS) and incorporated in Malaysian Financial Reporting Standards (MFRS)
- Review 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 rollout
- Review the accounting implications arising from merger and acquisition deals (including goodwill impairments) and revised accounting policies when required for better governance and controls
- Review of the Group Treasury risks and controls in relation to cash positions, foreign and local debts, compliance to debt covenants, and interest expenses optimisation
- Review of 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
- Review of Related Party Transactions
- Review of business control incidents (BCIs) including fraud
- Review the external auditors' audit plan, auditors' independence/objectivity, performance, appointment and re-appointment, external audit findings and its resolutions
- Review of COI situations and process
- Review the effectiveness of governance, risks management and internal controls systems & process in high risks business operations areas including:
    - Procurement Process and Controls in relation to Capex Efficiency and ABAC T.R.U.S.T.
    - Effectiveness of The New Engagement Model in OpCos
    - Organisation Culture
    - Cost Excellence Maturity
    - Network Fixed Assets Management
    - Enterprise Risks Management
    - Reporting Framework and Process for Conflict of Interest
- Review the execution of 2025 Internal Audit Plan, audit findings and closure of major audit issues
- Review of Internal Audit Function effectiveness, independence, objectivity, resources adequacy and competencies
- Review enhancements to Internal Audit Charter, IA Manual and other relevant standards in alignment with the updated International Professional Practices Framework by the Institute of Internal Auditors
- Review of security, independence and awareness of whistleblowing channel for employees, business partners/ suppliers and other stakeholders

Section 3: BAC Composition and Meetings

In 2024, the BAC, met eight (8) times on the following dates:

- 29 January, 2024
- 20 February, 2024
- 20 March, 2024
- 28 May, 2024
- 10 June, 2024
- 27 August, 2024
- 3 September, 2024
- 26 November, 2024

The composition and the attendance record of BAC members are listed below:

Name of Director	Status of Directorship/ Qualifications	No. of Meetings Attended
Amrit Kaur (Chairman of BAC) [(1)]	Independent Non-Executive Director	3 out of 3
Dr David Robert Dean	Independent Non-Executive Director	8 out of 8
Shahin Farouque Jammal Ahmad	Non-Independent Non-Executive Director	6 out of 8
Thayaparan S Sangarapillai [(2)]	Independent Non-Executive Director	5 out of 5

Notes:

(1) Effective 1 July 2024 onwards (INED)

(2) Former Chairman of BAC from 29 July 2020 to 30 June 2024 (resigned from BAC 30 June 2024 and redesignated from INED to Non-INED effective 1 July 2024)

Financial Literacy

Amrit Kaur was appointed as a member and BAC Chairman on 1st July 2024. Amrit has over 30 years of experience as an assurance and advisory specialist to multinational corporations in the telecommunications, energy and media sectors. She retired as a Senior Assurance Partner at PricewaterhouseCoopers (PwC) Malaysia in 2021 after 21 years in the company, having worked across corporate advisory, public offerings, due diligence, and in reviews of accounting, billing information systems and internal controls.

She held global leadership positions during her tenure, responsible for monitoring and reporting the quality of PwC member firms in Europe and Global Service Delivery Centres across three continents in the PwC network.

Amrit is a Chartered Accountant and Certified Public Accountant, and an acknowledged expert on auditing, accounting, risk management and fraud risk, corporate finance, and regulatory reporting and compliance.

Dr David Robert Dean is an independent advisor and non-executive director at technology and telecommunications companies in Europe and Asia. He retired as Senior Partner from The Boston Consulting Group (BCG) at the end of 2013 after 28 years, where he served clients in the technology and telecommunications industries in Europe, the US, Africa, India, China, South East Asia and Japan, in particular on strategic, corporate development and other top management issues. For several years, Dr Dean led BCG's Global Technology & Communications Practice, during which time he helped create a leading position in Asia and contributed significantly to the firm's most innovative thinking in areas of the Internet economy, cloud computing and personal data.

Dr Dean has also contributed to projects at The World Economic Forum and participated in multiple World Economic Forum events.

Shahin Farouque Jammal Ahmad is currently the Group Head, Strategic Investments of Permodalan Nasional Berhad. Previously, he was an Executive Director in Investments Division of Khazanah Nasional Berhad (Khazanah). He sat on the boards

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of various creative and media companies within the Khazanah portfolio of companies.

Prior to joining Khazanah in 2016, he worked with various commercial and investment banks in both domestic and regional roles. He has over 20 years of investment banking experience.

Section 4: Group Internal Audit Activities

The internal audit function is under the purview of Axiata Group Internal Audit (AGIA) and headed by the Group Chief Internal Auditor (GCIA), who is independent and reports directly to the BAC.

The internal audit reporting structure within the Group has been organised whereby the Head of Audit of OpCos report directly to the BAC of the respective OpCo with a dotted reporting line to the GCIA. The GCIA also acts as the secretary to the BAC and attends OpCo BAC meetings.

AGIA provides independent, objective assurance on areas of operations reviewed, and makes recommendations to improve and add value to the Group. AGIA identifies, coordinates and conducts global audits that are carried out throughout the Group and also provides standards, policies, guidelines and advice to the OpCos' audit function to standardise the internal audit activities within the Group in line with international standards of internal auditing.

AGIA adopts a systematic and disciplined approach to evaluate the adequacy and effectiveness of risk management, financial, operational, compliance and governance processes. Structured risk-based and strategic-based approaches are applied in identifying internal audit activities that are aligned with the Group's strategic plans to ensure that the risks facing the Group are adequately reviewed to keep up with the Axiata's Vision of Next Generation Digital Champion, Axiata 5 X 5 Strategies, and making digitalisation as part of the Internal Audit's DNA. AGIA continued the Collective Brain initiative for continuous auditing and artificial intelligence across the Group. Consequently, key OpCos Internal Audit Functions continue to apply analytics, continuous auditing, and artificial bintelligence in relevant audits throughout the year for higher quality of audit works in terms of efficiency, effectiveness, completeness, risks focus, accurate and quantifiable audit findings.

On the Quality Assurance and Improvement Programme, the IA Functions across the Group carried out internal assessments to ensure conformance to the International Standard of Internal Auditing. The Internal Audit Function fully abides by the provisions of its Charter. The Internal Audit activities conform with the International Standards for the Professional Practices of Internal Auditing of The Institute of Internal Auditors (IIA).

Further, international standards and best practices are adopted to further enhance the relevancy and effectiveness of the internal audit activities. The areas of coverage include revenue assurance, finance, sales, marketing, information and technology, billing, network, corporate governance, human resources, customer service, digital services and procurement. The audit reports of these assignments provide independent and objective assessment of the following:

- the adequacy, effectiveness and efficiency of the internal control design and systems to manage operations and safeguard the Group's assets and shareholders' value; and
- the adequacy and effectiveness of the risk management operations, governance and compliance functions to identify, manage and address potential risks facing the Group.

The internal audit reports are issued to the Management for comments and action plans with deadlines are subsequently agreed to complete the necessary preventive and corrective actions. The reports are tabled at respective Group and OpCo's BAC, and the summary of the key findings are presented to the BAC for due deliberation to ensure that management undertakes to carry out the agreed remedial actions. Members of the Management are invited to the BAC meetings from time to time, especially when major control weaknesses are highlighted by Internal Audit.

Key thematic audits and reviews which were carried out on Group-wide basis in 2024 were:

- Merger & Acquisition Framework & Process
- Network Capex Efficiency under the enhanced governance of Board Investment Committee
- Regulatory Framework & Compliance
- Data Governance (Framework, Process & Controls)
- Enterprise Risks Management (ERM)
- ESG Framework, Process & Reporting
- Corporate Governance, Controls & Compliance
- ABAC operationalisation in relation to Adequate Procedures (T.R.U.S.T.)

The total cost incurred by AGIA in 2024, inclusive of all OpCos, was RM17.5 million (2023: RM14.4 million). There are a total of 69 (2023: 65) internal auditors across the Group whilst AGIA at Corporate Centre has ten headcounts.

All the internal auditors have tertiary qualifications and the level of expertise and professionalism within AGIA at the end of 2024 is as follows:

Expertise Category	Percentage of total auditors
Accounting / Finance	41%
IT / MIS	22%
Network / Engineering	19%
Marketing / Sales	7%
General / Others	13%
Professional Category	
• CPA, ACCA, CA, CIMA	25%
• CIA / CISA	23%
• Undertaking Professional Certification	20%
• Others	71%
Professional Body Membership	
• Institute of Internal Auditors (IIA)	30%
Postgraduate	
• PHD, MBA and Masters	36%
• Undertaking - PHD, MBA, Masters	1%

Building Digital Trust Through Data Privacy and Cyber Security

Axiata prioritises digital trust in serving the digital and connectivity needs of millions of mobile customers and enterprises across Southeast and South Asia. With a strong focus on data privacy and cyber security, we are committed to safeguarding customer trust and ensuring long-term sustainability, adaptability and resilience. Strengthening these foundations enables us to operate seamlessly and deliver high-performance solutions without disruption.

Axiata governs cyber security and data privacy through the Three Lines of Defence model, ensuring a structured approach to risk management. This framework consists of operational teams, a governance team and an independent audit team, all working together to uphold security and compliance. Oversight is provided by the Risk and Compliance Management Committee and the Board Risk and Compliance Committee, with regular progress updates to the Board of Directors. Quarterly performance indicators are reported to the Board Audit Committee to ensure continuous monitoring and improvement.

Each year, we set key objectives aligned with our strategy, evolving threat landscape and regulatory requirements, reinforcing our commitment to robust data protection and cyber security governance.

Our Privacy Commitment

Axiata commits to protect and respect the privacy of our customers, employees and other stakeholders.

We Are Guided By Our

VISION

Our Vision is to ensure data privacy is at the core of everything we do in our aspiration to be the trusted brand in our respective markets.

MISSION

Our Mission is to foster a culture of trust and confidence through a robust data privacy framework.

Founded On Principles Of

T R U S T

Transparent

We are **TRANSPARENT** about what, why and how we collect and protect **YOUR PERSONAL DATA** so that **YOU** can make informed decisions.

Rights

We respect **YOUR RIGHTS** as individuals, so **YOU** are in control of **YOUR PERSONAL DATA**.

Use

We **USE YOUR PERSONAL DATA** for specific and stated purposes, and keep it for only as long as required.

Security

We have established robust **CYBER SECURITY PRACTICES** in line with leading industry standards to protect **YOUR PERSONAL DATA** that **YOU** have shared with us.

Transfer

With **YOUR CONSENT** or in accordance with **APPLICABLE LAWS** we may **TRANSFER YOUR PERSONAL DATA** and will take appropriate steps to ensure it is adequately protected.

DATA PRIVACY

Protecting stakeholder data privacy is a key priority in our operations. We have built a strong culture of compliance and proactive data protection, demonstrating our commitment to handling data with the utmost care, diligence and respect. Our Group-wide data privacy practices ensure stringent safeguards are in place across all markets.

Regulators are intensifying efforts to strengthen data privacy frameworks through new laws and amendments, focusing on organisational responsibilities, incident response and data protection measures. As digital threats evolve, telecom businesses, digital services, banking and fintech businesses must take greater responsibility in safeguarding personal and confidential information.

To uphold our commitment to protecting customer data, Axiata has renewed its Data Privacy Strategy, #ASH 3.0, aligning with emerging regulatory requirements, technological advancements and business objectives. Governance of data privacy falls under the Board Risk and Compliance Committee, supported by the Risk and Compliance Department. Each Operating Company (OpCo) has appointed a Data Privacy Officer (DPO) or Privacy Lead to further strengthen data privacy capabilities across our markets.

Commitment to Data Privacy

Axiata's privacy commitment is built on the T.R.U.S.T principles - Transparency, Rights, Use, Security and Transfer - which guide our approach to strengthening security and privacy governance across technology, processes and people.

Building Digital Trust Through Data Privacy and Cyber Security

To uphold this commitment, we have implemented policies such as the Group Data Privacy Policy and Privacy Notices, which are accessible on our website. Supporting these are key policies and procedures, including the Data Retention Procedure, Data Subject Rights Procedure, Privacy by Design Guidelines, Data Protection Impact Assessment Procedures, Privacy Incident and Breach Management Procedure, Vendor Privacy Management Process Flows and the Information Security Policy.

Key Highlights in 2024

In 2024, Axiata launched #ASH 3.0 (2024-2026) Roadmap, the successor to our previous #ASH 2.0 Data Privacy Strategy, following extensive development in the latter half of 2023. ASH 3.0 follows the themes of Augment, Integrate and Automate. This new strategy strengthens our Privacy Maturity and Regional Exposure Framework, aligning with global best practices, including the NIST Privacy Framework, NIST 2.0 Cybersecurity Framework, ISO 27701:2019, BS 10012, General Data Protection Regulation (GDPR) and various personal data protection laws across all Axiata markets, subsidiaries and associate companies.

Data Privacy in Governance and Risk Oversight

Cyber security and data privacy became a standing agenda item in Risk and Compliance Committee meetings and Board Risk and Compliance meetings, ensuring continuous oversight and reinforcing its strategic importance across Axiata. To enhance collaboration, we have directed our cyber security community and data privacy leads to work towards common goals in implementing privacy-enhancing technologies. These implementations are carried out by cyber security teams, while data privacy risk posture is monitored to ensure alignment with regulatory requirements.

Strengthening Asset Protection

We have augmented asset prioritisation by incorporating business criticality, security criticality and data privacy criticality alongside regulatory requirements to strengthen protection measures. This ensures that assets are safeguarded through a Crown Jewel/Crown Assessment approach. We have also integrated key assessments such as Red Team exercises, application penetration testing and supplier security commitments to align cyber security and data privacy priorities more effectively.

Enhancing Incidence Response

To further embed data privacy into our governance structure, cyber security drills have been augmented to include data privacy drills, testing cyber security gaps, data privacy impact and regulatory compliance demands under a unified framework. This interconnectivity ensures that data privacy considerations are woven into the DNA of key teams, strengthening our ability to safeguard sensitive information while maintaining compliance across all markets.

Implementing Critical Process Inventory

We also introduced a Critical Process Inventory, an evolved version of the Record of Processing Activities (RoPA), to document and assess key personal data flows for compliance with Privacy by Design controls and regional regulations. This initiative also identified the digital assets involved in data flows, enabling cyber security teams to implement security controls for enhanced protection.

Integrating Privacy into Business Operations

To integrate data privacy into business operations, we introduced Legitimate Interest Assessments, Transfer Impact Assessments, Third-Party Privacy Risk Assessment Templates and DPO dashboards, ensuring structured compliance across all OpCos. Awareness workshops were held to support adoption, using Axiata's Learning Management Platform to train employees on the latest privacy protocols.

Advancing Automation and Certification

Axiata also progressed on its automation journey, with OpCos such as Robi implementing an automated Data Privacy Impact Assessment workflow. Meanwhile, Dialog and XL secured ISO 27701 certification, with XL becoming the first telecom provider in Indonesia to achieve this milestone. In addition, all B2C OpCos conducted customer data privacy awareness campaigns to reinforce responsible data practices.

Digital Rights Protection

Digital rights have been integrated through document classification and aligned with Axiata's Information Security Policy, ensuring that confidentiality, integrity, availability and data privacy serve as the core pillars of assessment. This classification framework has been automated across all OpCos, applying consistent controls to both digital and physical documents.

Data Leakage Prevention (DLP) measures are being implemented and continuously refined across the organisation. These efforts are further reinforced through Zero Trust Architecture implementation key performance indicators (KPIs) for robust monitoring and protection of sensitive information.

Data Privacy Maturity

As part of our commitment to continuous improvement, we conducted a Data Privacy Maturity Assessment across all OpCos, validated by KPMG, with maturity scores and targeted roadmaps disseminated to DPO. The Group Head of Cyber Security and Data Privacy leads our data privacy programme, working closely with dedicated data privacy and legal teams across the organisation to enhance compliance and governance.

Compared to 2023, the 2024 maturity model was expanded to cover additional domains, risks and regulatory guidelines, resulting in an overall average maturity score of 2.56 out of 5. The Data Privacy Maturity Framework was also completely revamped, aligning with the NIST Privacy Framework, ISO 27701, evolving regional laws and stricter measurement criteria. OpCos scored between 2.56 and 3.41, reflecting the more comprehensive and rigorous assessment approach. The assessment focused on key domains such as:

- Governance & Operating Model
- Legal & Regulatory Compliance
- Notice & Consent Management
- Data Management
- Direct Marketing Controls
- Privacy by Design
- Security for Privacy
- Third-Party Data Disclosure
- Data Subject Rights
- Consent Management
- Training & Awareness
- Breach Management

Building Digital Trust Through Data Privacy and Cyber Security

Outlook in 2025 and Beyond

Axiata will continue to monitor the rollout of programmes to ensure the achievement of its strategic objectives based on the approved Data Privacy Strategy. Efforts remain focused on strengthening the Group's overall data governance and ensuring consistency in privacy practices across all OpCos.

The Group will carry out regular reviews of data privacy policies, standards and guidelines, including regulatory notices and compliance requirements. These reviews aim to ensure all OpCos operate within the evolving regulatory landscape while maintaining high standards of accountability and transparency.

Axiata will also review the data privacy posture of each OpCo through a leading and lagging indicators approach. The Group will continue to monitor needle movement in data privacy maturity across all OpCos, aligning progress with the NIST Data Privacy Framework, relevant GDPR requirements, ISO 27701 standard and Personal Data Protection Act guidelines applicable in the markets where Axiata operates.

Axiata will also continue efforts to strengthen collaboration with regulatory bodies, academic organisations and private organisations to enhance national data privacy capabilities and develop talent to support long-term resilience.

CYBER SECURITY

The cyber security landscape continues to evolve, driven by increasingly sophisticated cyber threats, geopolitical tensions and the rapid advancement of AI-powered attacks. Ransomware tactics such as double extortion and supply chain attacks remain persistent threats, while phishing and social engineering continue to exploit human vulnerabilities. At the same time, cybercrime-as-a-service platforms make it easier for malicious actors to launch advanced attacks with minimal expertise.

In response to these growing challenges, we advanced the Digital Trust & Resilience (DT&R) 2024-2026 cyber security strategy to enhance resilience, operational efficiency and threat response, ensuring Axiata remains agile and secure in an increasingly complex digital landscape.

Key Highlights in 2024

In 2024, we implemented the updated DT&R 2024-2026 strategy, focusing on optimising investments, leveraging advanced technologies and fostering strategic partnerships to navigate the evolving threat landscape. By enhancing cyber risk management, operational efficiency and security governance, we reinforced our ability to protect critical assets, infrastructure and data across the Group.

Enhancing Cyber Security Capabilities

Zero Trust Implementation
Building on 2023 initiatives, Axiata fully operationalised the Zero Trust Architecture, covering applications and workloads, data and identity, endpoints and APIs. This approach ensured tightly controlled, continuously monitored and regularly validated access to critical assets. By isolating and securing critical systems, we significantly reduced the risk of unauthorised access and potential data breaches, reinforcing our commitment to safeguarding our most vital assets.

Strengthening Security Frameworks
We adopted the NIST 2.0 Cybersecurity Framework, replacing NIST 1.1, and conducted self-assessments and independent validations across OpCos. This framework was assessed on a five-point scale, evaluating documentation, implementation coverage, effectiveness, automation, and monitoring and review. The Group's overall NIST maturity score reached 3.18 out of 5 by the end of 2024, reflecting improved governance and risk management. However, this value cannot be directly compared with the 2023 since the framework and assessment methodology have been changed within the course of the year.

Strategic Risk Quantification
Axiata developed the Cyber Risk Quantification Concept Paper, providing a structured methodology to assess and predict the financial impact of cyber risks. This approach enhances risk-based decision-making and investment prioritisation across the organisation.

Technological Integration
We leveraged AI-driven platforms to strengthen threat detection and incident response, including the introduction of HELIOS, an AI-Powered Threat Attribution Platform that enhances intelligence-sharing, automation and proactive threat mitigation. Other advancements included the successful migration to SIEM (Security Information and Event Management), a cloud-based platform covering over 9,000 nodes and 600+ detection rules, one of Axiata's largest security migrations to date. We also deployed an AI Security Governance Framework to enhance security oversight and compliance.

Platform Consolidation and Security Standardisation
Axiata published the ESA Control Blueprint and Architecture, setting standardised security objectives across all OpCos and aligning them with Zero Trust principles, NIST Cyber Security Framework and Open Worldwide Application Security Project (OWASP) best practices. This framework strengthened security consistency across the Group.

Emerging Technology and 5G Security
We implemented 5G-specific security measures, launching Axiata's 5G Zero Trust Security Architecture to address telecom-specific threats.

Strengthening Collaboration, Training and Risk Monitoring

Regulatory and Industry Engagement
Axiata strengthened partnerships with regulatory bodies, industry peers and cyber security alliances, facilitating knowledge-sharing and best practice adoption. Cyber drills were conducted at all OpCos, involving Senior Leadership Teams (SLTs), legal, regulatory and cyber security teams to improve crisis response readiness.

Cyber Security Awareness and Talent Development
A refreshed annual cyber security training programme was complemented by a monthly awareness campaign, ensuring employees at all levels remained vigilant against cyber threats. To bridge the talent gap, we collaborated with Perdana University, equipping students with real-world cyber security skills and strengthening Axiata's future security workforce.

Operational Security Enhancements

Cyber Security and Data Privacy Drills
Comprehensive cyber security and data privacy drills were conducted across OpCos, engaging first-line defence and second-line defence teams, legal and regulatory units and security SMEs. These exercises tested incident response readiness and regulatory compliance.

Building Digital Trust Through Data Privacy and Cyber Security

Security Governance and Strategic Endorsements

Axiata conducted 10 CyberARB meetings in 2024, achieving key strategic endorsements to enhance cyber security governance. These included reviewing and approving OpCo cyber strategies to ensure alignment with the Group DT&R 2026 Strategy, as well as endorsing the Statement of Compliance (SoC) for the 5G SA RFP, standardising security architecture across Telco OpCos. The meetings also approved high- and low-level SIEM Migration architectures, reinforcing security monitoring capabilities. DevSecOps and API security were strengthened through improved checklists and code repository practices, while the Cloud Security Logical Architecture was upgraded with KSPM, CIEM, IaC and CDR capabilities to enhance security controls and risk management.

Cyber Risk Monitoring and Benchmarking

Improving Maturity Levels

Axiata reached a NIST maturity rating of 3.18 out of 5, moving towards a repeatable, automated and continuously improved security posture. Our 2025 target is to rank within the top 25% of ASEAN telecom companies in cyber security maturity, with a projected benchmark score of 3.3 out of 5, based on independent Big 4 assessments.

Daily Threat Intelligence and Incident Response

To improve real-time threat awareness, Axiata launched daily cyber threat updates for the Cyber Leader Exchange Group, ensuring timely responses to emerging risks.

Red Team and Penetration Testing

Annual Red Team exercises were conducted across all OpCos through the Axiata Cyber Fusion Centre (ACFC) to test and enhance cyber resilience. Penetration testing was also carried out for all Crown Jewel and Minimum Crown Jewel applications, ensuring that identified vulnerabilities were promptly addressed and remediated.

Security Automation and Purple Teaming Initiatives

Threat intelligence automation was enhanced through the deployment of dark web crawlers and Level 1 security automation, seamlessly integrated with the SIEM migration to improve real-time threat detection. Following Red Team assessments, Purple Teaming was launched to strengthen Minimum Crown Jewel asset protection, refine threat detection use cases and enhance defensive security strategies across the Group.

Crown Jewel Recalibration and Advanced Security Standards

A Crown Jewel Recalibration was conducted across IT, telecom and cloud infrastructure to ensure that critical assets are protected with differentiated security controls. This included log monitoring and penetration testing, the implementation of Minimum Baseline Security Standards (MBSS) and vulnerability assessments with focused threat monitoring to enhance risk mitigation and strengthen overall security posture.

Customer Data Protection and Privacy Compliance

NIST 2.0 was implemented across all OpCos, with a comprehensive maturity assessment conducted to ensure regulatory compliance and alignment with industry best practices. Data Leakage Prevention (DLP) strategies were integrated, reinforcing security controls under the Zero Trust security architecture. Digital rights protection was further strengthened through document classification and automated compliance monitoring, ensuring consistent enforcement of data privacy measures across all OpCos.

Customer Data Breach and Privacy Complaints

In 2024, no major breaches of customer privacy or data loss incidents were reported at the Axiata Group level. However, sustained privacy-related complaints were recorded at Dialog and Smart, which are being actively addressed through enhanced compliance measures to strengthen data protection and regulatory adherence.

2025 and Beyond

Cyber security will remain a critical focus area for Axiata, with strategic efforts concentrated on elevating cyber maturity and resilience across the Group. Programmes will be closely monitored to ensure that all cyber security strategic objectives are achieved in line with the Group's agenda.

Public-private partnerships with government agencies will remain central to addressing regional cyber threats. The Group will monitor needle movement of cyber security maturity through the adoption of best-in-class security controls. These include alignment to Zero Trust security architecture, regular cyber drills, implementation of telecom security guidelines, support for 5G security rollout and enforcement of minimum baseline security standards. Axiata will also advance adoption of the HELIOS AI-based threat attribution platform and differentiated security controls for Minimum Crown Jewels and Crown Jewels, including SIEM capabilities, vulnerability management, penetration tests and baseline security hardening.

We will continue to monitor, adopt and enhance security capabilities across operating companies. This includes strengthening Privileged Access Management, Data Leakage Prevention, Endpoint Detection and Response, and conducting Red Team exercises, along with implementing key learnings across the Group.

Through the ACFC, we will pursue continuous improvements and automation of current cyber security capabilities and control effectiveness, while developing new capabilities to meet future threats. The Group will also collaborate with regulatory bodies, academic organisations and private partners to enhance national cyber security capabilities and support cyber security talent development.

Efforts to standardise risk metrics and calibrate across Data Privacy, Cyber Security, Compliance, Integrity and Ethics will continue, reinforcing alignment with Enterprise Risk Management (ERM) practices.

Additional Compliance Information

1. **NON-AUDIT FEES** [Disclosed in accordance with Appendix 9C, Part A item 18, Main LR]

The amount of non-audit fees incurred for the services rendered to Axiata and the Group by its external auditors, PricewaterhouseCoopers PLT and its affiliated firms for the FY24 are RM5.9 million and RM9.1 million respectively.

Services rendered by PricewaterhouseCoopers PLT are not prohibited by regulatory and other professional requirements and are based on globally practiced guidelines on auditors independence. PricewaterhouseCoopers PLT was engaged in these services when their expertise and experience of Axiata are important. It is also the Group's policy to use the auditors in cases where their knowledge of the Group means it is neither efficient nor cost effective to employ another firm of accountants.

2. **MATERIAL CONTRACTS INVOLVING DIRECTORS'/ MAJOR SHAREHOLDERS' INTEREST** [Disclosed in accordance with Appendix 9C, Part A item 21, Main LR]

There were no material contracts of Axiata and/or its subsidiaries, involving the interest of the directors, chief executive who is not a director and major shareholders either subsisting as at 31 December 2024 or entered into since the end of FY24 except the material contracts between Axiata and its major shareholder subsisting as at 31 December 2024 as follows:

- Shareholders Agreement between Axiata, Mount Bintang Ventures Sdn Bhd, a wholly-owned subsidiary of Khazanah Nasional Berhad, Innovation Network Corporation of Japan and EDOTCO Group Sdn Bhd (EDOTCO) dated 18 January 2017 as amended by the Deed of Accession and Amendment dated 18 April 2017 to govern their relationships as shareholders of EDOTCO.

3. **UTILISATION OF PROCEEDS** [Disclosed in accordance with Appendix 9C, Part A item 13, Main LR]

On 28 June 2024, the Company completed the disposal of 16.71% ordinary shares in issue of Axiata Digital Services Sdn Bhd to Mitsui & Co., Ltd in accordance with the share sale and purchase agreement dated 31 October 2023 for a total consideration of USD58.3 million (RM275.5 million). Pursuant to the disposal, the Company received a cash consideration of USD55.0 million (RM259.7 million).

The proceeds arising from the disposal for a cash consideration of USD55.0 million (RM259.7 million) were utilised for debt prepayment.

4. **AXIATA GROUP PERFORMANCE-BASED LONG TERM INCENTIVE PLAN (AXIATA PBLTIP) AND AXIATA GROUP LONG TERM INCENTIVE PLAN (AXIATA LTIP)**

(a) Axiata PBLTIP

On 25 May 2016, shareholders of the Company approved the Axiata PBLTIP, and the plan was implemented on 30 September 2016.

Information on the Axiata PBLTIP are disclosed in Note 14(a) to the Audited Financial Statements for FY24.

Axiata PBLTIP shares granted, adjusted, vested, lapsed/forfeited and outstanding since the implementation of the plan until FY24 are as follows:

- Total number of Axiata PBLTIP shares granted: 19,170,000
- Total number of Axiata PBLTIP shares adjusted: 7,527,813
- Total number of Axiata PBLTIP shares vested: 18,379,500
- Total number of Axiata PBLTIP shares lapsed/forfeited: 4,562,467
- Total number of Axiata PBLTIP shares outstanding: 3,755,846

The Axiata PBLTIP shares shall be vested only upon the fulfilment of certain performance condition by Axiata and individuals as at vesting date with potential multiplier effect on the number of shares to be granted.

As provided below, with the exception of Vivek Sood and Dr Shridhir Sariputta Hansa Wijayasuriya, none of the Directors of Axiata has been granted Axiata PBLTIP shares:

	Granted	Adjusted[1]	Vested	Outstanding
Vivek Sood	835,400	515,450	(1,104,100)	246,750[2]
Dr Shridhir Sariputta Hansa Wijayasuriya	1,036,000	684,350	(1,375,300)	345,050[3]

1 Being additional number of shares vested due to multiplier effect from achieving performance targets.

2 The number of Axiata PBLTIP shares that may vest is 246,750 provided that the performance targets for vesting are met. Otherwise, the number of shares that may vest could be a portion of the full amount. However, if the super stretched Group's performance targets at the point of vesting are met, up to 493,500 ordinary shares of the Company may be vested to Vivek Sood.

Additional Compliance Information

[3] The number of Axiata PBLTIP shares that may vest is 345,050 provided that the performance targets for the vesting are met. Otherwise, the number of shares that may be vest could be a portion of the full amount. However, if the super stretched Group's performance targets at the point of vesting are met, up to 690,100 ordinary shares of the Company may be vested to Dr Shridhir Sariputta Hansa Wijayasuriya.

(b) Axiata LTIP

On 19 September 2023, shareholders of the Company approved the Axiata LTIP and the plan was implemented on 6 October 2023.

Information on the Axiata LTIP are disclosed in Note 14(b) to the Audited Financial Statements for FY24.

Axiata LTIP shares granted, adjusted, vested, lapsed/forfeited and outstanding since the implementation of the plan until FY24 are as follows:

- Total number of Axiata LTIP shares granted: 16,930,200
- Total number of Axiata LTIP shares vested: 885,200
- Total number of Axiata LTIP shares lapsed/forfeited: 756,200
- Total number of Axiata LTIP shares outstanding: 15,288,800

The Axiata LTIP shares shall be vested only upon the fulfilment of certain performance condition.

As provided below, with the exception of Vivek Sood and Dr Shridhir Sariputta Hansa Wijayasuriya, none of the Directors of Axiata has been granted Axiata LTIP shares:

	Granted	Adjusted	Vested	Outstanding
Vivek Sood	2,902,900	-	(219,500)	2,683,400[4]
Dr Shridhir Sariputta Hansa Wijayasuriya	1,219,400	-	-	1,219,400[5]

[4] The number of Axiata LTIP shares that may vest is 2,683,400 provided that the performance targets for vesting are met. Otherwise, the number of shares that may vest could be a portion of the full amount. However, if the super stretched Group's performance targets at the point of vesting are met, up to 4,342,800 ordinary shares of the Company may be vested to Vivek Sood.

[5] The number of Axiata LTIP shares that may vest is 1,219,400 provided that the performance targets for vesting are met. Otherwise, the number of shares that may vest could be a portion of the full amount. However, if the super stretched performance targets at the point of vesting are met, up to 1,969,400 ordinary shares of the Company may be vested to Dr Shridhir Sariputta Hansa Wijayasuriya.

5. **RECURRENT RELATED PARTY TRANSACTIONS OF REVENUE IN NATURE (RRPT) [Disclosed in accordance with paragraph 10.09(2)(b) and paragraph 3.1.5 of Practice Note 12, Main LR])**

At the last AGM held on 30 May 2024, Axiata obtained a general mandate from its shareholders for the Group to enter into RRPT with related parties as set out in the Circular to Shareholders dated 30 April 2024 (RRPT Mandate). This RRPT Mandate is valid until the conclusion of Axiata's forthcoming 33rd AGM.

Axiata proposes to seek a new RRPT Mandate at its forthcoming 33rd AGM (Proposed Shareholders' Mandate). The Proposed Shareholders' Mandate, details will be provided in the Circular to Shareholders to be sent together with the Notice of Annual General Meeting, if approved by the shareholders, would be valid until the conclusion of Axiata's 34th AGM.

Additional Compliance Information

Pursuant to paragraph 10.09 (2) (b) and paragraph 3.1.5 of Practice Note 12 of the Main LR, details of RRPT entered into during reporting period (1 June 2024 to 31 March 2025) under the RRPT Mandate are as follows:

Transacting Companies	Transacting Related Parties	Interested Major Shareholder/ Director	Nature of Transaction	Value of Transaction RM'000
Axiata Group Berhad and/or its subsidiaries (Axiata Group)	Telekom Malaysia Berhad and/or its subsidiaries (TM Group)	- Khazanah - Dr. Farid Mohamed Sani - Zulkifli Ismail	**REVENUE** **Telecommunication and related services**	
			- Interconnect services	251
			- Infrastructure leasing and related services including managed services and field line maintenance services	81,225
			COSTS **Telecommunication and related services**	
			- Interconnect services	2,189
			- Provision of data and bandwidth related services	1,211
			- Provision of contact centre and business process outsourcing services	24,096
			TOTAL	**108,972**

Transacting Companies	Transacting Related Parties	Interested Major Shareholder/ Director	Nature of Transaction	Value of Transaction RM'000
Axiata Group Berhad and/or its subsidiaries (Axiata Group)	EDOTCO Group Sdn Bhd and/or its subsidiaries (EDOTCO)	Axiata Group - Khazanah - Dr. Farid Mohamed Sani - Zulkifli Ismail EDOTCO Group - Khazanah through its wholly-owned subsidiary, Mount Bintang Sdn Bhd - Eysa Zulkifli is Khazanah's representative on EDOTCO's Board.	**Revenue to Axiata Group/Cost to EDOTCO Group[1]**	
			- Repair and maintenance and other service charges by Axiata Group to EDOTCO Group	3,299
			- Technical and management services fees and other services charges by Axiata Group to EDOTCO Group	3,508
			Cost to Axiata Group/Revenue to EDOTCO Group[1]	
			- Infrastructure leasing and related services including managed and field line maintenance services by EDOTCO to Axiata Group	500,826
			TOTAL	**507,633**

Note:

1 The amount will be eliminated as inter-segment revenue for EDOTCO Group. Respective cost will be eliminated at Axiata Group as the transaction is the intercompany transactions within Axiata Group.

Transacting Companies	Transacting Related Parties	Interested Major Shareholder/ Director	Nature of Transaction	Value of Transaction RM'000
Axiata Group Berhad and/or its subsidiaries (Axiata Group)	Khazanah Nasional Bhd and/or its other related entities (Khazanah Group)	- Khazanah - Dr. Farid Mohamed Sani - Zulkifli Ismail	**Revenue to Axiata Group/Cost to with Khazanah Group** - Infrastructure leasing and related services including managed and field line maintenance services	77,175
			TOTAL	**77,175**

Additional Compliance Information

6. **STATUS OF LEGALISATION OF OUTDOOR STRUCTURES** [Disclosed in accordance with letter from SC dated 12 February 2014]

   Pursuant to the approval from Securities Commission Malaysia (SC) in 2008 in relation to, amongst others, TM Group's demerger and the listing of Axiata, Axiata is required to obtain the relevant approvals for the transmission towers and rooftop sites (Outdoor Structures) of Celcom Group within two years from the date of the SC's approval letter (Timing Conditions).

   SC had, in 2010 and 2012, granted an extension of time for Axiata to comply with the Timing Conditions until 29 January 2012 and 29 January 2014 respectively.

   Following the application submitted by CIMB Investment Bank Berhad, on behalf of Axiata, for further extension of time for the legalisation of the remaining 28 Outdoor Structures, SC had, via their letter dated 12 February 2014, granted an exemption to Axiata from complying with the Timing Conditions, subject to, amongst others, Axiata disclosing the status of the legalisation in its Annual Report until such time the necessary approvals are obtained.

   As of 31 March 2025, a total of 12 outdoor structures are in the process of legalisation, with applications for six of these already submitted to the relevant local authorities. Five outdoor structures are unable to proceed with legalisation due to land or landlord-related issues, while one structure, which does not meet KPKT's guidelines, is set to be relocated or dismantled. In addition, 13 sites have received approval, and 2 sites have been terminated or decommissioned.

AUDITED FINANCIAL STATEMENTS

Directors' Responsibility Statement

The Directors are required by the Companies Act 2016 to prepare financial statements for each financial year which have been made out in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 so as to give a true and fair view of the financial position of the Group and of the Company as of 31 December 2024 and of their financial performance and cash flows for the financial year then ended.

In preparing the financial statements, the Directors have:

- Selected and applied the appropriate and relevant accounting policies on a consistent basis;
- Made judgments and accounting estimates that are reasonable in the circumstances; and
- Prepared the annual audited financial statements on a going concern basis.

The Directors are responsible to ensure that the Group and the Company keep accounting records which disclose with reasonable accuracy the financial position of the Group and the Company.

The Directors also have the overall responsibilities to take such steps to safeguard the assets of the Group and for the establishment, designation, implementation and maintenance of appropriate accounting and internal control systems for the prevention and detection of fraud and other irregularities relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Directors' Report

The Directors hereby submit their report together with the audited financial statements of the Group and the Company for the financial year ended 31 December 2024.

PRINCIPAL ACTIVITIES

The principal activities of the Group are the provision of mobile communication services, including interconnect and sale of devices, television transmission and fixed broadband services, managed services, telecommunication infrastructure and related services, and digital businesses.

The principal activities of the Company are investment holding and provision of technical and management services.

The principal activities of the subsidiaries are set out in Note 41 to the financial statements. There has been no significant change in the nature of the activities of the Group and the Company during the financial year.

FINANCIAL RESULTS

The results of the operations of the Group and the Company for the financial year were as follows:

	Group RM'000	Company RM'000
Profit for the financial year attributable to:		
- owners of the Company	946,824	726,179
- non-controlling interests	652,035	-
	1,598,859	726,179

SHARE CAPITAL

During the financial year, the paid-up capital of the Company increased from 9,179.1 million ordinary shares to 9,182.8 million ordinary shares. The increase in paid-up capital of the Company was in line with the vesting of shares granted under the Axiata Group Performance Based Long Term Incentive Plan ("Axiata PBLTIP") and Axiata Group Long Term Incentive Plan ("Axiata LTIP") by the employees of the Company and its subsidiaries as disclosed in Note 14(a) and (b) to the financial statements.

The above mentioned ordinary shares rank pari passu in all respects with the existing ordinary shares of the Company.

RESERVES AND PROVISIONS

All material transfers to or from reserves or provisions during the financial year have been disclosed in the financial statements.

Directors' Report

DIVIDENDS

The dividends paid or declared or proposed since the end of the previous financial year were as follows:

		Tax exempt dividend under single tier system	
		Per ordinary share Sen	Total RM'000
In respect of financial year ended 31 December:			
- 2023	Interim	5.0	459,096
- 2024	Interim	5.0	459,096

The Board of Directors had on 26 February 2025, declared a tax exempt dividend under single tier system of 5.0 sen per ordinary share of the Company in respect of the financial year ended 31 December 2024 amounting to RM459.1 million.

SHARE-BASED COMPENSATION PLANS

(a) On 25 May 2016, shareholders of the Company approved the Axiata PBLTIP and the plan was implemented on 30 September 2016.

Details of the Axiata PBLTIP are disclosed in Note 14(a) to the financial statements.

(b) On 19 September 2023, shareholders of the Company approved the Axiata LTIP and the plan was implemented on 10 November 2023.

Details of the Axiata LTIP are disclosed in Note 14(b) to the financial statements.

DIRECTORS

The Directors in office during the financial year and during the period from the end of the financial year to the date of the report are:

Tan Sri Shahril Ridza Ridzuan	
Vivek Sood	
Dato Dr Nik Ramlah Nik Mahmood	
Dr David Robert Dean	
Khoo Gaik Bee	
Maya Hari	
Shahin Farouque Jammal Ahmad	
Mohamad Hafiz Kassim	
Amrit Kaur Kaur Singh	Appointed on 1 July 2024
Dr Farid Mohamed Sani	Appointed on 3 October 2024
Zulkifli Ismail (Alternate Director to Dr Farid Mohamed Sani)	Appointed on 7 February 2025
Ong King How	Resigned on 3 October 2024
Eysa Zulkifli (Alternate Director to Ong King How)	Resigned on 3 October 2024
Thayaparan S Sangarapillai	Resigned on 31 December 2024
Dr Shridhir Sariputta Hansa Wijayasuriya	Resigned on 15 January 2025

By way of relief order dated 12 March 2025, granted by the Companies Commission of Malaysia, the names of Directors of subsidiaries as required under Section 253(2) of the Companies Act 2016 are not disclosed in this Report. The names of Directors of subsidiaries are set out in the respective subsidiaries' audited financial statements and the said information is deemed incorporated herein by such reference and shall form part thereof.

In accordance with Clause 104 of the Constitution of the Company ("Constitution"), Dato Dr Nik Ramlah Nik Mahmood, Dr David Robert Dean and Maya Hari retire from the Board of Directors at the Thirty-three ("33rd") Annual General Meeting ("AGM") and being eligible, offer themselves for re-election.

In accordance with Clause 110(ii) of the Constitution, Amrit Kaur Kaur Singh and Dr Farid Mohamed Sani retire from the Board of Directors at the 33rd AGM and being eligible, offer themselves for election.

Directors' Report

DIRECTORS' INTERESTS

According to the Register of Directors' Shareholdings required to be kept under Section 59 of the Companies Act 2016, none of the Directors who held office at the end of the financial year held any shares or debentures in the Company or its subsidiaries during the financial year except as follows:

	Number of ordinary shares of the Company			
	As at 1.1.2024	Addition	Transferred	As at 31.12.2024
Direct interest				
Vivek Sood	765,800	557,800[1]	-	1,323,600
Dr Shridhir Sariputta Hansa Wijayasuriya	976,773	405,900[2]	-	1,382,673

[1] Allotment of shares pursuant to vesting of shares granted under Axiata PBLTIP and Axiata LTIP.

[2] Allotment of shares pursuant to vesting of shares granted under Axiata PBLTIP.

	Number of ordinary shares of a subsidiary, Dialog Axiata PLC			
	As at 1.1.2024	Addition	Transferred	As at 31.12.2024
Dr Shridhir Sariputta Hansa Wijayasuriya				
- Direct interest	2,408,470	-	-	2,408,470
- Indirect interest	440	-	-	440[3]

[3] Shares held through his spouse.

	Number of shares granted under the Company's share-based compensation plans				
	As at 1.1.2024	Granted	Adjusted[6]	Vested	As at 31.12.2024
Vivek Sood	1,979,150	1,363,800	145,000	(557,800)	2,930,150[4]
Dr Shridhir Sariputta Hansa Wijayasuriya	576,950	1,219,400	174,000	(405,900)	1,564,450[5]

[4] The number of Axiata PBLTIP and Axiata LTIP shares that may vest are 246,750 and 2,683,400 respectively, provided that the performance targets for vesting are met. Otherwise, the number of shares that may vest could be a portion of the full amount. However, if the super stretched Group's performance targets at the point of vesting are met, up to 493,500 and 4,342,800 ordinary shares of the Company may be vested under Axiata PBLTIP and Axiata LTIP respectively.

[5] The number of Axiata PBLTIP and Axiata LTIP shares that may vest are 345,050 and 1,219,400 respectively, provided that the performance targets for vesting are met. Otherwise, the number of shares that may vest could be a portion of the full amount. However, if the super stretched Group's performance targets at the point of vesting are met, up to 690,100 and 1,969,400 ordinary shares of the Company may be vested under Axiata PBLTIP and Axiata LTIP respectively.

[6] Being additional number of shares vested due to multiplier effect from achieving performance targets.

Other than as disclosed above, in accordance with the Register of Directors' Shareholdings, none of the Directors in office at the end of the financial year have any direct or indirect interest in any shares and options over ordinary shares in the Company or its related corporations during the financial year.

DIRECTORS' BENEFITS

Since the end of the previous financial year, no Director has received or become entitled to receive a benefit (except for the Directors' remunerations) by reason of a contract made by the Company or by a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest.

Neither during nor at the end of the financial year was the Company or any of its subsidiaries a party to any arrangements whose object was to enable the Directors to acquire benefits by means of the acquisition of shares in, or debentures of the Company or any other body corporate other than the share-based compensation plans of the Company, details as disclosed in Note 14(a) and (b) to the financial statements.

Directors' Report

DIRECTORS' REMUNERATION

Total Directors' remuneration incurred by the Group and the Company for the financial year ended 31 December 2024 were RM20,880,000 (2023: RM15,409,000) and RM20,524,000 (2023: RM14,518,000) respectively. Further details are disclosed in Note 7(e) to the financial statements.

OTHER STATUTORY INFORMATION

Before the financial statements of the Group and the Company were prepared, the Directors took reasonable steps:

(a) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and have satisfied themselves that all known bad debts had been written off and that adequate provision had been made for doubtful debts; and

(b) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including values of current assets as shown in the accounting records of the Group and of the Company had been written down to an amount which the current assets might be expected so to realise.

At the date of this report, the Directors are not aware of any circumstances:

(a) which would render the amounts written off for bad debts or the amount of the provision for doubtful debts in the financial statements of the Group and the Company inadequate to any substantial extent; or

(b) which would render the values attributed to current assets in the financial statements of the Group and the Company misleading; or

(c) which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Group and the Company misleading or inappropriate.

No contingent or other liability of the Group and the Company has become enforceable or is likely to become enforceable within the period of twelve (12) months after the end of the financial year which, in the opinion of the Directors, will or may affect the ability of the Group and the Company to meet its obligations when they fall due.

At the date of this report, there does not exist:

(a) any charge on the assets of the Group and the Company which has arisen since the end of the year which secures the liability of any other person; or

(b) any contingent liability of the Group and the Company which has arisen since the end of the year.

At the date of this report, the Directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements of the Group and the Company, which would render any amount stated in the financial statements misleading.

In the opinion of the Directors:

(a) the results of the Group's and the Company's operations during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature other than as disclosed in the financial statements; and

(b) except as disclosed in Note 46 to the financial statements, there has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group and the Company for the financial year in which this report is made.

AUDITORS' REMUNERATION

Total fees for statutory audits provided by the auditors amounted to RM16,154,000 (2023: RM15,069,000) and RM2,249,000 (2023: RM2,350,000) for the Group and the Company respectively, while total fees for audit related and non-audit services amounted to RM9,124,000 (2023: RM7,509,000) and RM5,946,000 (2023: RM3,296,000) for the Group and the Company respectively. Further details are disclosed in Note 7(c) to the financial statements.

Directors' Report

INDEMNITY AND INSURANCE FOR DIRECTORS AND OFFICERS

The Company maintains a group corporate liability insurance for the Directors and officers of the Group throughout the financial year. The Group's liability insurance provides appropriate insurance cover for the Directors and officers of the Group. The insurance premium paid by the Company in respect of the group corporate liability insurance for the financial year amounted to RM563,757 (2023: RM509,358).

AUDITORS

The auditors, PricewaterhouseCoopers PLT (LLP0014401-LCA & AF 1146), have expressed their willingness to accept re-appointment as auditors.

This report was approved by the Board of Directors on 26 March 2025. Signed on behalf of the Board of Directors:

TAN SRI SHAHRIL RIDZA RIDZUAN
DIRECTOR

VIVEK SOOD
DIRECTOR

Kuala Lumpur

Statements of Comprehensive Income For the financial year ended 31 December 2024

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Continuing operations					
Revenue	6	**22,334,617**	22,318,326	**1,044,652**	1,115,164
Operating costs:					
- depreciation, impairment and amortisation	7(a)	**(7,341,195)**	(8,202,382)	**(372,799)**	(908,055)
- foreign exchange (losses)/gains		**(311,622)**	47,984	**(50,793)**	86,378
- domestic interconnect, international outpayment and other direct costs		**(1,953,594)**	(2,497,542)	**-**	-
- marketing, advertising and promotion		**(1,537,456)**	(1,774,327)	**(9,346)**	(10,459)
- other operating costs	7(b)	**(5,958,757)**	(6,135,272)	**(72,987)**	(161,485)
- staff costs	7(d)	**(1,614,394)**	(1,731,332)	**(117,122)**	(159,971)
- (provision for)/reversal of impairment on financial assets - net		**(141,172)**	(270,509)	**19,259**	(110,465)
Other (losses)/gains - net	8	**(852)**	(5,342)	**437,495**	(310,025)
Other income - net	9	**80,506**	96,547	**187,478**	406,245
		3,556,081	1,846,151	**1,065,837**	(52,673)
Finance income	10	**265,646**	287,170	**45,069**	120,825
Gain on early redemption of debt	16(d)	**306,101**	-	**-**	-
Finance costs	10	**(2,345,021)**	(2,296,617)	**(409,610)**	(507,585)
Foreign exchange gains/(losses) on financing activities		**330,737**	(357,443)	**24,883**	(94,161)
		(2,014,284)	(2,654,060)	**(384,727)**	(601,746)
Associates					
- share of results (net of tax)		**450,865**	530,743	**-**	-
- gain on dilution of equity interest		**-**	110	**-**	-
Joint ventures					
- share of results (net of tax)		**66**	903	**-**	-
Profit/(Loss) before taxation from continuing operations		**2,564,475**	11,017	**726,179**	(533,594)
Taxation	11	**(965,616)**	(665,744)	**-**	-
Profit/(Loss) for the financial year from continuing operations		**1,598,859**	(654,727)	**726,179**	(533,594)
Discontinued operations					
Loss for the financial year from discontinued operations	(i)	**-**	(1,802,431)	**-**	-
Profit/(Loss) for the financial year		**1,598,859**	(2,457,158)	**726,179**	(533,594)

Statements of Comprehensive Income For the financial year ended 31 December 2024

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Other comprehensive income/(expense) (net of tax):				
Continuing operations				
Items that will not be reclassified to profit or loss:				
- actuarial gains on defined benefit plans (net of tax)	**2,703**	16,948	**-**	-
- fair value through other comprehensive income	**(95,362)**	(81,084)	**-**	-
Items that may be reclassified subsequently to profit or loss:				
- currency translation differences	**(1,274,842)**	735,103	**-**	-
- net cash flow hedge	**14,141**	55,737	**9,435**	(12,456)
- net cost of hedging	**9,018**	32,741	**18,715**	(454)
Discontinued operations				
- currency translation differences	**-**	124,023	**-**	-
- realisation of other comprehensive expense arising from disposal of a group of subsidiaries	**-**	362,433	**-**	-
Other comprehensive (expense)/income for the financial year (net of tax)	**(1,344,342)**	1,245,901	**28,150**	(12,910)
Total comprehensive income/ (expense) for the financial year	**254,517**	(1,211,257)	**754,329**	(546,504)
Profit/(Loss) for the financial year attributable to:				
- owners of the Company				
- continuing operations	**946,824**	(561,757)	**726,179**	(533,594)
- discontinued operations	**-**	(1,433,043)	**-**	-
	946,824	(1,994,800)	**726,179**	(533,594)
- non-controlling interests				
- continuing operations	**652,035**	(92,970)	**-**	-
- discontinued operations	**-**	(369,388)	**-**	-
	652,035	(462,358)	**-**	-
	1,598,859	(2,457,158)	**726,179**	(533,594)

Statements of Comprehensive Income For the financial year ended 31 December 2024

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Total comprehensive income/(expense) for the financial year attributable to:					
- owners of the Company					
- continuing operations		**49,071**	4,613	**754,329**	(546,504)
- discontinued operations		**-**	(957,241)	**-**	-
		49,071	(952,628)	**754,329**	(546,504)
- non-controlling interests					
- continuing operations		**205,446**	100,105	**-**	-
- discontinued operations		**-**	(358,734)	**-**	-
		205,446	(258,629)	**-**	-
		254,517	(1,211,257)	**754,329**	(546,504)
Basic earnings per share (sen)					
- continuing operations	12(a)	**10.3**	(6.1)	**-**	-
- discontinued operations	12(a)	**-**	(15.6)	**-**	-
		10.3	(21.7)	**-**	-
Diluted earnings per share (sen)					
- continuing operations	12(b)	**10.3**	(6.1)	**-**	-
- discontinued operations	12(b)	**-**	(15.6)	**-**	-
		10.3	(21.7)	**-**	-

(i) The loss for the financial year of discontinued operations is contributed by the following:

	Note	Group 2024 RM'000	Group 2023 RM'000
Gain on disposal of Celcom Berhad and its subsidiaries ("Celcom Group")		**-**	402,000
Reynolds Holdings Limited and its subsidiary	5(b)(i)	**-**	(2,204,431)
Loss for the financial year from discontinued operations		**-**	(1,802,431)

The above Statements of Comprehensive Income are to be read in conjunction with the notes to the financial statements on pages 53 to 204.

Statements of Financial Position As at 31 December 2024

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
CAPITAL AND RESERVES ATTRIBUTABLE TO OWNERS OF THE COMPANY					
Share capital	13	**13,932,756**	13,920,649	**13,932,756**	13,920,649
Reserves	15	**7,260,458**	8,143,492	**8,018,335**	8,179,174
Total equity attributable to owners of the Company		**21,193,214**	22,064,141	**21,951,091**	22,099,823
Non-controlling interests		**6,383,499**	6,171,169	**-**	-
Total equity		**27,576,713**	28,235,310	**21,951,091**	22,099,823
NON-CURRENT LIABILITIES					
Borrowings	16	**18,508,242**	22,171,987	**574,488**	1,829,870
Derivative financial instruments	18	**140,490**	-	**-**	-
Deferred income	19	**13,079**	4,984	**-**	-
Deferred gain on sale and leaseback assets		**19,560**	63,128	**-**	-
Trade and other payables	20	**1,198,032**	1,365,047	**73,252**	493,327
Provision for asset retirement	21	**618,301**	751,400	**1,132**	135
Amounts due to subsidiaries	33	**-**	-	**7,223,003**	8,104,248
Deferred tax liabilities	22	**803,060**	637,130	**-**	-
Lease liabilities	23	**9,201,817**	10,015,513	**9,426**	-
Total non-current liabilities		**30,502,581**	35,009,189	**7,881,301**	10,427,580
		58,079,294	63,244,499	**29,832,392**	32,527,403
NON-CURRENT ASSETS					
Intangible assets	24	**11,576,228**	12,237,545	**-**	-
Contract cost assets	25	**247,150**	208,903	**-**	-
Property, plant and equipment	26	**25,521,642**	27,439,783	**15,679**	8,668
Right-of-use assets	27	**9,775,813**	10,942,472	**11,936**	-
Subsidiaries	28	**-**	-	**14,901,893**	15,184,812
Associates	29	**15,534,651**	15,636,033	**15,532,517**	15,532,517
Joint ventures	30	**16,650**	16,585	**-**	-
Financial assets at fair value through other comprehensive income	31	**25,854**	114,247	**-**	-
Financial assets at fair value through profit or loss		**11,510**	10,842	**-**	-
Derivative financial instruments	18	**108,279**	182,478	**26,691**	20,510
Trade and other receivables	34	**916,597**	912,173	**-**	-
Amounts due from subsidiaries	33	**-**	-	**45,684**	101,243
Deferred tax assets	22	**187,420**	133,002	**-**	-
Total non-current assets		**63,921,794**	67,834,063	**30,534,400**	30,847,750

Statements of Financial Position As at 31 December 2024

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
CURRENT ASSETS					
Inventories	32	**122,663**	218,889	**-**	-
Amounts due from subsidiaries	33	**-**	-	**232,349**	529,197
Trade and other receivables	34	**5,349,462**	4,784,460	**9,467**	8,305
Derivative financial instruments	18	**23,081**	699	**19,644**	699
Financial assets at fair value through profit or loss		**49**	35	**-**	-
Tax recoverable		**78,442**	86,065	**-**	-
Deposits, cash and bank balances	35	**4,860,440**	4,612,134	**359,385**	1,426,660
		10,434,137	9,702,282	**620,845**	1,964,861
Assets classified as held for sale	37	**-**	881,436	**-**	-
Total current assets		**10,434,137**	10,583,718	**620,845**	1,964,861
LESS: CURRENT LIABILITIES					
Trade and other payables	20	**8,979,886**	9,293,164	**160,120**	225,961
Deferred income	19	**5,443**	17,389	**-**	-
Deferred gain on sale and leaseback assets		**39,120**	123,861	**-**	-
Borrowings	16	**4,682,743**	2,670,161	**1,120,965**	3,996
Lease liabilities	23	**1,833,170**	2,086,495	**1,964**	-
Derivative financial instruments	18	**60,349**	16,015	**-**	-
Amounts due to subsidiaries	33	**-**	-	**39,804**	55,251
Current tax liabilities		**675,926**	597,619	**-**	-
		16,276,637	14,804,704	**1,322,853**	285,208
Liabilities classified as held for sale	37	**-**	368,578	**-**	-
Total current liabilities		**16,276,637**	15,173,282	**1,322,853**	285,208
Net current (liabilities)/assets		**(5,842,500)**	(4,589,564)	**(702,008)**	1,679,653
		58,079,294	63,244,499	**29,832,392**	32,527,403

The above Statements of Financial Position are to be read in conjunction with the notes to the financial statements on pages 53 to 204.

Consolidated Statement of Changes in Equity For the financial year ended 31 December 2024

	Note	Share capital RM'000	Currency translation differences RM'000	Reserves RM'000	Retained earnings RM'000	Total RM'000	NCI RM'000	Total equity RM'000
At 1 January 2024		13,920,649	(1,150,691)	(2,214,489)	11,508,672	22,064,141	6,171,169	28,235,310
Profit for the financial year		-	-	-	946,824	946,824	652,035	1,598,859
Other comprehensive (expense)/income:								
- Currency translation differences of subsidiaries		-	(826,556)	-	-	(826,556)	(448,286)	(1,274,842)
- Net cash flow hedge		-	-	15,568	-	15,568	(1,427)	14,141
- Net cost of hedging		-	-	8,308	-	8,308	710	9,018
- Actuarial gains (net of tax)		-	-	1,992	-	1,992	711	2,703
- Revaluation of financial assets at FVTOCI		-	-	(97,065)	-	(97,065)	1,703	(95,362)
Total comprehensive (expense)/ income for the financial year		-	(826,556)	(71,197)	946,824	49,071	205,446	254,517
Transactions with owners:								
- Dilutions/Accretions of equity interests in subsidiaries		-	114,981	(628)	(293,689)	(179,336)	179,336	-
- New investments in subsidiaries		-	-	-	120,184	120,184	87,024	207,208
- Partial disposal of subsidiaries		-	3,797	(140)	180,167	183,824	83,745	267,569
- Put options over shares held by NCI		-	-	(137,542)	-	(137,542)	-	(137,542)
- Dividends declared to:								
- shareholders of the Company	45	-	-	-	(918,192)	(918,192)	-	(918,192)
- NCI		-	-	-	-	-	(342,344)	(342,344)
- Share-based compensation expense		-	-	11,064	-	11,064	(877)	10,187
- Transferred from share-based payment reserve upon vesting		12,107	-	(12,107)	-	-	-	-
Total transactions with owners		12,107	118,778	(139,353)	(911,530)	(919,998)	6,884	(913,114)
At 31 December 2024		13,932,756	(1,858,469)	(2,425,039)	11,543,966	21,193,214	6,383,499	27,576,713

Other comprehensive income ("OCI"), Non-controlling interests ("NCI"), Fair value through other comprehensive income ("FVTOCI")

Consolidated Statement of Changes in Equity For the financial year ended 31 December 2024

	Note	Share capital RM'000	Currency translation differences RM'000	Reserves RM'000	Retained earnings RM'000	Total RM'000	NCI RM'000	Total equity RM'000
At 1 January 2023		13,914,272	(2,167,219)	(2,235,379)	14,423,385	23,935,059	6,745,291	30,680,350
Loss for the financial year		-	-	-	(1,994,800)	(1,994,800)	(462,358)	(2,457,158)
Other comprehensive income/(expense):								
- Currency translation differences of subsidiaries		-	658,667	-	-	658,667	200,459	859,126
- Net cash flow hedge		-	-	57,704	-	57,704	(1,967)	55,737
- Net cost of hedging		-	-	31,081	-	31,081	1,660	32,741
- Actuarial gains (net of tax)		-	-	14,004	-	14,004	2,944	16,948
- Revaluation of financial assets at FVTOCI		-	-	(81,717)	-	(81,717)	633	(81,084)
- Realisation of other comprehensive expense arising from disposal of a group of subsidiaries		-	362,433	-	-	362,433	-	362,433
Total comprehensive income/(expense) for the financial year		-	1,021,100	21,072	(1,994,800)	(952,628)	(258,629)	(1,211,257)
Transactions with owners:								
- Dilutions/Accretions of equity interests in subsidiaries		-	(4,572)	53	(2,798)	(7,317)	7,280	(37)
- New investments in subsidiaries		-	-	-	-	-	43	43
- Rights issues of subsidiaries		-	-	-	-	-	25,770	25,770
- Disposal of a group of subsidiaries		-	-	-	-	-	(190,292)	(190,292)
- Dividends declared to:								
- shareholders of the Company	45	-	-	-	(917,902)	(917,902)	-	(917,902)
- NCI		-	-	-	-	-	(157,894)	(157,894)
- Share-based compensation expense		-	-	6,929	-	6,929	(400)	6,529
- Transferred from share-based payment reserve upon vesting/forfeiture		6,377	-	(7,164)	787	-	-	-
Total transactions with owners		6,377	(4,572)	(182)	(919,913)	(918,290)	(315,493)	(1,233,783)
At 31 December 2023		13,920,649	(1,150,691)	(2,214,489)	11,508,672	22,064,141	6,171,169	28,235,310

The above Consolidated Statement of Changes in Equity is to be read in conjunction with the notes to the financial statements on pages 53 to 204.

Company Statement of Changes in Equity For the financial year ended 31 December 2024

	Note	Share capital RM'000	Capital contribution reserve RM'000	Share-based payment reserve RM'000	Other reserve RM'000	Retained earnings/ (Accumulated losses) RM'000	Total RM'000
At 1 January 2024		**13,920,649**	**16,598**	**23,590**	**3,198**	**8,135,788**	**22,099,823**
Profit for the financial year		**-**	**-**	**-**	**-**	**726,179**	**726,179**
Other comprehensive income:							
- Net cash flow hedge		**-**	**-**	**-**	**9,435**	**-**	**9,435**
- Net cost of hedging		**-**	**-**	**-**	**18,715**	**-**	**18,715**
Total comprehensive income for the financial year		**-**	**-**	**-**	**28,150**	**726,179**	**754,329**
Transactions with owners:							
- Dividends declared to shareholders	45	**-**	**-**	**-**	**-**	**(918,192)**	**(918,192)**
- Share-based compensation expense		**-**	**-**	**15,131**	**-**	**-**	**15,131**
- Transferred from share-based payment reserve upon vesting		**12,107**	**-**	**(12,107)**	**-**	**-**	**-**
Total transactions with owners		**12,107**	**-**	**3,024**	**-**	**(918,192)**	**(903,061)**
At 31 December 2024		**13,932,756**	**16,598**	**26,614**	**31,348**	**7,943,775**	**21,951,091**
At 1 January 2023		13,914,272	16,598	21,970	16,108	9,586,497	23,555,445
Loss for the financial year		-	-	-	-	(533,594)	(533,594)
Other comprehensive expense:							
- Net cash flow hedge		-	-	-	(12,456)	-	(12,456)
- Net cost of hedging		-	-	-	(454)	-	(454)
Total comprehensive expense for the financial year		-	-	-	(12,910)	(533,594)	(546,504)
Transactions with owners:							
- Dividends declared to shareholders	45	-	-	-	-	(917,902)	(917,902)
- Share-based compensation expense		-	-	8,784	-	-	8,784
- Transferred from share-based payment reserve upon vesting/ forfeiture		6,377	-	(7,164)	-	787	-
Total transactions with owners		6,377	-	1,620	-	(917,115)	(909,118)
At 31 December 2023		13,920,649	16,598	23,590	3,198	8,135,788	22,099,823

The above Company Statement of Changes in Equity is to be read in conjunction with the notes to the financial statements on pages 53 to 204.

Statements of Cash Flows For the financial year ended 31 December 2024

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Cash flows from/(used in) operating activities	36	**8,990,060**	7,863,037	**(781,451)**	(799,820)
Cash flows (used in)/from investing activities	36	**(5,592,894)**	(4,914,237)	**1,556,430**	4,869,031
Cash flows used in financing activities	36	**(3,128,189)**	(5,295,659)	**(1,788,699)**	(4,086,485)
Net increase/(decrease) in cash and cash equivalents		**268,977**	(2,346,859)	**(1,013,720)**	(17,274)
Effect of exchange losses on cash and cash equivalents		**(514,457)**	(266,167)	**(53,555)**	(9,968)
Net decrease in restricted cash and cash equivalents		**8,300**	65,681	**-**	-
Cash and cash equivalent classified as held for sale as at 1 January 2024		**390,270**	-	**-**	-
Cash and cash equivalent classified as held for sale as at 31 December 2023	37	**-**	(390,270)	**-**	-
Cash and cash equivalents at the beginning of the financial year		**3,388,579**	6,326,194	**1,426,660**	1,453,902
Cash and cash equivalents at the end of the financial year		**3,541,669**	3,388,579	**359,385**	1,426,660
Cash and cash equivalents at the end of the financial year consist of the following:					
Cash and cash equivalents in banks	35	**3,898,123**	3,872,156	**359,385**	1,426,660
Bank overdraft		**(356,454)**	(483,577)	**-**	-
Cash and cash equivalents at the end of the financial year		**3,541,669**	3,388,579	**359,385**	1,426,660

The above Statements of Cash Flows are to be read in conjunction with the notes to the financial statements on pages 53 to 204.

Notes to the Financial Statements For the financial year ended 31 December 2024

1. GENERAL INFORMATION

The principal activities of the Group are the provision of mobile communication services, including interconnect and sale of devices, television transmission and fixed broadband services, managed services, telecommunication infrastructure and related services, and digital businesses.

The principal activities of the Company are investment holding and provision of technical and management services.

The principal activities of the subsidiaries are set out in Note 41 to the financial statements. There has been no significant change in the nature of the activities of the Group and the Company during the financial year.

The address of the registered office and principal place of business of the Company is Level 30, Axiata Tower, 9 Jalan Stesen Sentral 5, Kuala Lumpur Sentral, 50470 Kuala Lumpur.

The financial statements have been approved for issuance in accordance with a resolution of the Board of Directors on 26 March 2025.

2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS

The financial statements of the Group and the Company have been prepared in accordance with the provisions of the Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

The financial statements of the Group and the Company have been prepared under the historical cost convention except as disclosed in Note 3 to the financial statements.

The financial statements of the Group and the Company are presented in Ringgit Malaysia ("RM") and all values are rounded to the nearest thousand (RM'000) except when otherwise indicated.

The preparation of financial statements of the Group and the Company in conformity with MFRS requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of the revenues and expenses during the reported period. It also requires Board of Directors to exercise their judgement in the process of applying the Group's and the Company's accounting policies. Although these estimates and judgement are based on the Board of Directors' best knowledge of current events and actions, actual results may differ.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the Group's and the Company's financial statements are disclosed in Note 4 to the financial statements.

(a) Amendments to published standards and IFRIC agenda decision that are applicable to the Group and the Company that are effective

The following amendments to published standards and International Financial Reporting Interpretations Committee ("IFRIC") agenda decision have been adopted by the Group and the Company for the first time for the financial year beginning on 1 January 2024:

- Amendments to MFRS 101 "Presentation of Financial Statements"
  (i) Classification of liabilities as current or non-current; and
  (ii) Non-current liabilities with covenants
- Amendments to MFRS 16 "Leases": Lease Liability in a Sale and Leaseback
- Amendments to MFRS 107 "Statement of Cash Flows": Supplier Finance Arrangements
- Amendments to MFRS 7 "Financial Instruments: Disclosures": Supplier Finance Arrangements
- IFRIC agenda decision on MFRS 8 "Operating Segments": Revenues and expenses for reportable segments

The adoption of the above has no significant impact to the Group and the Company during the financial year except for supplier finance arrangement as disclosed in Note 20 to the financial statements and disclosure of revenue and expenses for reportable segments as disclosed in Note 39 to the financial statements.

Notes to the Financial Statements For the financial year ended 31 December 2024

2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS (CONTINUED)

(b) Amendments to published standards that are applicable to the Group and the Company but not yet effective

The Group and the Company will apply the following amendments to published standards in the financial year beginning on/after 1 January 2025:

- Amendments to MFRS 121 "The Effects of Changes in Foreign Exchange Rates" – Lack of Exchangeability clarify that a currency is exchangeable when an entity is able to exchange it into another currency within a time frame that allows for a normal administrative delay and through a market or exchange mechanism that creates enforceable rights and obligations. If an entity can only obtain no more than an insignificant amount of the other currency at the measurement date for the specified purpose, then the currency is not exchangeable. In such cases, the entity is required to estimate the spot exchange rate at the measurement date.

  The amendments do not specify how an entity estimates the spot exchange rate but permit an entity to use observable exchange rate without adjustment or another estimation technique, provided it could meet the objective for estimating the spot exchange rate set out in the amendments.

  The amendments to MFRS 121 are not expected to have material impact to the Group.

  The Group and the Company will apply the following amendments to published standards in the financial year beginning on/after 1 January 2026:

- Annual Improvements to MFRS Accounting Standards - Volume 11 which contains a collection of narrow-scope amendments to the following:

  - MFRS 1 "First-time Adoption of Malaysian Financial Reporting Standards" on hedge accounting by a first-time adopter;
  - MFRS 7 "Financial Instruments: Disclosures and Guidance on Implementing MFRS 7" on gain or loss on derecognition;
  - MFRS 9 "Financial Instrument" on lessee derecognition of lease liabilities and transaction price;
  - MFRS 10 "Consolidated Financial Statements" on determination of a 'de facto agent'; and
  - MFRS 107 "Statement of Cash Flows" to replace the term 'cost method' with 'at cost'.

  The annual improvements to MFRS Accounting Standards - Volume 11 amendments are not expected to have impact to the Group and the Company.

- Amendments to MFRS 9 and MFRS 7 "Amendments to the Classification and Measurement of Financial Instruments". These amendments:

  - require financial assets to be derecognised on the date the contractual rights to the cash flows expire and financial liabilities to be derecognised when obligation under the contract is discharged (i.e. the settlement date). In addition, there is an optional exception to derecognise financial liabilities before the settlement date for settlement using electronic payment systems (if specified criteria are met);

  - clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion;

  - add new disclosures for certain instruments with contractual terms that can change cash flows (such as some financial instruments with features linked to the achievement of environment, social and governance targets); and

  - update the disclosures for equity instruments designated at fair value through other comprehensive income.

  The amendments to MFRS 9 and MFRS 7 are being assessed by the Group and the Company.

The Group and the Company will apply the following new standards in the financial year beginning on/after 1 January 2027:

- MFRS 18 "Presentation and Disclosure in Financial Statements" replaces MFRS 101 "Presentation of Financial Statements"

  - The new MFRS introduces a new structure of profit or loss statement.

    (a) Income and expenses are classified into 3 new main categories:

      i. Operating category which typically includes results from the main business activities;
      ii. Investing category that presents the results of investments in associates and joint ventures and other assets that generate a return largely independently of other resources; and
      iii. Financing category that presents income and expenses from financing liabilities.

    (b) Entities are required to present two new specified subtotals: 'Operating profit or loss' and 'Profit or loss before financing and income taxes'

Notes to the Financial Statements For the financial year ended 31 December 2024

2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS (CONTINUED)

(b) Amendments to published standards that are applicable to the Group and the Company but not yet effective (continued)

The Group and the Company will apply the following new standards in the financial year beginning on/after 1 January 2027: (continued)

- MFRS 18 "Presentation and Disclosure in Financial Statements" replaces MFRS 101 "Presentation of Financial Statements" (continued)

  - Management-defined performance measures are disclosed in a single note and reconciled to the most similar specified subtotal in MFRS Accounting Standards.

  - Changes to the guidance on aggregation and disaggregation which focus on grouping items based on their shared characteristics.

  The new MFRS 18 is being assessed by the Group and the Company.

- **MFRS 19 "Subsidiaries without Public Accountability: Disclosures" allows for certain eligible subsidiaries of parent entities that report under MFRSs to apply reduced disclosure requirements.**

  The new MFRS 19 is being assessed by the Group.

3. MATERIAL ACCOUNTING POLICY INFORMATION

The material accounting policy information in the preparation of these financial statements are set out below:

(a) Economic entities in the Group

(i) Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity where the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

The acquisition method of accounting is used to account for all business combinations, regardless of whether equity instruments or other assets are acquired. The consideration transferred for the acquisition of a subsidiary comprises the:

- fair values of the assets transferred;
- liabilities incurred to the former owners of the acquired business;
- equity interests issued by the Group;
- fair value of any asset or liability resulting from a contingent consideration arrangement; and
- fair value of any pre-existing equity interest in the subsidiary.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date. The Group recognises any non-controlling interest in the acquired entity on an acquisition-by-acquisition basis either at fair value or at the NCI's proportionate share of the acquired entity's net identifiable assets.

Acquisition-related costs are expensed as incurred.

The excess of the:

- consideration transferred;
- amount of any NCI in the acquired entity; and
- acquisition-date fair value of any previous equity interest in the acquired entity

over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the business acquired, the difference is recognised directly in profit or loss as a bargain purchase.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of exchange. The discount rate used is the entity's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

Contingent consideration is classified either as equity or a financial liability. Amounts classified as a financial liability are subsequently remeasured to fair value, with changes in fair value recognised in profit or loss.

Notes to the Financial Statements For the financial year ended 31 December 2024

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

(a) Economic entities in the Group (continued)

(i) Subsidiaries (continued)

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date. Any gains or losses arising from such remeasurement are recognised in profit or loss.

Inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

The Group applies predecessor accounting to account for business combinations under common control. Under predecessor accounting, assets and liabilities acquired are not restated to their respective fair values. They are recognised at the carrying amounts from the consolidated financial statements of the ultimate holding company of the Group and adjusted to conform with the accounting policies adopted by the Group. The difference between any consideration given and the aggregate carrying amounts of the assets and liabilities of the acquired entity is recognised as an adjustment to equity. No additional goodwill is recognised.

The acquired entity's results, assets and liabilities are consolidated as if both the acquirer and acquiree had always been combined. Consequently, the consolidated financial statements reflect both entities' full year's results. The comparative information is restated to reflect the combined results of both entities.

The potential cash payments related to put options issued by the Group over the equity of subsidiaries are accounted for as financial liabilities. The amount of financial liabilities is recognised initially at the present value of the estimated redemption amount with a corresponding charge directly to equity where the risks and rewards of ownership of the equity interests remained with the NCI. The charge to equity is recognised separately as written put options over NCI.

Such options are subsequently measured at amortised cost, using the effective interest rate method, in order to accrete the liability up to the amount payable under the option at the date at which it becomes exercisable. Gains or losses arising from subsequent measurement are recognised directly in equity. In the event that the option expires unexercised, the liability is derecognised with a corresponding adjustment to equity.

(ii) Associates and joint arrangements

Associates are all entities over which the Group has significant influence but not control or joint control. This is generally the case where the Group holds between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting.

Joint arrangements investments in joint arrangements are classified as either joint operations or joint ventures. The classification depends on the contractual rights and obligations of each investor, rather than the legal structure of the joint arrangement.

Investments in associates and joint arrangements are accounted for using the equity method of accounting, after initially being recognised at cost.

Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise the Group's share of the post-acquisition profits or losses of the investee in profit or loss, and the Group's share of movements in other comprehensive income of the investee in other comprehensive income. Dividends received or receivable from associates and joint ventures are recognised as a reduction in the carrying amount of the investment.

Where the Group's share of losses in an equity-accounted investment equals or exceeds its interest in the entity, including any other unsecured long-term receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the other entity.

Unrealised gains on transactions between the Group and its associates and joint ventures are eliminated to the extent of the Group's interest in these entities. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of equity-accounted investees have been changed where necessary to ensure consistency with the policies adopted by the Group.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

(a) Economic entities in the Group (continued)

(iii) Changes in ownership interests

The Group treats transactions with NCI that do not result in a loss of control as transactions with equity owners of the Group. A change in ownership interest results in an adjustment between the carrying amounts of the controlling and NCI to reflect their relative interests in the subsidiary. Any difference between the amount of the adjustment to NCI and any consideration paid or received is recognised in retained earnings within equity attributable to owners.

When the Group ceases to consolidate or equity account for an investment because of a loss of control, joint control or significant influence, any retained interest in the entity is remeasured to its fair value, with the change in carrying amount recognised in profit or loss. This fair value becomes the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

If the ownership interest in a joint venture or an associate is reduced but joint control or significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income are reclassified to profit or loss where appropriate.

(b) Intangible assets ("IA")

(i) Goodwill

The Group recognised goodwill based on partial goodwill method. Goodwill represents the excess of the cost of acquisition of subsidiaries over the Group's share of the fair value of the identifiable net assets including contingent liabilities of subsidiaries at the date of acquisition and fair value of any pre-existing equity interest in the subsidiaries. Any shortfall is recognised in profit or loss.

Goodwill on acquisition of subsidiaries is included in IA. Goodwill is not amortised, but it is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired and is carried at cost less accumulated impairment losses. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Goodwill is allocated to cash-generating units ("CGU") for the purpose of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose. The units or groups of units are identified at the lowest level at which goodwill is monitored for internal management purposes, being the operating segments.

As the Group recognises goodwill based on a partial goodwill method, for the purposes of impairment testing, goodwill includes the portion attributable to the NCI. The Group adopted the method of using NCI based on the current ownership interests as at the date of the goodwill impairment test.

(ii) Licences

The Group's licences mainly consist of acquired telecommunication licences with allocated spectrum rights and tower operating licences. Acquired licences are shown at cost. Licences acquired in a business combination are recognised at fair value at the acquisition date. Licences have finite useful lives and are carried at cost less accumulated amortisation. Amortisation is calculated using straight-line method, from the effective date of commercialisation of services, subject to impairment, to the end of the assignment period. Licences are not revalued. The estimated useful lives of the acquired telecommunication licences with allocated spectrum rights and tower operating licence of the Group are as follows:

Indonesia	4 - 10 years
Sri Lanka	5 - 10 years
Bangladesh	10 - 18 years
Cambodia	25 years

Notes to the Financial Statements For the financial year ended 31 December 2024

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

(b) Intangible assets ("IA") (continued)

(iii) Customer contracts and the related relationship

Customer contracts and the related customer relationship arose from the acquisition of subsidiaries. The customer contracts and the related relationships are shown at fair value on acquisition of a subsidiary and subsequently subject to amortisation over the useful life. The customer contracts and the related customer relationships are tested for impairment whenever indication of impairment exists. The estimated useful lives of the customer contracts and related relationship are as follows:

Infrastructure segment	20 years

(iv) Brands

Separately acquired brands are shown at historical cost. Brands acquired in a business combination are recognised at fair value at the acquisition date. Brands have a finite useful life and are carried at cost less accumulated amortisation and accumulated losses, if any. Amortisation is calculated using the straight-line method to allocate the cost of brands over their estimated useful lives as follows:

Mobile segment:	
- Cambodia	25 years

(v) Computer software

Costs associated with maintaining computer software programmes are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the Group are recognised as IA.

Directly attributable costs that are capitalised as part of the software product include the software development employee costs and an appropriate portion of relevant overheads.

Other development expenditures that do not meet these criteria are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in subsequent period.

Software under development is capitalised only after technical and commercial feasibility of the asset has been completed and able to generate future economic benefits.

Computer software development costs recognised as assets are amortised from the point at which the asset is ready for use over their estimated useful lives, which does not exceed five (5) years.

(c) Property, plant and equipment ("PPE")

PPE is stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. All other repairs and maintenance are charged to profit or loss during the reporting period in which they are incurred.

PPE are depreciated on the straight-line method to allocate the cost of the assets to their residual values over their estimated useful lives in years, summarised as follows:

Buildings	8 - 40 years
Telecommunication network equipment	2 - 30 years
Movable plant and equipment	3 - 10 years
Computer support systems	2 - 10 years

Notes to the Financial Statements For the financial year ended 31 December 2024

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

(c) Property, plant and equipment ("PPE") (continued)

Depreciation on assets under construction or capital work-in-progress commence when the assets are ready for their intended use. Depreciation on PPE ceases at the earlier of derecognition or classification as held for sale.

Residual values and useful lives of assets are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in profit or loss. When revalued assets are sold, it is group policy to transfer any amounts included in other reserves in respect of those assets to retained earnings.

(d) Investments in subsidiaries, associates and joint ventures in separate financial statements

In the Company's separate financial statements, investments in subsidiaries, associates and joint ventures are stated at cost less accumulated impairment losses.

Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount. The accounting policy on impairment of non-financial assets is disclosed in Note 3(e) to the financial statements.

On disposal of investments in subsidiaries, associates and joint ventures, the difference between the disposal proceeds and the carrying amounts of the investments are recognised in profit or loss. Disposal-related costs are expensed as incurred.

The amounts due from subsidiaries of which the Company does not expect repayment are considered as quasi-investments as part of the Company's investments in the subsidiaries. Upon classification as quasi-investments, the subsidiaries do not have contractual obligation to repay the Company.

(e) Impairment of non-financial assets

Goodwill and IA that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal ("FVLCTS") and value in use ("VIU"). For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

(f) Financial assets

(i) Classification

The Group and the Company classify the financial assets in the following measurement categories:

- those to be measured subsequently at fair value either through OCI or through profit or loss, and
- those to be measured at amortised cost.

The classification depends on the Group's and the Company's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will either be recorded in profit or loss or OCI. For investments in equity instruments that are not held for trading, this will depend on whether the Group and the Company have made an irrevocable election at the time of initial recognition account for the equity investment at FVTOCI.

The Group and the Company reclassify debt investments when business model for managing those assets changes.

(ii) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date, being the date on which the Group and the Company commit to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group and the Company have transferred substantially all the risks and rewards of ownership.

Notes to the Financial Statements For the financial year ended 31 December 2024

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

(f) Financial assets (continued)

(iii) Measurement

At initial recognition, the Group and the Company measure a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss ("FVTPL"), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVTPL are expensed off in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

Debt instruments

Subsequent measurement of debt instruments depends on the Group's and the Company's business model for managing the asset and the cash flow characteristics of the asset. The Group and the Company classify the debt instruments at amortised cost which are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost.

Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss. Impairment losses are presented as a separate line in statements of comprehensive income.

Equity instruments

The Group and the Company subsequently measure all equity investments at fair value. Where the Group's and the Company's management have elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investments.

Changes in the fair value of financial assets at FVTPL are recognised in the profit or loss within "Other (losses)/gains – net" as applicable whereas changes in the fair value of financial assets at FVTOCI are recognised in OCI. Impairment losses (and reversal of impairment losses) on equity investments measured at FVTOCI are not reported separately from other changes in fair value.

(iv) Impairment of financial assets

The Group and the Company assess on a forward-looking basis the expected credit losses ("ECL") associated with its debt instruments carried at amortised cost and FVTOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

The Group has five (5) types of financial instruments that are subject to the ECL model:

- Trade receivables
- Finance lease receivables
- Accrued lease receivables
- Contract assets
- Other receivables (including deposits)

The Company has four (4) types of financial instruments that are subject to the ECL model:

- Trade receivable
- Other receivables (including deposits)
- Amount due from subsidiaries
- Financial guarantee contracts

While cash and cash equivalents are also subject to the impairment requirements of MFRS 9, the identified impairment loss was immaterial.

ECL represents a probability-weighted estimate of the difference between present value of cash flows according to the contracts and present value of cash flows the Group and the Company expect to receive, over the remaining life of the financial instruments.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

(f) Financial assets (continued)

(iv) Impairment of financial assets (continued)

The measurement of ECL reflects:

- an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- the time value of money; and
- reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

Simplified approach - accrued lease receivables, finance lease receivables, trade receivables and contract assets within the scope of MFRS 15

The Group applies the MFRS 9 simplified approach to measure ECL, which uses a lifetime ECL for accrued lease receivables, finance lease receivables, trade receivables and contract assets within the scope of MFRS 15. The measurement details of ECL are disclosed in Note 34(f) to the financial statements.

General 3-stage approach for all other financial instruments

At each reporting date, the Group and the Company measure loss allowance at an amount equal to twelve (12) months ECL if credit risks of the financial assets have not increased significantly since initial recognition. For all other financial instruments, a loss allowance at an amount equal to lifetime ECL is required. The measurement details of ECL are disclosed in Note 33 and Note 34(f) to the financial statements.

Significant increase in credit risk

The Group and the Company consider the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk, the Group and the Company compare the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. The Group and the Company consider available reasonable and supportable forward-looking information.

The following indicators are incorporated:

- internal credit rating
- actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations
- actual or expected significant changes in the operating results of the debtor
- significant changes in the expected performance and behaviour of the debtor, including changes in the payment status of debtor in the Group and changes in the operating results of the debtor.

Macroeconomic information (such as market interest rates or growth rates) is incorporated as part of the internal rating model.

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than thirty (30) to ninety (90) days past due in making a contractual payment.

Definition of default and credit-impaired financial assets

The Group and the Company define a financial instrument as default, which is fully aligned with the definition of credit-impaired, when it meets one or more of the following criteria:

Quantitative criteria: When the counterparty fails to make contractual payments within ninety (90) days to three hundred and sixty-five (365) days after they fall due.

Qualitative criteria: The debtor meets unlikeliness to pay criteria, which indicates the debtor is in significant financial difficulty. The Group and the Company consider the following instances:

- the debtor is in breach of financial covenants;
- concessions have been made by the lender relating to the debtor's financial difficulty;
- it is becoming probable that the debtor will enter bankruptcy or other financial reorganisation; or
- the debtor is insolvent.

Financial instruments that are credit-impaired are assessed on individual basis.

Notes to the Financial Statements For the financial year ended 31 December 2024

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

(f) Financial assets (continued)

(iv) Impairment of financial assets (continued)

Groupings of instruments of ECL:

- Collective assessment

  To measure ECL, trade receivables and contract assets have been grouped based on shared credit risk characteristics and of customer's behaviour and the days past due. Contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

- Individual assessment

  Trade receivables, contract assets, accrued lease receivables, finance lease receivables and other receivables which are in default or credit-impaired or have individually significant balances, are assessed separately for ECL measurement.

  Amounts due from subsidiaries in the Company's separate financial statements are assessed on individual basis for ECL measurement, as credit risk information is obtained and monitored based on individual balances.

(g) Derivatives and hedging activities

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured at their fair value at the end of each reporting period. The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. The Group designates certain derivatives as hedges of a particular risk associated with a recognised asset or liability or a highly probable forecast transaction (cash flow hedge).

At inception of the hedge relationship, the Group and the Company document the economic relationship between hedging instruments and hedged items including whether changes in the cash flows of the hedging instruments are expected to offset changes in the cash flows of hedged items. The Group and the Company document its risk management objective and strategy for undertaking its hedge transactions.

The fair values of various derivative instruments used for hedging purposes are disclosed in Note 18 to the financial statements. Movements on the hedging reserve in OCI are shown in the statement of changes in equity. The full fair value of a hedging derivative is classified as non-current asset or liability when the final maturity date is beyond twelve (12) months after the end of the reporting period and as a current asset or liability when the final maturity date is less than twelve (12) months after the reporting date. Trading derivatives are classified as a current asset or liability.

(i) Cash flow hedge

The effective portion of changes in the fair value of derivatives that are designated and qualified as cash flow hedges is recognised in OCI and accumulated in reserves within equity. The gain or loss relating to the ineffective portion is recognised immediately in the profit or loss within "Other (losses)/gains – net".

When forward contracts are used to hedge forecast transactions, the Group generally designates only the change in fair value of the forward contract related to the spot component as the hedging instrument. Gains or losses relating to the effective portion of the change in the spot component of the forward contracts are recognised in the cash flow hedge reserve within equity. The change in the forward element of the contract that relates to the hedged item ('aligned forward element') is recognised within OCI in the costs of hedging reserve within equity. In some cases, the entity may designate the full change in fair value of the forward contract (including forward points) as the hedging instrument. In such cases, the gains or losses relating to the effective portion of the change in fair value of the entire forward contract are recognised in the cash flow hedge reserve within equity.

Amounts accumulated in equity (including the cost of hedging reserve) are reclassified to profit or loss in the periods when the hedged cash flows affect the profit or loss.

When a hedging instrument expires or is sold, or when a hedge no longer meets the effectiveness criteria for hedge accounting, any cumulative gain or loss existing in equity at that time remains in equity and is recognised when the hedged cash flows affect profit or loss.

(ii) Certain derivative instruments do not qualify for hedge accounting.

Changes in the fair value of any derivative instrument that does not qualify for hedge accounting are recognised immediately in profit or loss and are included in "Other (losses)/gains – net".

Notes to the Financial Statements For the financial year ended 31 December 2024

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

(h) Inventories

Inventories are stated at lower of cost and net realisable value. Certain items such as spare parts, stand-by equipment and servicing equipment are recognised as PPE when they meet the definition of PPE under MFRS 116. Otherwise, the items are classified as inventory. Cost is determined on a weighted average basis and comprises all cost of purchase and other direct costs incurred in bringing the inventories to their present location. Net realisable value represents the estimated selling price in the ordinary course of business, less all estimated costs to completion and applicable variable selling expenses. In arriving at the net realisable value, due allowance is made for all obsolete and slow-moving items.

(i) Trade and other receivables

Trade receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing components when they are recognised at fair value. They are subsequently measured at amortised cost using the effective interest method, less loss allowance.

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business. Other receivables generally arise from transactions outside the usual operating activities of the Group and the Company. If collection is expected in one (1) year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. Otherwise, they are presented as non-current assets.

Deposits paid to avoid possible penalties in relation to litigation and arbitration cases where provisions have not been recognised are accounted for as assets on the basis that there is a right to obtain future economic benefits, either by receiving a cash refund or by using the payment to settle future liabilities. At initial recognition, the Group and the Company measures the deposits at fair value. Subsequent to initial recognition, the Group and the Company measures the deposits at FVTPL at each reporting period taking into account the probability of any outflow of future economic benefits for the disputed amount.

(j) Cash and cash equivalents

Cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three (3) months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. Bank overdrafts are included within "Borrowings" in current liabilities in the statements of financial position.

(k) Trade and other payables

These amounts represent liabilities for goods and services provided to the Group prior to the end of the financial year which are unpaid. Trade and other payables are presented as current liabilities unless payment is not due within twelve (12) months after the reporting period. They are recognised initially at their fair value and subsequently measured at amortised cost using the effective interest method.

(l) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in profit or loss over the period of the borrowings using the effective interest method. Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are removed from the statement of financial position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss as other income or finance costs. Borrowings are classified as current liabilities unless the Group and the Company have an unconditional right to defer settlement of the liability for at least twelve (12) months after the reporting period.

General and specific borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Qualifying assets are assets that necessarily take a substantial period of time to get ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings, pending their expenditure on qualifying assets, is deducted from the borrowing costs eligible for capitalisation. Other borrowing costs are expensed in the period in which they are incurred.

Notes to the Financial Statements For the financial year ended 31 December 2024

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

(l) Borrowings (continued)

When the basis to determine the future contractual cash flows of the borrowings are modified entirely as a result of interbank lending rate ("IBOR") reform, the Group and the Company apply the practical expedient provided by the Phase 2 amendments related to IBOR reform to adjust the effective interest rate of the borrowings, with no immediate gain or loss is recognised.

The practical expedient is only applicable to changes to the basis for determining the contractual cash flows that are required by IBOR reform when both of these conditions are met:

(a) the change is necessary as a direct consequence of IBOR reform; and
(b) the new basis for determining the contractual cash flows is economically equivalent to the previous basis (that is, the basis immediately preceding the change).

In situations where some or all of a change in the basis for determining the contractual cash flows of the borrowings does not meet the criteria of the Phase 2 amendments, the Group and the Company first apply the practical expedient to the changes required by IBOR reform, including updating the effective interest rate of the borrowings. Any additional changes are accounted for as modification of borrowings in accordance with the requirement in MFRS 9 (that is, assessed for modification or derecognition, with the resulting modification gain/loss recognised immediately in profit or loss where the borrowings are not derecognised).

(m) Income tax

The income tax expense or credit for the period is the tax payable on the current period's taxable income, based on the applicable income tax rate for each jurisdiction, adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in the countries where the Company and its subsidiaries operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a taxation authority will accept an uncertain tax treatment. The Group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

Certain jurisdiction of which the Group operates in specifies a minimum amount of tax that is payable, calculated based on the higher of a percentage of gross receipt, tax deductible at source and current income tax charge. The Group recognises the current income tax charge as tax expenses and treats any excess as other taxes within "Other income/(expense) – net".

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that, at the time of the transaction, affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax liabilities and assets are not recognised for temporary differences between the carrying amount and tax bases of investments in foreign operations where the company is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

Deferred tax assets and liabilities are offset where there is a legally enforceable right to offset current tax assets and liabilities and where the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Current and deferred tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

(n) Provisions

Provisions for legal claims, service warranties and make good obligations are recognised when the Group and the Company have a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount can be reliably estimated. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as finance cost.

Provision for asset retirement refers to provisions for dismantling, removal or restoration of identified sites recorded as PPE or right-of-use ("ROU") assets. Provisions are reviewed at the end of the reporting period and adjusted to PPE or ROU assets or profit or loss to reflect the current best estimation. Where the time value of money is material, the amount of a provision is the present value of the future period expenditure expected to be required to settle the obligation.

(o) Share capital

(i) Classification

Ordinary shares and non-redeemable preference shares with discretionary dividends are classified as equity. Other shares are classified as equity and/or liability according to the economic substance of the contractual arrangement of the particular instrument.

(ii) Share issue expenses

Incremental costs directly attributable to the issuance of new shares are shown in equity as a deduction, from the proceeds.

(iii) Dividends to shareholders of the Company

Provision is made for the amount of any dividend declared, being appropriately authorised and no longer at the discretion of the Company, on or before the end of the reporting period but not distributed at the end of the reporting period.

(p) Leases

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date; and
- the exercise price of a purchase option if the Group is reasonably certain to exercise that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentives received;
- any initial direct costs; and
- restoration costs.

Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices.

Notes to the Financial Statements For the financial year ended 31 December 2024

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

(p) Leases (continued)

Lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Group and the Company, the lessee's incremental borrowing is used. This is the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the ROU asset in a similar economic environment with similar term, security and conditions.

ROU assets are subsequently measured at cost, less accumulated depreciation and impairment loss (if any). The ROU assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group and the Company are reasonably certain to exercise a purchase option, the ROU assets are depreciated over the underlying asset's useful life. In addition, the ROU assets are adjusted for certain remeasurement of the lease liabilities.

Short-term leases are leases with a lease term of twelve (12) months or less. Low-value assets comprise information technology ("IT") equipment and small items of office furniture. Payments associated with short-term leases of equipment and vehicles and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss.

(q) Revenue

(i) Revenue from contracts with customers

The Group principally generates revenue from mobile services such as call time, messaging, data services, activation fee and sales of prepaid starter packs, interconnect services, sale of devices and others such as pay television transmission, broadband and infrastructure management services.

Mobile and interconnect services and sale of devices

The Group recognises revenue when a contractual performance obligation is fulfilled by transferring control over the promised services or products to a customer provided that collectability of the consideration is probable. Revenue is measured based on the transaction price i.e. the consideration agreed in the contract with the customer excluding amounts collected on behalf of third parties such as sales taxes. In determining the transaction price, the Group considers variable and non-cash consideration such as rebates or discounts and consideration payable to a customer such as refunds to the extent that it is highly probable that a significant reversal will not occur.

The Group recognises mobile and interconnect services revenue when services are rendered.

Customer activation fees that are not considered as a separate performance obligation are recognised as contract liabilities and are recognised as revenue over the contracted period or period where services are transferred to customers.

Sales of prepaid starter packs with a SIM card and preloaded credits are accounted for as one performance obligation as the SIM card cannot be used on its own. Consideration received for prepaid credits is initially recognised as contract liability and recognised as revenue upon usage by the customer. Any credits not used are recognised in full upon expiry or customer churn, whichever is earlier.

Revenue from sales of device is recognised at the point of time upon delivery and acceptance of the device by the customers where the control is being transferred to the customers.

Mobile services are offered separately and/or as a bundle along with other services and/or devices. The length of bundled contracts is usually between twelve (12) to twenty-four (24) months. For bundled contracts, the Group accounts for individual products and services separately if they are distinct i.e. if a product or service is separately identifiable from other items in the bundled contract and if customers can benefit from it. Revenue is recognised on fulfilment of the individual obligations to the customer.

The total transaction price of bundled contracts is allocated among the individual performance obligations based on their relative stand-alone selling prices. The stand-alone selling prices are determined based on the observable price at which the Group sells the products and services on a stand-alone basis. For products and services that are not sold separately, the Group estimates stand-alone selling prices using other methods such as adjusted market assessment approach, cost plus margin approach or residual approach. As a result, revenue to be recognised for products (often delivered in advance) such as mobile devices that are sold at a subsidised price in a bundled contract with services is higher than the amount billed for the device, resulting in the recognition of contract assets. Contract assets are reversed and reduced over the remaining contract period.

For devices sold in bundled contracts, the consideration for the device can either be paid upfront or by instalments over the contract period. If the consideration is to be paid by instalment, the contract contains a significant financing component. The consideration will be adjusted for the effects of the financing component as finance income. For contracts with a length of less than twelve (12) months, the Group applies the practical expedient to not adjust the promised amount of consideration for the effects of significant financing component.

Notes to the Financial Statements For the financial year ended 31 December 2024

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

(q) Revenue (continued)

(i) Revenue from contracts with customers (continued)

Digital business

Mobile advertising

The Group offers mobile advertising through SMS, MMS and display channel. The Group sells the mobile advertising slots to the customers. Revenue is recognised as a single performance obligation at a point in time when the advertising slots are transferred to the customer.

Web channel network income

Web channel network income consists of media buying and campaign management.

Under media buying, the Group purchases advertising slots or space from media companies and provide them to customers for their advertising requirements. Performance obligations are satisfied and revenue is recognised at a point in time when the advertising slots are successfully transferred to the customers.

Under campaign management, the Group provides consultation services to manage customers' advertising mix based on the insights generated from different digital platforms. Performance obligations are satisfied and revenue is recognised over time as customers simultaneously consume the benefits of the data analysis and insights provided by the Group and the Company over the respective contract periods.

Billings are typically issued to customers on a periodic basis based on intervals agreed within each customer contract, with credit terms of thirty (30) days. Certain contracts require customers to pay consideration in advance of the Group and the Company fulfilling the performance obligations, for which contract liabilities will be recognised.

Some contracts include multiple deliverables, such as content creation, content strategy and campaigns, which may include both media buying and campaign management performance obligations. In most cases, the customer can benefit from each content deliverable on its own and each deliverable could also be performed separately by another party, therefore it is accounted for as a separate performance obligation. The transaction price will be allocated to each performance obligation based on the stand-alone selling prices and recognised accordingly when the performance obligations are satisfied.

Television transmission and broadband services

Each subscription to a contract for television transmission or broadband includes the provision of services, connection and devices such as set-top boxes and routers. The provision of set-top boxes, routers and connection fees are for the exclusive use of the Group's services and do not represent distinct services or goods. Therefore, the services and devices are accounted for as a single performance obligation satisfied over time. Revenue is recognised over the period the service is rendered or contract period whichever is earlier.

Technical and management services fees

Technical and management services fees comprise fees for provision of support services to certain subsidiaries, which are recognised over the period the service is rendered.

Infrastructure services

The Group generally enters into master services agreements with its customers for infrastructure leasing and related services which comprise multiple elements that are distinct and delivered separately. The total transaction price is allocated to the tower leasing, maintenance and energy services based on the relative stand-alone selling prices. For provision of services including maintenance and energy services, other services and technical and operations support services, the Group recognises as revenue as and when services are rendered. These performance obligations are generally met over time as customer simultaneously receives and consumes benefits of services as and when the services are performed by the Group.

Managed services

Managed services comprise fees for provision of managed and information technology services, which are recognised over the period the services are rendered. Revenue from the managed services is recognised monthly on a straight-line basis based on agreements with customers. Revenue received in advance is recorded as deferred revenue and is recognised as revenue when the services are provided.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

(q) Revenue (continued)

(ii) Lease of passive infrastructure

Revenue comprises the fair value of the consideration received or receivable for the sale of products and rendering of services net of returns, duties, sales discounts and sales taxes paid, after eliminating sales within the Group.

Lease revenue is generated from the leasing of space on the Group's telecommunication towers, where the customers install and maintain their individual communication network equipment. Lease revenue from operating lease is recognised on a straight-line basis over the fixed and non-cancellable term of the lease agreement, irrespective of when payments are due.

(iii) Interest income

Interest income is calculated by applying the effective interest rate to the gross carrying amount of the financial assets except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets, the effective interest rate is applied to the net carrying amount of the financial assets after deduction of the loss allowance, if any.

(iv) Dividend income

Dividend income from investments in subsidiaries, joint ventures, associates and other investments is recognised in the profit or loss in separate financial statements when a right to receive payment is established. This applies even if they are paid out of pre-acquisition profits.

Dividend income from financial assets at FVTPL is recognised in the profit or loss within "Other (losses)/gains – net". Dividend income from financial assets at FVTOCI is recognised in the profit or loss within "Other income – net".

(r) Employee benefits

(i) Short term employee benefits

Wages, salaries, paid annual leave and sick leave, bonuses, and non-monetary benefits that are expected to be settled wholly within twelve (12) months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented within "Trade and other payables" in the statements of financial position.

(ii) Contribution to Employees Provident Fund ("EPF")

The Group's and the Company's contributions to EPF are charged to the profit or loss in the period to which they relate. Once the contributions have been paid, the Group and the Company have no further payment obligations. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

(iii) Termination benefits

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits at the earlier of the following dates: (a) when the Group can no longer withdraw the offer of those benefits; and (b) when the entity recognises costs for a restructuring that is within the scope of MFRS 137 and involves the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than twelve (12) months after the end of the reporting period are discounted to their present value.

(iv) Share-based compensation

The Group and the Company operate a number of equity-settled and cash-settled share-based compensation plans. For equity-settled share-based compensation plans, the entity receives services from employees as consideration for equity instruments of the Company and certain subsidiaries. The fair value of the shares granted in exchange for the services of the employees are recognised as equity-settled share-based compensation expense within "Staff costs" in profit or loss with a corresponding increase to share-based payment reserve within equity. The total amount to be expensed is determined by reference to the fair value of the shares granted:

- including any market performance conditions;
- excluding the impact of any service and non-market performance vesting conditions; and
- including the impact of any non-vesting conditions.

Non-market vesting conditions and service conditions are included in assumptions about the number of shares that are expected to vest.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

(r) Employee benefits (continued)

(iv) Share-based compensation (continued)

The fair value of shares granted to employees under the equity-settled share-based compensation plans of the Group and the Company is recognised as an expense over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied. At the end of the reporting period, the Group and the Company revise its estimates of the number of shares that are expected to vest based on the non-market vesting conditions and service conditions. It recognises the impact of the revision to original estimates, if any, in profit or loss, with a corresponding adjustment to share-based payment reserve within equity. On vesting date, the Group and the Company revise the estimate to equal the number of shares that ultimately vested based on the non-market vesting conditions and service conditions.

Having recognised the services received, the Group and the Company make no subsequent adjustment to total equity after vesting date. If the shares are later forfeited by an employee or lapse in accordance with the terms of the share-based compensation plans, the Group and the Company recognise a transfer from the share-based payment reserve to retained earnings within equity.

For cash settled share-based compensation plans, the Group measures the employee services acquired and the liability incurred at the fair value of the liability. Until the liability is settled, the Group remeasures the fair value of the liability at the end of each reporting period and at the date of settlement, with any changes in fair value recognised in profit or loss for the period.

In the separate financial statements of the Company, the grant by the Company of its shares to the employees of subsidiaries in the Group is treated as services provided to the subsidiaries. The fair value of shares granted to employees of the subsidiaries in exchange for the services of the employees to the subsidiaries are recognised as payables by subsidiaries, with a corresponding credit to the share-based payment reserve in equity.

(v) Post-employment benefit obligations

The Group operates various defined benefit plans in accordance with local conditions and practices in the countries in which it operates. The plans are generally funded through payments to insurance companies or trustee-administrated funds, determined by periodic actuarial calculations. A defined benefit plan is a pension plan that is not a defined contribution plan. Defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The liability recognised in the statements of financial position in respect of defined benefit pension plans is the present value of the defined obligation at the end of the reporting period less the fair value of plan assets, together with adjustments for actuarial gains or losses and unrecognised past service costs.

The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash flows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximately to the terms of related pension obligation. In countries where there is no deep market in such bonds, the market rates on government bonds are used.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions, are charged or credited in OCI in the period in which they arise and will not be reclassified to profit or loss.

Past-service costs are recognised immediately in profit or loss within “Staff costs”.

The current service cost of the defined benefit plan reflects the increase in the defined benefit obligation resulting from employee service in the current year. It is recognised in profit or loss in employee benefit expense, except where included in the cost of an asset.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in profit or loss within “Finance costs”.

Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognised immediately in profit or loss as past service costs.

(vi) Cash-Based Long-Term Incentive (“LTI”) compensation

The Group recognises a liability and an expense for LTI and over the vesting period, based on a formula that takes into consideration the number of employees, a performance multiplier and discount rate. Provision is recognised when the Group has a present legal or constructive obligation as a result of past events.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

(s) Foreign currencies

(i) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The consolidated financial statements are presented in RM, which is the Company's functional and presentation currency.

(ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions, and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates, are generally recognised in profit or loss. They are deferred in equity if they relate to qualifying cash flow hedges and qualifying net investment hedges or are attributable to part of the net investment in a foreign operation.

Foreign exchange gains and losses that relate to borrowings are presented in the statement of profit or loss, within finance costs. All other foreign exchange gains and losses are presented in the statement of profit or loss on a net basis within "Other (losses)/ gains – net".

Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. Translation differences on assets and liabilities carried at fair value are reported as part of the fair value gain or loss. For example, translation differences on non-monetary assets and liabilities such as equities held at fair value through profit or loss are recognised in profit or loss as part of the fair value gain or loss, and translation differences on non-monetary assets such as equities classified as at fair value through other comprehensive income are recognised in other comprehensive income.

(iii) Group companies (Consolidated financial statements)

The results and financial position of foreign operations (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that statement of financial position;
- income and expenses for each statement of profit or loss and statement of comprehensive income are translated at average exchange rates (unless this is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the dates of the transactions); and
- all resulting exchange differences are recognised in other comprehensive income.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the closing rate.

On consolidation, exchange differences arising from the translation of any net investment in foreign entities, and of borrowings and other financial instruments designated as hedges of such investments, are recognised in other comprehensive income. When a foreign operation is sold or any borrowings forming part of the net investment are repaid, the associated exchange differences are reclassified to profit or loss, as part of the gain or loss on sale.

(t) Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker ("CODM"). The CODM, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Board of Directors that makes strategic decisions for the Group and the Company.

(u) Government grants

As a Universal Service Provider ("USP"), the Group is entitled to claim certain qualified expenses from the relevant authorities in relation to USP projects. Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the Group will comply with all attached conditions.

Government grants relating to costs are recognised in the profit or loss over the period necessary to match them with the costs they are intended to compensate.

Government grants relating to the purchase of assets are included in non-current liabilities as deferred income and are credited to the profit or loss on the straight-line basis over the expected life of the related assets.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

(v) Non-current assets (or disposal groups) classified as held for sale and discontinued operations

Non-current assets (or disposal groups) are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use and a sale is considered highly probable. They are measured at the lower of their carrying amount and fair value less costs to sell, except for assets such as deferred tax assets, assets arising from employee benefits, financial assets and investment property that are carried at fair value and contractual rights under insurance contracts, which are specifically exempt from this requirement.

An impairment loss is recognised for any initial or subsequent write-down of the asset (or disposal group) to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell of an asset (or disposal group), but not in excess of any cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of the sale of the non-current asset (or disposal group) is recognised at the date of derecognition.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale. Interest and other expenses attributable to the liabilities of a disposal group classified as held for sale continue to be recognised.

Non-current assets classified as held for sale and the assets of a disposal group classified as held for sale are presented separately from the other assets in the statement of financial position. The liabilities of a disposal group classified as held for sale are presented separately from other liabilities in the statement of financial position.

A discontinued operation is a component of the entity that has been disposed of or is classified as held for sale and that represents a separate major line of business or geographical area of operations, is part of a single co-ordinated plan to dispose of such a line of business or area of operations, or is a subsidiary acquired exclusively with a view to resale. The results of discontinued operations are presented separately in the statement of profit or loss.

(w) Contract cost assets

Contract cost assets comprise the incremental costs of obtaining a contract (mainly sales commission paid to dealers) and the costs to fulfil a contract. These costs are capitalised if it can be assumed that the costs will be compensated by future revenue from the contract. Incremental costs of obtaining a contract are additional costs that would have not been incurred had the contract not been concluded. Costs to fulfil a contract are costs relating directly to a contract that are incurred after contract inception and serve the purpose of fulfiling the contract but are incurred prior to fulfilment and cannot be capitalised under any other standard. The Group has elected the practical expedient to recognise contract costs incurred related to contracts with an amortisation period of less than one year as an expense when incurred.

The capitalised contract cost assets are amortised on a systematic basis that is consistent with the transfer to the customer of the goods or services to which the asset relates.

(x) Financial guarantee contracts

Financial guarantee contracts are recognised as a financial liability at the time the guarantee is issued. The liability is initially measured at fair value and subsequently at the higher of:

- the amount determined in accordance with the expected credit loss model under MFRS 9, and
- the amount initially recognised less, where appropriate, the cumulative amount of income recognised in accordance with the principles of MFRS 15.

The fair value of financial guarantees is determined based on the present value of the difference in cash flows between the contractual payments required under the debt instrument and the payments that would be required without the guarantee, or the estimated amount that would be payable to a third party for assuming the obligations.

Changes in the fair value of the financial guarantees are recognised in the profit or loss within “Other (losses)/gains – net” as applicable.

Where financial guarantees in relation to loans or payables of subsidiaries are provided by the Company for no compensation, the fair values are accounted for as contributions and recognised as part of the cost of investment in subsidiaries.

(y) Contingent liabilities and contingent assets

The Group and the Company do not recognise a contingent liability but disclose its existence in the financial statements. A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events beyond the control of the Group and the Company or a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation. A contingent liability also arises in the extremely rare circumstance where there is a liability that cannot be recognised because it cannot be measured reliably.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

(y) Contingent liabilities and contingent assets (continued)

A contingent asset is a possible asset that arises from past events whose existence will be confirmed by one or more uncertain future events beyond the control of the Group and the Company. The Group and the Company do not recognise a contingent asset but disclose its existence where inflow of economic benefit is probable, but not virtually certain.

In the acquisition of subsidiaries by the Group under a business combination, the contingent liabilities assumed are measured initially at their fair values at the acquisition date, irrespective of the extent of any NCI.

The Group recognises separately the contingent liabilities of the acquirees as part of allocating the cost of a business combination where their fair values can be measured reliably. Where the fair values cannot be measured reliably, the resulting effect will be reflected in the goodwill arising from the acquisition.

Subsequent to the initial recognition, the Group measures the contingent liabilities that are recognised separately at the date of acquisition at the higher of the amount that would be recognised in accordance with the provisions of MFRS 137 and the amount initially recognised less, when appropriate, cumulative amortisation recognised in accordance with MFRS 15.

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Estimates and judgements are continually evaluated by the Directors and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(a) Critical judgements in applying the Group's and the Company's accounting policies

In determining and applying accounting policies, judgement is often required in respect of items where the choice of specific policy could materially affect the reported results and financial position of the Group and the Company. The following accounting policies require subjective judgements, often as a result of the effect of matters that are inherently uncertain.

(i) IA – estimated useful life of telecommunication licences with allocated spectrum rights

The telecommunication licences with allocated spectrum rights acquired by a subsidiary via business combination are not subject to amortisation and are tested annually for impairment as the Group is of the opinion that the licences can be renewed in perpetuity at negligible cost and the associated spectrum rights, have an indefinite economic useful life. The estimated indefinite economic useful life reflects the Group's expectation of the period over which the Group will continuously recover the benefits from the licences.

(ii) Legal, regulatory and taxation claims and disputes

There are a number of ongoing legal, regulatory and taxation claims and disputes across the Group. The accounting treatment of these matters is based on the Group's view of the expected outcome of these contingencies. These outcomes are assessed in consultation with legal counsel for litigation cases and internal and external experts of the Group for matters in the ordinary course of business. Provisions are recorded if it is probable that an outflow of economic benefits will be required to settle the obligation and the amount can be estimated reliably.

The outcome of ongoing legal, regulatory and taxation claims and disputes are dependent on future events and the Group makes estimates and judgements concerning these future events. The Group may be required to increase or decrease provisions for such matters due to unanticipated events and circumstances that occur during the financial year.

The ongoing legal, regulatory and taxation claims and disputes of the Group as at reporting date are disclosed in Note 38(d) to the financial statements.

(iii) Assets and liabilities of a disposal group no longer classified as held for sale

The Group has reassessed and concluded that the proposed exit from the infrastructure segment in Myanmar based on existing terms and conditions of the share purchase agreement ("SPA") is no longer highly probable under MFRS 5 "Non-current Assets Held for Sale and Discontinued Operations" given the proposed transaction has yet to obtain certain regulatory approvals in Myanmar. The SPA lapses on 4 April 2025.

The details are disclosed in Note 37 to the financial statements.

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONTINUED)

(b) Critical accounting estimates and assumptions

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, rarely equal the related actual results. The Group, and to a large extent its activities, are governed by the legal, regulatory and business environment in the countries which the Group operates in and which the Group has investments in. The business of the Group is subject to a number of risks, many of which are beyond the Group's control.

The main risks relating to the Group's business in the countries or regions the Group operates in are as follows:

- Increasing competition in the countries
- Challenges in expanding business in certain emerging markets
- Political, regulatory and social developments in the region
- Significant expansion of capital investments required
- Increasing substitution of traditional voice by data in certain emerging markets

To enhance the information content of the estimates, certain key variables that are anticipated to have material impact to the Group's results and financial position are tested for sensitivity to changes in the underlying parameters. These estimates are based on the Group's best knowledge of current events, historical experience, actions that the Group may undertake in the future and on various other assumptions that are believed to be reasonable under the circumstances. Actual results may be different from these estimates.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next year are mentioned below:

(i) Impairment assessment of goodwill

The Group tests goodwill for impairment annually in accordance with its accounting policy or more frequently if events or change in circumstances indicate that this is necessary within the financial year. Recoverable amount is measured at the higher of the FVLCTS for that asset and its VIU.

These calculations require the use of estimates. The calculations are inherently judgemental and susceptible to change from period to period because they require the Group to make assumptions about revenue growth, Earnings Before Interest, Taxes, Depreciation and Amortisation ("EBITDA") margin, capital expenditure ("capex") to revenue ratio, colocation ratio average, an appropriate discount rate and terminal growth rate.

The assumptions used, results and sensitivity analysis of the impairment assessment of goodwill are disclosed in Note 24 to the financial statements.

(ii) Impairment assessment on non-financial assets (excluding goodwill)

The Group and the Company assess impairment of the assets or CGUs whenever the events or changes in circumstances indicate that the carrying amount of an asset or CGU may not be recoverable i.e. the carrying amount of the asset is more than the recoverable amount. Recoverable amount is measured at the higher of the FVLCTS for that asset or CGU and its VIU.

Projected future cash flows used in impairment testing of the assets or CGUs are based on Group's and Company's estimates calculated using historical, sector and industry trends, general market and economic conditions, changes in technology and other available information.

The recoverable amounts of the asset or CGUs are determined based on VIU or FVLCTS calculations. These calculations require the use of estimates. The calculations are inherently judgemental and susceptible to change from period to period because they require the Group and the Company to make assumptions about revenue growth rate, an appropriate discount rate and terminal growth rate.

The assumptions used, results and sensitivity analysis of the impairment assessment of IA (other than goodwill), PPE, subsidiaries and associates are disclosed in Note 24, Note 26, Note 28 and Note 29 to the financial statements respectively.

(iii) Estimated useful lives of PPE

The Group reviews the estimated useful lives of PPE, particularly on its telecommunication network equipment, based on approved network and IT modernisation plans. The network and IT modernisation involve estimating when the telecommunication network equipment will be replaced. Useful lives of assets are revised accordingly. Future operational results could be materially affected by changes in useful lives.

A reduction in the estimated useful lives of PPE would increase the recorded depreciation charge and decrease the PPE balance.

Notes to the Financial Statements For the financial year ended 31 December 2024

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONTINUED)

(b) Critical accounting estimates and assumptions (continued)

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next year are mentioned below: (continued)

(iv) Taxation

The Group and the Company are subject to income tax in numerous jurisdictions. Judgement is involved in determining the group-wide provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group and the Company recognise liabilities for tax matters based on estimates of whether additional taxes will be due. If the final outcome of these tax matters results in a difference in the amounts initially recognised, such differences will impact the income tax and/or deferred tax provisions in the period in which such determination is made.

(v) Determination of lease term

In determining the lease term, the Group and the Company consider all the facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

The lease term is reassessed if an option is exercised (or not exercised) or the Group and the Company become obligated to exercise (not to exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurred, which affect this assessment, and that is within the lessee.

(vi) Provision for asset retirement

Fair value estimates of provision for asset retirement for dismantling, removal or restoration generally involve discounted future cash flows, and periodic accretion of such liabilities due to the passage of time are recorded as finance costs. The significant assumptions used in estimating the provision are timing of assets removals, costs of restorations, expected inflation rates and the discount rates. There can be no assurances that actual costs and the probability of incurring obligations will not differ from these estimates.

(vii) Measurement of ECL assessment

The measurement of ECL allowance for financial assets measured at amortised cost is an area that requires the use of significant assumptions about the future economic conditions and credit behaviour of the customers. Explanation of the inputs, assumptions and estimation techniques used in measuring ECL are disclosed in Note 34 to the financial statements. Areas of significant judgements involved in the measurement of ECL are detailed as follows:

- Determining the number and relative weightage of forward-looking scenarios for the general 3-stage approach

  The Group and the Company measure loss allowance at the probability-weighted amount that reflects the possibility of credit loss occurring. This requires forecasts of economic variables and their associated impact on PD (‘probability of default’), LGD (‘loss given default’) and EAD (‘exposure at default’) which are provided in possible scenarios along with scenario weightings. Probability-weighted ECLs are determined by running each scenario through the relevant ECL model and multiplying it by the appropriate scenario weighting. As with any economic forecasts, the projections and likelihoods of occurrence are subject to a high degree of inherent uncertainty and therefore the actual outcomes may be significantly different to those projected. The Group and the Company consider these forecasts to represent its best estimate of the possible outcomes and are appropriately representative of the range of possible scenarios.

- Establishing the groupings of similar financial assets and the forward looking information for the purpose of measuring ECL on collective basis

  The Group uses a provision matrix to calculate ECLs for trade receivables and contract assets. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e. customer type and rating).

Notes to the Financial Statements For the financial year ended 31 December 2024

5. SIGNIFICANT CHANGES IN COMPOSITION OF THE GROUP

(a) Significant changes in composition of the Group during the financial year

(i) Acquisition of equity interest in Bharti Airtel Lanka (Private) Limited ("Airtel Lanka")

On 26 June 2024, Dialog Axiata Plc ("Dialog") completed the acquisition of the entire issued and paid-up capital of Airtel Lanka upon the fulfilment of the conditions as stipulated in the Share Sale Agreement entered with Bharti Airtel Limited ("Bharti Airtel").

The following summarises the non-cash consideration on the acquisition of Airtel Lanka, the fair value of the identified assets acquired, liabilities assumed and NCI on the date of acquisition.

	Group RM'000
Purchase consideration issued in ordinary shares of Dialog	162,961
Details of the net identifiable liabilities assumed are as follows:	
IA	39,367
PPE	127,175
ROU assets	46,615
Trade and other receivables	32,330
Cash and bank balances	5,283
Inventories	995
Trade and other payables	(114,805)
Borrowings	(138,078)
Lease liabilities	(52,722)
Total net identifiable liabilities assumed	(53,840)
Goodwill on acquisition	216,801

The Group has assessed the fair value of the identified assets acquired and liabilities assumed on the date of acquisition via a purchase price allocation ("PPA") exercise.

The goodwill arising from acquisition is attributable to expected synergies contributed from economies of scale, cost savings and operational efficiencies.

Acquisition related costs of RM0.9 million have been charged to other operating costs in the consolidated profit or loss during the financial year.

Had Airtel Lanka been consolidated from 1 January 2024 until 25 June 2024, consolidated revenue and profit or loss after tax of the Group would have been increased by RM112.0 million and increased by RM202.6 million respectively.

Since the acquisition date, revenue amounting to RM102.4 million and loss after tax of RM21.6 million of Airtel Lanka respectively have been included in the consolidated statement of comprehensive income during the financial year.

With the completion of the acquisition, the Group's effective equity interest in Dialog decreased from 82.27% to 73.75%. Accordingly, the Group recognised an increase of RM108.1 million and RM74.1 million in consolidated currency translation differences reserve and non-controlling interest, respectively and a decrease of RM0.6 million and RM181.6 million in consolidated reserves and consolidated retained earnings, respectively.

On 30 August 2024, Dialog amalgamated with Airtel Lanka under the applicable provisions of the Companies Act of Sri Lanka with Dialog remains as the amalgamated company.

Notes to the Financial Statements For the financial year ended 31 December 2024

5. SIGNIFICANT CHANGES IN COMPOSITION OF THE GROUP (CONTINUED)

(a) Significant changes in composition of the Group during the financial year (continued)

(ii) Partial disposal of equity interest in subsidiaries

- Axiata Investments (Indonesia) Sdn Bhd, had on 31 May 2024 completed the disposal of 28,631,954 shares representing 1.05% of PT Link Net Tbk ("Link Net") to PT Sucorinvest Asset Management for a total consideration of IDR27,085.8 million (RM7.8 million). As a result, the Group's effective shareholding in Link Net decreased from 92.83% to 91.78%.

- The Company, had on 28 June 2024 completed the disposal of 682,828 ordinary shares representing 16.71% shareholding in Axiata Digital Services Sdn Bhd ("ADS") to Mitsui & Co., Ltd ("Mitsui") for a total consideration of USD58.3 million (RM275.5 million). Pursuant to the disposal, the Company received a cash consideration of USD55.0 million (RM259.7 million) and a contingent consideration of USD3.3 million (RM15.8 million). As a result, the Group's effective shareholding in ADS decreased from 96.71% to 80.00%.

  The Group recognised an increase of RM0.5 million, RM0.1 million, RM189.5 million and RM69.6 million in consolidated currency translation differences reserve, consolidated reserves, consolidated retained earnings and non-controlling interest, respectively.

Other than as disclosed above, the partial disposal above did not have a material impact to the Group during the financial year.

(iii) Accretion of equity interests in subsidiaries

- Dialog Axiata Digital Innovation Fund (Private) Limited ("DADIF"), a subsidiary of Digital Holdings Lanka (Private) Limited ("DHL") issued 123,815 preference shares, of which 123,722 were issued to DHL and the remaining shares were issued to an individual shareholder. Accordingly, the Group's effective equity interest in DADIF increased from 76.72% to 77.52% during the financial year. Following the acquisition of equity interest in Airtel Lanka as disclosed in Note 5(a)(i), the Group's effective equity interest in DADIF decreased from 76.72% to 69.49%.

- PT Creative Mobile Adventure ("CMA"), had:

  - on 29 January 2024 completed the issuance of additional 11,671 Series B shares to Boost Holdings Sdn Bhd ("BHSB") for a total consideration of IDR116,710.0 million (RM34.6 million); and

  - on 11 November 2024 completed the issuance of 1,700 Series C shares to BHSB for a total consideration of IDR29,750.0 million (RM8.4 million).

  Accordingly, the Group's effective shareholding in CMA increased from 57.88% to 77.44% during the financial year.

- BHSB, had on 13 September 2024 issued additional 15,778,474 ordinary shares to the Company for a total consideration of RM151.0 million via conversion of existing shareholders' loan. Accordingly, the Group's effective shareholding in BHSB increased from 75.55% to 77.76%.

  During the financial year, the Group recognised a decrease of RM0.1 million and RM34.5 million in consolidated currency translation differences reserve and consolidated retained earnings, respectively and an increase of RM34.6 million in non-controlling interest.

  Other than as disclosed above, the accretion of equity interests in subsidiaries did not have a material impact to the Group and the Company during the financial year.

(iv) Incorporation of subsidiaries

- PT Hipernet Indodata, had on 5 April 2024 completed the incorporation of PT Data Enkripsi Informasi Teknologi with an issued and paid-up share capital of IDR10,010.0 million (RM3.0 million).

- Link Net, had on 12 June 2024 completed the incorporation of PT Linknet Fiber Indonesia with an issued and paid-up share capital of IDR125.0 million (RM36,250).

- Link Net, had on 12 June 2024 completed the incorporation of PT Axentec Fiber Indonesia with an issued and paid-up share capital of IDR125.0 million (RM36,250).

The incorporations above did not have a material impact to the Group during the financial year.

Notes to the Financial Statements For the financial year ended 31 December 2024

5. SIGNIFICANT CHANGES IN COMPOSITION OF THE GROUP (CONTINUED)

(a) Significant changes in composition of the Group during the financial year (continued)

(v) Others

- Asian Towers Holdings Private Limited ("ATH"), had on 29 September 2023 filed an application under Section 344, Companies Act 1967 (Singapore) to the Accounting and Corporate Regulatory Authority ("ACRA") to have its name struck off of the Register of Companies ("Register"). ACRA issued a notice on strike off within sixty (60) days from the date of notice dated 30 September 2023 with ATH subsequently struck off from the Register with effect on 8 January 2024.

- Axiata Investments 2 (India) Limited ("AI2"), had on 10 November 2023, completed the Members' voluntary winding up process registered with Director of Insolvency of Mauritius on 17 November 2022. The notification of the completion of the Members' voluntary winding up of AI2 was received by AI2 on 19 February 2024.

- ADS, had on 19 June 2024 completed its share capital reduction exercise by cancellation of its 124,043,004 ordinary shares via distribution of its entire shareholding, equivalent to 78.12% in BHSB on proportionate basis to the shareholders of ADS, namely the Company and Mitsui. Effectively, BHSB became a direct owned subsidiary of the Company.

- PT XL Axiata Tbk ("XL"), had on 16 July 2024 completed the acquisition of 100,000 ordinary shares, representing the entire issued and paid up share capital of XL Axiata Singapore Pte Ltd (formerly known as Axiata Global Services Pte Ltd) ("XLA") from Axiata Enterprise Sdn Bhd ("AE") based on the terms and subject to the conditions set out in the sale and purchase agreement between AE and XL for a consideration of USD1 (RM4).

- Following the approval of Scheme of Arrangement and Amalgamation ("Scheme") prepared under Sections 279 to 283 and 285 of the Companies Act, 2017 by Islamabad High Court on 1 October 2024, EDOTCO Towers Pakistan (Private) Limited ("EDOTCO Towers Pakistan"), in accordance with terms of the Scheme shall be amalgamated with and into EDOTCO Pakistan (Private) Limited ("EDOTCO Pakistan"). The amalgamation is deemed effective on 30 April 2023 being the date stated in the application of the Scheme ("Effective Date").

  Consequentially, all paid-up capital along with any additional equity injections made by its shareholders of EDOTCO Pakistan from the Effective Date was transferred to EDOTCO Towers Pakistan, being the surviving entity-post amalgamation. In return, EDOTCO Towers Pakistan shall allot and issue ordinary shares of its face value to the shareholders of EDOTCO Pakistan; namely, EDOTCO Investments (Labuan) Limited. This was completed on 1 October 2024 following which on even date, EDOTCO Pakistan ceased to exist.

(b) Significant changes in composition of the Group in the previous financial year

(i) Disposal of equity interest in Reynolds Holding Limited and its subsidiary ("Reynolds Group")

On 1 December 2023, Axiata Investments (UK) Limited ("AIUK"), a wholly owned subsidiary of the Company entered into an unconditional sale and purchase agreement with Spectrlite UK Limited ("Spectrlite") for the sale of Reynolds Group ("Agreement") which owns an approximately 80.00% ordinary shares in issue of Ncell Axiata Limited ("Ncell") for the following consideration:

(A) Fixed consideration of USD50.0 million (RM233.1 million) payable in two tranches of:

- USD5.0 million (RM23.3 million) on or before the date that is 6 months after completion; and
- USD45.0 million (RM209.8 million) on or before the date that is 48 months after completion.

The fixed consideration is interest free and secured via a pledge of certain shares in Axiata (Cambodia) Holdings Limited which are owned by the shareholder of Spectrlite.

(B) Conditional consideration which is contingent upon the future business performance and distributions declared by Ncell and is subject to Ncell receiving relevant regulatory clearances for the payment of the relevant distribution to Reynolds.

Following the disposal of Reynolds Group, the Group did not expect any claims on the legal matters of Ncell.

Accordingly, Reynolds Group ceased to be subsidiaries of the Group and the financial results for the financial period ended 30 November 2023 of Reynolds Group were classified as discontinued operations as Reynolds Group represented a separate major geographical area of operations of the Group.

Notes to the Financial Statements For the financial year ended 31 December 2024

5. SIGNIFICANT CHANGES IN COMPOSITION OF THE GROUP (CONTINUED)

(b) Significant changes in composition of the Group in the previous financial year (continued)

(i) Disposal of equity interest in Reynolds Holding Limited and its subsidiary ("Reynolds Group") (continued)

Details of the disposal of Reynolds Group upon completion were as follows:

	Group RM'000
Present value of fixed consideration receivable	164,324
Transaction costs	(19,073)
Total net disposal consideration	145,251
Carrying amount of net assets of Reynolds Group disposed	(139,247)
Reclassification of foreign currency translation reserve	(362,433)
Net loss on disposal of Reynolds Group	(356,429)

The carrying amount of assets and liabilities as at the date of disposal was:

	Group RM'000
IA	373,232
PPE	572,598
ROU assets	46,830
Trade and other receivables	191,074
Cash and bank balances	528,010
Deferred tax assets	151,048
Others	30,520
Total assets	1,893,312
Trade and other payables	(872,004)
Borrowings	(511,582)
Lease liabilities	(123,538)
Others	(56,649)
Total liabilities	(1,563,773)
Total net assets of Reynolds Group disposed	329,539
Less: NCI	(190,292)
Total net assets of Reynolds Group disposed attributable to the owners of the Company	139,247

The financial performance and cash flow information presented were for the financial period ended 30 November 2023.

	Group 2023 RM'000
Revenue	1,171,153
Expenses	(3,418,014)
Loss before tax from discontinued operations	(2,246,861)
Taxation	398,859
Loss after tax from discontinued operations	(1,848,002)
Loss on disposal of Reynolds Group, net of tax	(356,429)
Total loss for the financial period from discontinued operations	(2,204,431)
Currency translation differences	124,022
Realisation of other comprehensive expense arising from disposal of a group of subsidiaries	362,433
Total comprehensive expense from discontinued operations	(1,717,976)

5. SIGNIFICANT CHANGES IN COMPOSITION OF THE GROUP (CONTINUED)

(b) Significant changes in composition of the Group in the previous financial year (continued)

(i) Disposal of equity interest in Reynolds Holding Limited and its subsidiary ("Reynolds Group") (continued)

Net cash flows from/(used in) discontinued operations were as follows:

	Group 2023 RM'000
Cash flows from operating activities	369,253
Cash flows used in investing activities	(159,903)
Cash flows used in financing activities	(355,583)
Net decrease in cash and cash equivalents	(146,233)

In the previous financial year and prior to the disposal of Reynolds Group, the Group had recorded the following impairment on Nepal CGU:

(A) In the previous financial years, management had assumed that GSM licence allocated to the Nepal CGU would be extended in perpetuity as it was expected that the Group would be able to negotiate an extension or appropriate buyback mechanism with the Government of Nepal. Hence, management assumed that the cost of buyback was nil in 2029.

Following the unfavourable outcome from the Bilateral Investment Treaty ("BIT") Arbitration proceedings between AIUK, Ncell against Nepal on 9 June 2023, the Group had reassessed the recoverable amount of the Nepal CGU after considering the probability of the estimated cash outflow for GSM licence renewal in 2029 based on the expected net book value of the fixed assets of Nepal CGU and the fair value of Nepal CGU business in 2029. The Group also considered cash flow projections assuming that GSM licence was not renewed by the Group in 2029.

Based on the assessment above, the Group had impaired total assets of Nepal CGU amounting to RM702.6 million which consist of IA of RM356.3 million, PPE of RM321.2 million and ROU assets of RM25.1 million as at 30 June 2023.

The outcome of the BIT proceedings also resulted in the Group writing off capital gains tax related receivables amounting to RM396.1 million.

(B) As of 30 September 2023, the Group was in an advanced stage of discussion with potential buyers to sell its entire equity interest in Reynolds Group. Accordingly, the criteria of assets held for sale under MFRS 5 were met and the assets and liabilities of Nepal CGU had been measured at the FVLCTS, determined based on a probability-weighted average of the indicative selling prices. Accordingly, the Group had further impaired total assets of Nepal CGU amounting to RM1,227.3 million, which consist of IA of RM711.9 million, PPE of RM477.7 million and ROU assets of RM37.7 million, in writing down the Nepal CGU classified as held for sale to its FVLCTS.

Both (A) and (B) resulted in total impairment loss of certain Nepal CGU assets amounting to RM2,326.0 million.

Subsequently, the Group completed the disposal of Nepal CGU on 1 December 2023.

(ii) Acquisition of equity interest in ADA Digital Analytics Private Limited

ADA Digital Singapore Pte Ltd ("ADADS") had on 5 April 2023, completed its acquisition of 81,182 ordinary shares representing 99.00% interest in ADAPL held by two individuals, Prabhat Agarwal and Nilesh Gupta ("Sellers"), for a total purchase consideration of INR1,042.5 million (RM57.5 million). The remaining consideration on 1.00% shareholding in ADAPL amounting to INR172.0 million (RM9.5 million) being the contingent consideration and retention amounts, are payable over the next twelve (12) to thirty-six (36) months after the acquisition date.

Effectively, ADAPL became a subsidiary of the Group.

In the previous financial year, the Group recognised goodwill of INR593.2 million (RM31.8 million) arising from the acquisition.

5. SIGNIFICANT CHANGES IN COMPOSITION OF THE GROUP (CONTINUED)

(b) Significant changes in composition of the Group in the previous financial year (continued)

(iii) Acquisition of equity interest in Vista Bumiria Sdn Bhd ("VBSB")

Touch Mindscape Sdn Bhd ("Touch Mindscape"), had on 27 June 2023 entered into a Share Sale Agreement with Dato' Emil Rinaldi bin Sjaiful, Elizabeth Ken Tzu Ying and En Vogue Media Sdn Bhd for the acquisition of 500,000 ordinary shares representing 100.00% of the issued and paid-up share capital of VBSB for a cash consideration of RM0.7million. The acquisition was completed on 31 July 2023.

The acquisition above did not have material impact to the Group in the previous financial year.

(iv) Acquisition of equity interest in ADA Digital Analytics Kabushiki Kaisha ("ADA JP")

ADADS, had on 22 December 2023 entered into a Share Purchase Agreement for the acquisition of 100.00% equity interest in ADA JP comprising 1 ordinary share representing the entire issued and paid-up share capital of ADA JP held by Hive IQ Co. at a cash consideration of JPY10,000 (RM325).

The acquisition above did not have material impact to the Group in the previous financial year.

(v) Accretion of equity interests in subsidiaries

- DADIF issued 30,141 preference shares, of which 30,000 were issued to DHL and the remaining shares were issued to an individual shareholder. Subsequently, 34,000 of DADIF's preference shares were redeemed, out of which 31,193 shares were redeemed by DHL and the remaining were redeemed by individual shareholders. Accordingly, the Group's effective equity interest in DADIF increased from 76.45% to 76.72% in the previous financial year.
- ADS, had on 10 March 2023 and 2 May 2023 issued an additional 196,067 and 94,012 ordinary shares to the Company for a total consideration of RM92.0 million and RM43.2 million respectively by way of conversion of the net payable intercompany balances to the Company. Accordingly, the Company's equity interest in ADS increased from 96.56% to 96.71%.

The accretion of equity interests above did not have a material impact to the Group in the previous financial year.

(vi) Dilution of equity interests in subsidiaries

- Axiata Digital & Analytics Sdn Bhd ("ADA"), had on 30 January 2023 completed the acquisition of 2,524,873 ordinary shares representing 99.99% equity interest in Axiata Digital Bangladesh (Private) Limited ("ADB") from ADS at a purchase consideration of BDT241.1 million (RM9.7 million). As a result, the Group's effective equity interest in ADB decreased from 96.56% to 61.39%.
- PT Axiata Digital Analytics Indonesia ("ADAI"), had on 15 March 2023 issued an additional 5,016 ordinary shares to ADA for a cash consideration of IDR6,673.8 million (RM1.9 million). Accordingly, the Group's effective equity interest in ADAI decreased from 61.64% to 61.50%.

The dilution of equity interests above did not have a material impact to the Group in the previous financial year.

(vii) Incorporation of subsidiaries

- Boost Holdings Sdn Bhd ("Boost Holdings"), had on 1 March 2023 incorporated a new subsidiary, named Boost Bank Berhad ("Boost Bank") with RHB Bank Berhad ("RHB Bank"). Boost Holdings and RHB Bank holds 60.00% and 40.00% of equity interest in Boost Bank respectively, with an issued and paid-up share capital of RM100. As at 31 December 2023, Boost Bank has an issued and paid-up share capital of RM185.0 million.
- Robi Axiata PLC ("Robi"), had on 25 June 2023 completed the incorporation of AxEnTec PLC ("AxEnTec") under the Bangladesh Companies Act 1994. AxEnTec was incorporated with an issued and paid-up share capital of BDT10.0 million (RM0.4 million).
- Robi, had on 24 July 2023 completed the incorporation of r ventures PLC ("r ventures") under the Bangladesh Companies Act 1994. r ventures was incorporated with an issued and paid-up share capital of BDT150.0 million (RM6.5 million).

The incorporations above did not have a material impact to the Group in the previous financial year.

Notes to the Financial Statements For the financial year ended 31 December 2024

5. SIGNIFICANT CHANGES IN COMPOSITION OF THE GROUP (CONTINUED)

(b) Significant changes in composition of the Group in the previous financial year (continued)

(viii) Voluntary liquidation of a subsidiary

Xpand Investments (Labuan) Limited, had on 4 July 2023 completed the voluntary liquidation of Suvitech Co., Ltd.

The voluntary liquidation above did not have a material impact to the Group in the previous financial year.

(ix) Acquisition of equity interest in an associate

Smart Axiata Co., Ltd., had on 4 July 2023 completed its acquisition of 128,247 ordinary shares in Milvik (Cambodia) Micro Insurance Plc ("Milvik"), representing 30.00% interest in Milvik at USD1.9 million (RM9.0 million) via a non-cash consideration in the form of a reduction in the existing revenue share under the Insurance Agency Agreement effective from 1 June 2022. Effectively, Milvik became an associate of the Group.

The acquisition above did not have a material impact to the Group in the previous financial year.

(x) Dilution of equity interest in an associate

On 14 July 2023, PT XL Axiata Tbk ("XL")'s equity interest in PT Princeton Digital Group Data Centres ("PDGDC") decreased from 14.82% to 10.71% following the issuance of new ordinary shares by PDGDC to Princeton Digital Group (Indonesia Alpha) Pte Ltd. Accordingly, the Group's effective equity interest in PDGDC decreased from 9.86% to 7.13%.

The dilution of equity interest above did not have a material impact to the Group in the previous financial year.

6. REVENUE

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Revenue from contracts with customers:				
Mobile services	**15,435,833**	15,010,817	**-**	-
Interconnect services	**560,313**	875,600	**-**	-
Sale of devices	**60,880**	86,137	**-**	-
Digital business	**1,436,691**	1,451,908	**-**	-
Television transmission and broadband services	**1,768,162**	1,656,612	**-**	-
Managed services	**229,997**	338,581	**-**	-
Infrastructure services	**519,582**	468,295	**-**	-
Others[1]	**544,381**	785,895	**-**	-
Technical and management services fees ("TMSA")	**-**	-	**51,858**	60,123
	20,555,839	20,673,845	**51,858**	60,123
Revenue under other MFRSs:				
Dividend income	**-**	-	**992,794**	1,055,041
Lease of passive infrastructure	**1,689,319**	1,589,815	**-**	-
Interest income from financial services	**89,459**	54,666	**-**	-
Total	**22,334,617**	22,318,326	**1,044,652**	1,115,164

[1] Others include revenue from infrastructure services and fibre optic transmission.

Notes to the Financial Statements For the financial year ended 31 December 2024

6. REVENUE (CONTINUED)

Disaggregation of revenue of the Group and the Company accounted for under MFRS 15 by timing of revenue recognition are as follows:

	By categories			
	Group			Company
	At a point in time RM'000	Over time RM'000	Total RM'000	Over time RM'000
2024				
Mobile services	**-**	**15,435,833**	**15,435,833**	**-**
Interconnect services	**-**	**560,313**	**560,313**	**-**
Sale of devices	**60,880**	**-**	**60,880**	**-**
Digital business	**981,582**	**455,109**	**1,436,691**	**-**
Television transmission and broadband services	**-**	**1,768,162**	**1,768,162**	**-**
Managed services	**-**	**229,997**	**229,997**	**-**
Infrastructure services	**-**	**519,582**	**519,582**	**-**
Others	**113,993**	**430,388**	**544,381**	**-**
TMSA	**-**	**-**	**-**	**51,858**
Total	**1,156,455**	**19,399,384**	**20,555,839**	**51,858**
2023				
Mobile services	-	15,010,817	15,010,817	-
Interconnect services	-	875,600	875,600	-
Sale of devices	86,137	-	86,137	-
Digital business	732,404	719,504	1,451,908	-
Television transmission and broadband services	-	1,656,612	1,656,612	-
Managed services	-	338,581	338,581	-
Infrastructure services	-	468,295	468,295	-
Others	240,381	545,514	785,895	-
TMSA	-	-	-	60,123
Total	1,058,922	19,614,923	20,673,845	60,123

Notes to the Financial Statements For the financial year ended 31 December 2024

6. REVENUE (CONTINUED)

Disaggregation of revenue of the Group and the Company accounted for under MFRS 15 by timing of revenue recognition are as follows: (continued)

	By segments			
	Group			Company
	At a point in time RM'000	Over time RM'000	Total RM'000	Over time RM'000
2024				
Mobile:				
- Indonesia	**87,757**	**9,600,255**	**9,688,012**	**-**
- Bangladesh	**18,288**	**3,825,829**	**3,844,117**	**-**
- Sri Lanka	**34,240**	**2,509,313**	**2,543,553**	**-**
- Cambodia	**10,120**	**1,830,181**	**1,840,301**	**-**
Fixed broadband (Indonesia)	**26,526**	**912,206**	**938,732**	**-**
Infrastructure	**-**	**660,035**	**660,035**	**-**
Others	**979,525**	**61,564**	**1,041,089**	**51,858**
Total	**1,156,456**	**19,399,383**	**20,555,839**	**51,858**
2023				
Mobile:				
- Indonesia	147,203	9,426,488	9,573,691	-
- Bangladesh	40,911	4,050,064	4,090,975	-
- Sri Lanka	94,193	2,404,023	2,498,216	-
- Cambodia	11,616	1,672,481	1,684,097	-
Fixed broadband (Indonesia)	35,072	1,136,945	1,172,017	-
Infrastructure	-	727,477	727,477	-
Others	729,927	197,445	927,372	60,123
Total	1,058,922	19,614,923	20,673,845	60,123

The transaction price allocated to the performance obligations that are unsatisfied as at reporting date are as follows:

	Group	
	2024 RM'000	2023 RM'000
Mobile services	**1,099,501**	306,587
Infrastructure Services	**3,036,163**	3,195,955
Others	**56,757**	110,335

The Group expects the transaction price allocated to the performance obligations that are unsatisfied as at reporting date to be recognised as revenue within the following periods:

	Group	
	2024	2023
Mobile services	**1 - 3 years**	1 - 3 years
Infrastructure Services	**1 - 20 years**	1 - 20 years
Others	**1 - 3 years**	1 - 4 years

Notes to the Financial Statements For the financial year ended 31 December 2024

7(a). DEPRECIATION, IMPAIRMENT AND AMORTISATION

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Amortisation of:				
- contract cost assets	**170,290**	126,763	**-**	-
- IA	**813,470**	762,083	**-**	-
Depreciation of:				
- PPE[1]	**4,410,533**	4,458,673	**4,549**	4,746
- ROU assets	**1,912,123**	1,859,032	**2,342**	1,759
Impairment of:				
- IA	**150**	445,011	**-**	-
- PPE	**28,145**	436,065	**-**	5,382
- ROU assets	**-**	103,044	**-**	-
- associates	**-**	889	**-**	-
- subsidiaries	**-**	-	**365,188**	896,168
Reversal impairment of:				
- IA	**(646)**	-	**-**	-
- PPE	**(20,092)**	(6,849)	**-**	-
Write-off of:				
- PPE	**27,221**	17,671	**-**	-
- IA	**1**	-	**-**	-
- subsidiary	**-**	-	**720**	-
Total	**7,341,195**	8,202,382	**372,799**	908,055

[1] During the financial year, the Group has adjusted a value added tax ("VAT") of RM25.5 million rebated to a subsidiary as a reversal of depreciation of certain PPE. The VAT was capitalised as part of cost of PPE previously and fully depreciated by the subsidiary.

7(b). OTHER OPERATING COSTS

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Repair and maintenance	**1,911,354**	1,585,851	**13,537**	16,741
Business licence and spectrum fees	**1,456,955**	1,464,112	**-**	-
Regulatory related outpayments and contributions	**740,427**	764,430	**-**	-
Cost of devices and accessories including charges and commissions	**299,511**	383,487	**-**	-
Leased circuit charges	**252,641**	290,858	**-**	-
Professional fees	**131,578**	192,121	**25,132**	77,793
Outsourcing costs	**239,058**	178,224	**-**	-
Rental:				
- network infrastructure and equipment	**295,988**	565,234	**139**	325
- land and buildings	**112,782**	110,408	**564**	16,322
- others	**15,325**	15,781	**-**	-
Others[1]	**503,138**	584,766	**33,615**	50,304
Total	**5,958,757**	6,135,272	**72,987**	161,485

[1] Others include fees paid to foreign channels, USP costs, transportation, satellite expenses, utilities and travelling costs.

Notes to the Financial Statements For the financial year ended 31 December 2024

7(c). AUDITORS' REMUNERATION

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Continuing operations:				
Audit fees:				
- PricewaterhouseCoopers Malaysia ("PwCM"):				
- current year	**6,029**	5,803	**2,249**	2,350
- under provision in prior year	**472**	236	**-**	-
- Member firms of PricewaterhouseCoopers International Limited ("PwCI")[1]	**9,157**	8,677	**-**	-
- Others	**496**	281	**-**	-
	16,154	14,997	**2,249**	2,350
Audit related fees[2]:				
- PwCM and PwCI	**4,004**	2,507	**1,863**	1,737
	20,158	17,504	**4,112**	4,087
Other fees paid to PwCM and PwCI:				
- Tax and tax related services[3]	**1,854**	1,346	**1,136**	969
- Other non-audit services[4]	**3,266**	3,656	**2,947**	590
	5,120	5,002	**4,083**	1,559
Total	**25,278**	22,506	**8,195**	5,646
Discontinued operations:				
Audit fees:				
- Others	**-**	72	**-**	-
Total	**-**	72	**-**	-

[1] Separate and independent legal entity from PwCM.

[2] Fees incurred in connection with performance of quarterly reviews, audits other than statutory audits, agreed-upon procedures and regulatory compliance.

[3] Fees incurred for assisting the Group in connection with tax compliance and advisory services.

[4] Fees incurred primarily in connection to financial and tax due diligence and advisory services incurred.

The Board Audit Committee has approved a policy outlining the types of non-audit services that external auditors of the Group may provide, along with the associated approval process. Under this policy and guidelines, external auditors may offer non-audit services if they provide clear efficiencies and added value to the Group.

Notes to the Financial Statements For the financial year ended 31 December 2024

7(d). STAFF COSTS

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Salaries, allowances, overtime and bonus		**1,317,059**	1,336,205	**68,341**	98,392
Termination benefits/restructuring cost		**9,198**	49,030	**-**	16,785
Contribution to EPF		**77,859**	78,733	**9,999**	12,041
Other staff benefits		**168,880**	242,793	**11,688**	13,022
Equity-settled share-based compensation expense:					
- scheme of the Company	14(a),(b)	**9,769**	7,937	**9,769**	7,937
- schemes of subsidiaries		**-**	(2,256)	**-**	-
Cash-settled share-based compensation expense:					
- schemes of a subsidiary		**14,304**	7,096	**-**	-
Remuneration of Executive Directors of the Company	7(e)	**17,325**	11,794	**17,325**	11,794
Total		**1,614,394**	1,731,332	**117,122**	159,971

7(e). DIRECTORS' REMUNERATION

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Remuneration of Executive Directors of the Company:					
- salaries, allowances and bonus		**11,963**	10,948	**11,963**	10,948
- share-based payment expense	14(a),(b)	**5,362**	846	**5,362**	846
		17,325	11,794	**17,325**	11,794
Remuneration of Non-Executive Directors of the Company:					
- fees and allowances		**3,555**	3,615	**3,199**	2,724
Total		**20,880**	15,409	**20,524**	14,518

Estimated monetary value of benefits of Directors amounted to RM906,294 (2023: RM840,195) for the Group and the Company.

8. OTHER (LOSSES)/GAINS - NET

	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Financial assets at FVTPL	**(136)**	3,953	**-**	-
Deposits at FVTPL	**(716)**	(9,295)	**-**	-
Financial guarantee contracts	**-**	-	**437,495**[1]	(310,025)
Total	**(852)**	(5,342)	**437,495**	(310,025)

[1] The early redemption of Euro Medium Term Note as disclosed in Note 16(d) to the financial statements has resulted in the reduction of expected credit losses arising from financial guarantee provided by the Company.

Notes to the Financial Statements For the financial year ended 31 December 2024

9. OTHER INCOME - NET

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Gain on disposal of PPE	**6,703**	10,824	**1**	-
Net gain on partial/full disposal of subsidiaries	**-**	-	**171,971**	402,000
Deferred gain on sale and leaseback assets[1]	**120,120**	126,440	**-**	-
Amortised deferred income	**3,822**	16,071	**-**	-
Other taxes[2]	**(59,550)**	(133,422)	**-**	-
Penalty charge	**(8,144)**	(2,591)	**-**	-
Reversal of deferred contingent consideration[3]	**-**	59,234	**-**	-
Others	**17,555**	19,991	**15,506**	4,245
Total	**80,506**	96,547	**187,478**	406,245

[1] Deferred gain arising from tower sale and finance leaseback transaction where the gain is deferred and amortised over leaseback period of ten (10) years. The remaining useful life is two (2) years (2023: one (1) to three (3) years).

[2] Other taxes consist of minimum tax on gross receipts and interest income of certain subsidiaries which are out of scope of MFRS 112.

[3] In the previous financial year, reversal of contingent consideration payable to vendor in conjunction with the acquisition of equity interest in Alam Mindscape Sdn Bhd (formerly known as Touch Mindscape) and its subsidiaries on 30 November 2021 due to non-fulfillment of certain conditions of the Share Sale Agreement.

10. FINANCE INCOME/(COSTS)

		Group		Company	
	Note	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Finance income					
Islamic financial instruments		**41,601**	54,718	**20,403**	34,753
Deposits, cash and bank balances		**205,109**	193,167	**15,512**	26,523
Finance lease receivables	34(a)	**2,729**	3,105	**-**	-
Others		**16,207**	36,180	**-**	35,781
Amounts due from subsidiaries		**-**	-	**9,154**	23,768
Total		**265,646**	287,170	**45,069**	120,825
Finance costs					
Borrowings		**(1,165,092)**	(1,168,593)	**(100,404)**	(185,798)
Profit on Sukuks		**(238,991)**	(219,776)	**-**	-
Cash flow hedge		**(33,333)**	(27,286)	**19,988**	19,190
Provision for asset retirement		**(39,762)**	(32,105)	**(35)**	(35)
Lease liabilities		**(801,183)**	(779,871)	**(585)**	(24)
Others		**(66,660)**	(68,986)	**-**	-
Amounts due to subsidiaries		**-**	-	**(328,574)**	(340,918)
Total		**(2,345,021)**	(2,296,617)	**(409,610)**	(507,585)

Notes to the Financial Statements For the financial year ended 31 December 2024

11. TAXATION

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Income taxation	**824,925**	609,389	**-**	-
Deferred taxation	**140,691**	56,355	**-**	-
Taxation	**965,616**	665,744	-	-
Income taxation:				
- Current financial year	**844,226**	614,960	**-**	-
- Prior financial years	**(19,301)**	(5,571)	**-**	-
	824,925	609,389	**-**	-
Deferred taxation:				
- Net origination of temporary differences	**140,691**	56,355	**-**	-
Total	**965,616**	665,744	**-**	-

The Group and the Company are within the scope of the Organisation for Economic Co-operation and Development (OECD) Pillar Two model rules ("Pillar Two"). These rules are designed to ensure that large multinational enterprises within the scope of the rules pay a minimum level of tax in each jurisdiction where they operate. In general, the Pillar Two apply a system of top-up taxes to bring a multinational enterprise's aggregate effective tax rate in each jurisdiction to a minimum of 15%.

As Pillar Two was effective for the financial year beginning on 1 January 2024 for Vietnam and South Korea, the Group and the Company are within the scope of the Pillar Two for the financial year ended 31 December 2024. The Group and the Company have performed an assessment on the potential Pillar Two income taxes exposure for the current financial year, using the Transitional Safe Harbour rules, where it is stipulated that the top up taxes will be zero if certain tests are met. Based on the assessment, the Group and the Company have no related tax exposure for Vietnam and South Korea jurisdictions as the Group and the Company met the routine profits test in Vietnam and De minimis test in South Korea respectively.

As of 31 December 2024, Pillar Two legislation was enacted in Malaysia, Indonesia, Japan, Singapore and Thailand and will come into effect from 1 January 2025. The Group and the Company are still assessing the potential exposure of Pillar Two income taxes in the above jurisdictions for the financial year ending 31 December 2025.

The Group and the Company have applied the exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes, as provided in the amendments to MFRS 112 "Income Taxes", issued on 2 June 2023.

Notes to the Financial Statements For the financial year ended 31 December 2024

11. TAXATION (CONTINUED)

Numerical reconciliation between taxation and the product of accounting profit multiplied by the Malaysian tax rate:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Profit/(Loss) before taxation	**2,564,475**	11,017	**726,179**	(533,594)
Taxation calculated at the applicable Malaysian tax rate of 24%	**615,474**	2,644	**174,283**	(128,063)
Tax effects of:				
- income not subject to tax	**(84,946)**	(50,934)	**(389,979)**	(379,947)
- share of results of associates	**(108,208)**	(127,378)	**-**	-
- gain on dilution of an associate	**-**	(26)	**-**	-
- share of results of joint ventures	**(16)**	(217)	**-**	-
- tax incentives	**(25,430)**	(36,645)	**-**	-
- different tax rates in other countries	**(34,059)**	69,500	**-**	-
- utilisation of previously unrecognised deferred tax assets	**(57,312)**	(13,110)	**(6,570)**	-
- unrecognised deferred tax assets	**63,370**	140,344	**13,805**	8,448
- expenses not deductible for tax purposes	**616,044**	687,137	**208,461**	499,562
- prior financial years income tax	**(19,301)**	(5,571)	**-**	-
Total	**965,616**	665,744	**-**	-

12. EARNINGS PER SHARE

(a) Basic earnings per share ("EPS")

Basic EPS of the Group is calculated by dividing the profit attributable to owners of the Company by the weighted average number of ordinary shares of the Company in issue during the financial year.

	Group	
	2024	2023
Profit/(Loss) attributable to owners of the Company (RM'000)		
- continuing operations	**946,824**	(561,757)
- discontinued operations	**-**	(1,433,043)
	946,824	(1,994,800)
Weighted average number of ordinary shares in issue ('000)	**9,181,495**	9,178,671
Basic EPS (sen)		
- continuing operations	**10.3**	(6.1)
- discontinued operations	**-**	(15.6)
	10.3	(21.7)

Notes to the Financial Statements For the financial year ended 31 December 2024

12. EARNINGS PER SHARE (CONTINUED)

(b) Diluted earnings per share

For the diluted EPS calculation, the weighted average number of ordinary shares in issue is adjusted to assume conversion of all dilutive potential ordinary shares. The Company has granted shares to employees under the Company's share-based compensation plans as disclosed in Note 14(a) and (b) to the financial statements which are dilutive potential ordinary shares and is assumed to have been converted into ordinary shares.

	Group	
	2024	**2023**
Profit/(Loss) attributable to owners of the Company (RM'000)		
- continuing operations	**946,824**	(561,757)
- discontinued operations	**-**	(1,433,043)
	946,824	(1,994,800)
Weighted average number of ordinary shares in issue ('000)	**9,181,495**	9,178,671
Adjusted for diluted effect of share-based compensation plans of the Company ('000)	**11,650**	7,967
Adjusted weighted average number of ordinary shares ('000)	**9,193,145**	9,186,638
Diluted EPS (sen)		
- continuing operations	**10.3**	(6.1)
- discontinued operations	**-**	(15.6)
	10.3	(21.7)

13. SHARE CAPITAL

		Group and Company			
		2024		2023	
	Note	No. of shares '000	Value RM'000	No. of shares '000	Value RM'000
Ordinary shares paid-up capital:					
At 1 January		**9,179,084**	**13,920,649**	9,177,237	13,914,272
Axiata Group Performance Based Long Term Incentive Plan	14(a)	**2,833**	**10,036**	1,847	6,377
Axiata Group Long Term Incentive Plan	14(b)	**885**	**2,071**	-	-
At 31 December		**9,182,802**	**13,932,756**	9,179,084	13,920,649

The ordinary shares rank pari passu in all respects with existing ordinary shares of the Company.

14. SHARE-BASED COMPENSATION PLANS

(a) Axiata Group Performance Based Long Term Incentive Plan ("Axiata PBLTIP")

On 25 May 2016, shareholders of the Company approved the Axiata PBLTIP and it was implemented on 30 September 2016. Effectively, the Group and the Company started to offer Axiata PBLTIP shares to eligible employees.

The reference dates and prices, vesting dates, percentage ("%") of shares to be vested and number of Axiata PBLTIP shares granted are as follows:

	Entitlement over the Company's shares				
	Reference date	Vesting date	% of shares to be vested[1]	Number of shares granted[3]	Reference price[4] RM
Grant 1(a), 2017	28 Feb 2017	28 Feb 2020[6]	100	4,680,100	4.43
Grant 1(b), 2017[2]	15 Aug 2017	15 Aug 2020[6]	100	496,600	4.83
Grant 2, 2018	28 Feb 2018	28 Feb 2021[6]	100	1,992,100	5.56
Grant 3(a), 2019	21 Feb 2019	21 Feb 2020	100	607,600	4.12
Grant 3(b), 2019	21 Feb 2019	21 Feb 2022[6]	100	2,295,400	4.12
Grant 4(a), 2020	28 Feb 2020	28 Feb 2023[6]	100	1,796,000	4.17
Grant 4(b), 2020[2]	15 Aug 2020	15 Aug 2023	100	78,800	3.15
Grant 5(a), 2021	28 Feb 2021	28 Feb 2024[6]	100	2,680,900	3.45
Grant 5(b), 2021[2]	15 Aug 2021	15 Aug 2024	100	442,800	3.79
Grant 5(c), 2021[5]	28 Feb 2021	10 Nov 2021	100	2,275,800	3.50
Grant 6(a), 2022	28 Feb 2022	28 Feb 2025	100	1,599,400	3.85
Grant 6(b), 2022[5]	28 Feb 2022	10 Nov 2022	100	224,500	3.90

1 The shares granted under Axiata PBLTIP shall become vested only upon the fulfilment of certain performance conditions.

2 The grant was made to newly hired employees who did not receive the main cycle grant.

3 Eligible employees can only vest the Axiata PBLTIP shares at the end of the third (3rd) year except for Grant 5(c), 2021 and Grant 6(b), 2022. Number of shares initially granted excludes additional shares that may vest due to multiplier effect from achieving performance targets.

4 Refers to the five-day average share price preceding reference date for the purpose of granting the number of shares to the employees except for Grant 5(c), 2021 and Grant 6(b), 2022.

5 Vesting of a subsidiary's long term incentive plan via the allotment and issuance of the Company's shares in accordance with the Bye-Laws governing the Axiata PBLTIP and approved by the Board of Directors.

6 The unvested Axiata PBLTIP shares are subject to retesting as disclosed in Note 14(a)(v) to the financial statements.

Notes to the Financial Statements For the financial year ended 31 December 2024

14. SHARE-BASED COMPENSATION PLANS (CONTINUED)

(a) Axiata Group Performance Based Long Term Incentive Plan ("Axiata PBLTIP") (continued)

The salient terms and conditions of the Axiata PBLTIP are as follows:

(i) Maximum number of new ordinary shares of the Company available under the Axiata PBLTIP

The maximum number of shares which may be allotted upon the vesting of Axiata PBLTIP shares, shall not be more than 7% of the issued and paid-up ordinary share capital of the Company at any point of time during the duration of this Axiata PBLTIP.

If the Company undertakes a share buy-back exercise or any other corporate proposal resulting in the total number of the Company's shares issued and/or to be issued under the Axiata PBLTIP exceeding 7% of the Company's issued and fully paid-up ordinary share capital, all shares under the Axiata PBLTIP offered and/or granted prior to the said variation of the issued and paid-up ordinary share capital of the Company shall remain valid in accordance with the provisions of this Axiata PBLTIP as if that reduction had not occurred.

(ii) Basis of allocation and maximum allowable allotment

The total number of new ordinary shares of the Company that can be offered and allotted to any one of the eligible employees (as defined in the Bye-Laws in relation to the Axiata PBLTIP shall be at the absolute discretion of the Board Nomination and Remuneration Committee ("BNRC") that has been established to administer the Axiata PBLTIP from time to time) after taking into consideration such criteria as may be determined by the BNRC at their absolute discretion.

Not more than 10% of the Company's new ordinary shares available under the Axiata PBLTIP will be allocated to any individual eligible employee who, either singly or collectively through persons connected with the eligible employees, holds 20% or more of the Company's paid-up share capital.

(iii) Eligibility

Any employee of the Group (other than subsidiaries which are dormant) shall be eligible to participate in the Axiata PBLTIP if the employee, as at the dates of the respective offers of shares:

(a) has attained the age of eighteen (18) years;

(b) has entered into a full-term contract of employment with, and is on the payroll of, a corporation within the Group and whose service has been confirmed;

(c) is not a Non-Executive or Independent Director of the Company; and

(d) fulfils any other criteria as may be set by the BNRC in its absolute discretion.

Eligibility under the Axiata PBLTIP does not confer on any eligible employee any claim, right to participate in, or any other right whatsoever under the Axiata PBLTIP and an eligible employee does not acquire or have any right over, or in connection with, any Axiata PBLTIP shares under this Axiata PBLTIP unless an offer has been made by the BNRC to that eligible employee and that eligible employee has accepted the offer in accordance with the terms of the offer and the Bye-Laws governing the Axiata PBLTIP.

(iv) Duration of the Axiata PBLTIP

The Axiata PBLTIP shall be in force for a period of ten (10) years from the effective date of implementation, being a date of full compliance with the relevant requirements of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities"). All Axiata PBLTIP shares, whether or not vested, shall forthwith lapse upon the expiry of the Axiata PBLTIP. All unvested shares under the Axiata PBLTIP which are not vested shall forthwith lapse upon the expiry of the Axiata PBLTIP on 30 September 2026.

(v) Retesting of unvested Axiata PBLTIP shares

The Axiata PBLTIP shares that remain unvested after the vesting date will be subject to retesting on a yearly basis until certain unmet performance conditions are met or expiry of the Axiata PBLTIP, whichever is earlier. The retest for unvested Axiata PBLTIP shares will also be subject to the Board of Director's approval.

Notes to the Financial Statements For the financial year ended 31 December 2024

14. SHARE-BASED COMPENSATION PLANS (CONTINUED)

(a) Axiata Group Performance Based Long Term Incentive Plan ("Axiata PBLTIP") (continued)

The movements in the number of Axiata PBLTIP shares, in which the employees of the Group and the Company are entitled to, are as follows:

	At 1 January	Granted	Adjusted[1]	Vested	Lapsed/ Forfeited	At 31 December	Weighted average fair value at grant date RM
Group							
2024							
Grant 1(a), 2017	**1,093,110**	**-**	**-**	**-**	**-**	**1,093,110**	**4.31**
Grant 1(b), 2017	**264,350**	**-**	**-**	**-**	**-**	**264,350**	**4.56**
Grant 2, 2018	**619,093**	**-**	**-**	**-**	**-**	**619,093**	**4.67**
Grant 3(b), 2019	**465,689**	**-**	**-**	**-**	**-**	**465,689**	**4.36**
Grant 4(a), 2020	**176,004**	**-**	**-**	**-**	**-**	**176,004**	**3.44**
Grant 5(a), 2021	**2,247,900**	**-**	**808,400**	**(2,833,300)**	**(34,100)**	**188,900**	**3.54**
Grant 6(a), 2022	**948,700**	**-**	**-**	**-**	**-**	**948,700**	**3.18**
Total	**5,814,846**	**-**	**808,400**	**(2,833,300)**	**(34,100)**	**3,755,846**	
2023							
Grant 1(a), 2017	1,187,310	-	-	-	(94,200)	1,093,110	4.31
Grant 1(b), 2017	264,350	-	-	-	-	264,350	4.56
Grant 2, 2018	733,249	-	25,344	(92,000)	(47,500)	619,093	4.67
Grant 3(b), 2019	465,689	-	-	-	-	465,689	4.36
Grant 4(a), 2020	1,219,000	-	712,904	(1,622,500)	(133,400)	176,004	3.44
Grant 4(b), 2020	78,800	-	54,000	(132,800)	-	-	2.75
Grant 5(a), 2021	2,371,600	-	-	-	(123,700)	2,247,900	3.54
Grant 6(a), 2022	1,059,500	-	-	-	(110,800)	948,700	3.18
Total	7,379,498	-	792,248	(1,847,300)	(509,600)	5,814,846	

[1] Being additional number of shares vested due to multiplier effect from achieving performance targets.

Notes to the Financial Statements For the financial year ended 31 December 2024

14. SHARE-BASED COMPENSATION PLANS (CONTINUED)

(a) Axiata Group Performance Based Long Term Incentive Plan ("Axiata PBLTIP") (continued)

The movements in the number of Axiata PBLTIP shares, in which the employees of the Group and the Company are entitled to, are as follows: (continued)

	At 1 January	Granted	Adjusted[1]	Vested	Lapsed/ Forfeited	At 31 December	Weighted average fair value at grant date RM
Company							
2024							
Grant 1(a), 2017	**905,610**	**-**	**-**	**-**	**-**	**905,610**	**4.31**
Grant 1(b), 2017	**264,350**	**-**	**-**	**-**	**-**	**264,350**	**4.56**
Grant 2, 2018	**619,093**	**-**	**-**	**-**	**-**	**619,093**	**4.67**
Grant 3(b), 2019	**465,689**	**-**	**-**	**-**	**-**	**465,689**	**4.36**
Grant 4(a), 2020	**176,004**	**-**	**-**	**-**	**-**	**176,004**	**3.44**
Grant 5(a), 2021	**2,247,900**	**-**	**808,400**	**(2,833,300)**	**(34,100)**	**188,900**	**3.54**
Grant 6(a), 2022	**948,700**	**-**	**-**	**-**	**-**	**948,700**	**3.18**
Total	**5,627,346**	**-**	**808,400**	**(2,833,300)**	**(34,100)**	**3,568,346**	
2023							
Grant 1(a), 2017	999,810	-	-	-	(94,200)	905,610	4.31
Grant 1(b), 2017	264,350	-	-	-	-	264,350	4.56
Grant 2, 2018	733,249	-	25,344	(92,000)	(47,500)	619,093	4.67
Grant 3(b), 2019	465,689	-	-	-	-	465,689	4.36
Grant 4(a), 2020	1,219,000	-	712,904	(1,622,500)	(133,400)	176,004	3.44
Grant 4(b), 2020	78,800	-	54,000	(132,800)	-	-	2.75
Grant 5(a), 2021	2,371,600	-	-	-	(123,700)	2,247,900	3.54
Grant 6(a), 2022	1,059,500	-	-	-	(110,800)	948,700	3.18
Total	7,191,998	-	792,248	(1,847,300)	(509,600)	5,627,346	

[1] Being additional number of shares vested due to multiplier effect from achieving performance targets.

14. SHARE-BASED COMPENSATION PLANS (CONTINUED)

(a) Axiata Group Performance Based Long Term Incentive Plan ("Axiata PBLTIP") (continued)

The fair value of the Axiata PBLTIP shares granted were determined using the Monte Carlo valuation model. The significant inputs in the model are as follows:

Grant	Reference price	Grant date at valuation[1]	Vesting date	Closing share price at grant date[1]	Expected dividend yield[2]	Risk free interest rates	Expected volatility[3]
Grant 1(a), 2017	4.43	14 Apr 2017	28 Feb 2020	RM5.06	2.02%	3.48%	20.56%
Grant 1(b), 2017	4.83	13 Oct 2017	15 Aug 2020	RM5.27	2.02%	3.46%	22.06%
Grant 2, 2018	5.56	27 Apr 2018	28 Feb 2021	RM5.30	3.42%	3.73%	22.84%
Grant 3(a), 2019	4.12	20 May 2019	21 Feb 2020	RM4.44	2.79%	3.18%	43.10%
Grant 3(b), 2019	4.12	27 May 2019	21 Feb 2022	RM4.44	2.79%	3.42%	31.10%
Grant 4(a), 2020	4.17	27 Apr 2020	28 Feb 2023	RM3.70	2.64%	2.46%	33.38%
Grant 4(b), 2020	3.15	12 Oct 2020	15 Aug 2023	RM2.96	2.64%	1.89%	33.56%
Grant 5(a), 2021	3.45	27 Apr 2021	28 Feb 2024	RM3.87	3.06%	2.32%	37.15%
Grant 5(b), 2021	3.79	14 Oct 2021	15 Aug 2024	RM4.01	3.06%	2.63%	35.12%
Grant 6(a), 2022	3.85	27 Apr 2022	28 Feb 2025	RM3.07	4.46%	3.55%	32.95%

1 Grant date refers to the date where majority of employees accepted the offer.

2 Yield of Malaysian Government Securities.

3 The expected volatility is measured based on historical volatility over a three (3) year period on a daily basis.

The amounts recognised in the profit or loss as disclosed in Note 7(d) and Note 7(e) to the financial statements for all employees (including Directors) arising from the Axiata PBLTIP are summarised as follows:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Share-based compensation expense[1]	**922**	7,956	**922**	7,956

1 Includes adjustments relating to additional number of shares vested due to multiplier effect from achieving performance targets.

Notes to the Financial Statements For the financial year ended 31 December 2024

14. SHARE-BASED COMPENSATION PLANS (CONTINUED)

(b) Axiata Group Long Term Incentive Plan ("Axiata LTIP")

On 19 September 2023, shareholders of the Company approved the Axiata LTIP and it was implemented on 10 November 2023. Effectively, the Group and the Company started to offer Axiata LTIP shares to eligible employees.

The reference dates and prices, vesting dates, percentage ("%") of shares to be vested and number of Axiata LTIP shares granted are as follows:

	Entitlement over the Company's shares				
	Reference date	Vesting date	% of shares to be vested[1]	Number of shares granted	Reference price[3] RM
Grant 2023:					
- Restricted Share Plan ("RSP")	6 Oct 2023	6 Oct 2026	Vesting 1/3 each year over 3-year period	2,963,800	2.46
- Performance Share Plan ("PSP")[2]	6 Oct 2023	6 Oct 2026	100% end of Year 3	5,473,300	2.46
Grant 2024:					
- RSP	28 Feb 2024	28 Feb 2027	Vesting 1/3 each year over 3-year period	3,049,600	2.77
- PSP[2]	28 Feb 2024	28 Feb 2027	100% end of Year 3	5,443,500	2.77

[1] The shares granted shall become vested only upon the fulfilment of certain performance conditions.

[2] Eligible employees can only vest the Axiata LTIP shares at the end of the third (3rd) year. Number of shares initially granted excludes additional shares that may vest due to multiplier effect from achieving performance targets.

[3] Refers to the five-day average share price preceding reference date for the purpose of granting the number of shares to the employees.

The salient terms and conditions of the Axiata LTIP are as follows:

(i) Maximum number of new ordinary shares of the Company available under the Axiata LTIP

The total number of shares which may be allotted and issued pursuant to the Axiata LTIP shall not exceed in aggregate 3% of the total number of issued shares (excluding treasury shares, if any) at any point in time during the LTIP period ("Maximum Shares").

In the event the Maximum Shares exceed the 3% limit as a result of the Company purchasing the Company's shares in accordance with the provisions of the Act and/or reducing the Company's issued share capital, all offers made and Axiata LTIP granted prior to the said variation of the issued share capital of the Company shall remain valid and exercisable and may vest in accordance with the provisions of the Axiata LTIP as if that purchase and/or reduction had not occurred. If, after such purchase, cancellation or reduction, the Maximum Shares as at the date of purchase, cancellation or reduction of shares exceeds the 3% limit, no further offers and the Axiata LTIP shall be made by the Board until such aggregate number of shares in respect of the Axiata LTIP granted falls below the 3% limit.

14. SHARE-BASED COMPENSATION PLANS (CONTINUED)

(b) Axiata Group Long Term Incentive Plan ("Axiata LTIP")(continued)

The salient terms and conditions of the Axiata LTIP are as follows: (continued)

(ii) Basis of allocation and maximum allowable allotment

The aggregate number of shares that may be offered and allotted to any one of the eligible employees under the Axiata LTIP at any time shall be determined at the sole and absolute discretion of the Board, after taking into consideration, amongst other factors, the performance as well as the years of service of the eligible employee and such other criteria as the Board may deem relevant (subject always to the Bye-Laws and any applicable law).

Notwithstanding the foregoing, not more than 10% of the shares available under the Axiata LTIP and/or any other schemes involving new issuance of shares to eligible employees to be implemented from time to time shall be allocated to any individual eligible employee who, either singly or collectively through persons connected (as defined under the relevant applicable law), holds 20% or more of the total number of issued shares (excluding treasury shares, if any). BNRC shall have sole and absolute discretion in determining whether the new shares available for vesting under the Axiata LTIP are to be offered to the eligible employees or any group or groups of eligible employees via:

(a) one single award at a time determined by our BNRC; or

(b) several Axiata LTIP Awards where the vesting of the number of new shares comprised in the Axiata LTIP Awards are staggered or made in several tranches at such times, in such sizes and on such terms as may be determined by our BNRC.

In the event our BNRC decides that the Axiata LTIP award or vesting of any number of new shares is to be staggered, the number of new shares to be offered in each Axiata LTIP award and the timing for the vesting of the same shall be decided by BNRC at their sole and absolute discretion. Each Axiata LTIP award shall be separate and independent from the others.

(iii) Eligibility

Any employee of the Group (other than subsidiaries which are dormant) shall be eligible to participate in the Axiata LTIP if the employee, as at the dates of the respective offers of shares:

(a) has attained the age of eighteen (18) years;

(b) has entered into a full-term contract or fixed-term contract and whose service has been confirmed; and

(c) fulfils any other criteria as may be set by the BNRC in its absolute discretion.

The Board and/or BNRC may, at their sole discretion, determine any other eligibility criteria and/or waive any of the eligibility criteria set for the purposes of selecting an eligible employee at any time and from time to time.

(iv) Duration of the Axiata LTIP

The LTIP shall be in force for a period of ten (10) years commencing from the effective date. All unvested shares under the Axiata LTIP which are not vested (whether fully or partially) shall forthwith lapse upon the expiry of the Axiata LTIP on 28 September 2033.

Notes to the Financial Statements For the financial year ended 31 December 2024

14. SHARE-BASED COMPENSATION PLANS (CONTINUED)

(b) Axiata Group Long Term Incentive Plan ("Axiata LTIP") (continued)

The movements in the number of Axiata LTIP shares, in which the employees of the Group and the Company are entitled to, are as follows:

	At 1 January	Granted	Adjusted	Vested	Lapsed/ Forfeited	At 31 December	Weighted average fair value at grant date RM
Group and Company							
2024							
Grant 2024:							
- RSP	**-**	**3,049,600**	**-**	**-**	**-**	**3,049,600**	**2.77**
- PSP	**-**	**5,443,500**	**-**	**-**	**-**	**5,443,500**	**2.77**
Grant 2023:							
- RSP	**2,804,900**	**-**	**-**	**(885,200)**	**(148,600)**	**1,771,100**	**2.46**
- PSP	**5,322,500**	**-**	**-**	**-**	**(297,900)**	**5,024,600**	**2.46**
	8,127,400	**8,493,100**	**-**	**(885,200)**	**(446,500)**	**15,288,800**	
2023							
Grant 2023:							
- RSP	-	2,963,800	-	-	(158,900)	2,804,900	2.46
- PSP	-	5,473,300	-	-	(150,800)	5,322,500	2.46
Total	-	8,437,100	-	-	(309,700)	8,127,400	

The fair value of the Axiata LTIP shares granted were determined using the Monte Carlo valuation model. The significant inputs in the model are as follows:

Grant	Reference price	Grant date at valuation[1]	Vesting date	Closing share price at grant date[1]	Expected dividend yield[2]	Risk free interest rates	Expected volatility[3]
Grant 2024:							
- RSP	**2.77**	**26 Apr 2024**	**28 Feb 2027**	**RM2.75**	**3.85%**	**3.53%**	**30.82%**
- PSP	**2.77**	**26 Apr 2024**	**28 Feb 2027**	**RM2.75**	**3.85%**	**3.51%**	**30.82%**
Grant 2023:							
- RSP	2.46	5 Dec 2023	6 Oct 2026	RM2.42	3.73%	3.50%	32.43%
- PSP	2.46	5 Dec 2023	6 Oct 2026	RM2.42	3.73%	3.51%	32.43%

[1] Grant date refers to the date where majority of employees accepted the offer.

[2] Yield of Malaysian Government Securities.

[3] The expected volatility is measured based on historical volatility over a three (3) year period on a daily basis.

Notes to the Financial Statements For the financial year ended 31 December 2024

14. SHARE-BASED COMPENSATION PLANS (CONTINUED)

(b) Axiata Group Long Term Incentive Plan ("Axiata LTIP") (continued)

The amounts recognised in the profit or loss of the Group and the Company as disclosed in Note 7(d) and Note 7(e) to the financial statements for all employees (including Directors) arising from the Axiata LTIP are summarised as follows.

	2024 RM'000	2023 RM'000
Share-based compensation expense	**14,209**	827

(c) Long-Term Incentive Plan ("LTIP") of EDOTCO Group Sdn Bhd ("EDOTCO")

EDOTCO has developed and implemented a performance based LTIP for senior management of EDOTCO and its subsidiaries. Under the plan, eligible senior management are entitled to ordinary shares of EDOTCO for no cash consideration upon the occurrence of certain events during the vesting period, otherwise, the award will be settled in cash, based on an independent valuation except for grant issued in 2023. For the 2023 grant, in the event of certain event does not take place by the vesting date, only 80% will be setted in cash.

The number of shares granted together with their respective grant dates and vesting dates are summarised as follows:

LTIP for senior management	Grant date	Number of shares granted[1]	Vesting date
Grant 2020	31 Mar 2020	721,100	31 Dec 2022
Grant 2021	31 Mar 2021	656,200	31 Dec 2023
Grant 2022	31 Mar 2022	488,400	31 Dec 2024
Grant 2023	17 April 2023	2,176,500	31 Dec 2025
Grant 2024	29 April 2024	2,269,000	31 Dec 2026

[1] Number of LTI instruments initially granted excludes multiplier effects which will be offered to eligible employees based on the consolidated performance of EDOTCO Group and individual performance for the award period.

The movements in the number of LTI instruments granted, in which the employees of EDOTCO and its subsidiaries are entitled to are as follows:

	At 1 January	Granted	Lapsed/ Forfeited	Paid	At 31 December
2024					
Grant 2021	**342,000**	**-**	**(65,900)**	**(276,100)**	**-**
Grant 2022	**352,600**	**-**	**(67,900)**	**-**	**284,700**
Grant 2023	**1,973,500**	**-**	**(594,400)**	**-**	**1,379,100**
Grant 2024	**-**	**2,296,000**	**(331,500)**	**-**	**1,937,500**
Total	**2,668,100**	**2,269,000**	**(1,059,700)**	**(276,100)**	**3,601,300**
2023					
Grant 2020	316,400	-	(74,100)	(242,300)	-
Grant 2021	407,900	-	(65,900)	-	342,000
Grant 2022	420,500	-	(67,900)	-	352,600
Grant 2023	-	2,176,500	(203,000)	-	1,973,500
Total	1,144,800	2,176,500	(410,900)	(242,300)	2,668,100

The share-based compensation expense recognised in the profit or loss as disclosed in Note 7(d) to the financial statements was RM2.0 million (2023: RM3.6 million).

The share-based payment liabilities recognised within "Trade and other payables" in the statements of financial position of the Group for the financial year ended 31 December 2024 was RM8.4 million (2023: RM9.7 million).

Notes to the Financial Statements For the financial year ended 31 December 2024

14. SHARE-BASED COMPENSATION PLANS (CONTINUED)

(d) Special grant of EDOTCO

On 17 April 2023, EDOTCO granted a new plan that grants the shares of EDOTCO to eligible senior managements and employees of EDOTCO Group. The grant will vest upon the occurrence of an event by 31 December 2025 ("Trigger Event"). 60% of the grant will be settled upon the achievement of the Trigger Event and the remaining 40% will be settled one (1) year from the date of the Trigger Event. In the event that the Trigger Event does not take place by 31 December 2025, the grant will not vest and will be subject to retesting of the performance of the eligible employees and EDOTCO Group throughout the duration of the Special Grant or other period as determine thereafter.

The movement in the number of the special grant instruments granted, in which the employees of EDOTCO and its subsidiaries are entitled to are as follows:

	At 1 January	Granted	Lapsed/ Forfeited	Paid	At 31 December
2024	**8,688,700**	**-**	**(2,135,000)**	**-**	**6,553,700**
2023	3,784,530	9,558,900	(4,654,730)	-	8,688,700

Total share-based compensation expenses recognised in the profit or loss as disclosed in Note 7(d) to the financial statements was RM5.4 million (2023: RM4.1 million).

Total share-based payment liabilities recognised within "Trade and other payables" in the statements of financial position of the Group for the financial year ended 31 December 2024 was RM14.2 million (2023: RM7.3 million).

(e) Long Term Incentive Plan of Axiata Digital & Analytics Sdn Bhd ("ADA")

The LTIP of ADA will take effect from 22 December 2023 and will be in force for up to ten (10) years and is eligible for employees under both permanent employment and employment contracts. Under the LTIP, share options are granted to employees with exercise price of RM40.16 per share. The vesting period of the options are over four (4) years in which 25% of the options granted will vest each year, with the first vesting date on 31 March 2023. The performance period under evaluation commences from 1 January 2023 and a 15% hurdle rate is imposed as the vesting condition, where vesting can only occur if the value per share of the Group increases by 15% or more each year.

Total share-based compensation expenses recognised in the profit or loss as disclosed in Note 7(d) to the financial statements was RM6.9 million (2023: reversal of RM3.1 million).

Total share-based payment liabilities recognised within "Trade and other payables" in the statements of financial position of the Group for the financial year ended 31 December 2024 was RM8.9 million (2023: RM2.1 million).

Notes to the Financial Statements For the financial year ended 31 December 2024

15. RESERVES

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Retained earnings		**11,543,966**	11,508,672	**7,943,775**	8,135,788
Currency translation differences arising from translation of subsidiaries		**(1,858,469)**	(1,150,691)	**-**	-
Reserves:					
- Capital contribution	(a)	**16,598**	16,598	**16,598**	16,598
- Merger	(b)	**346,774**	346,774	**-**	-
- Hedging	(c)	**(243,312)**	(258,880)	**8,572**	(863)
- Cost of hedging	(d)	**21,177**	12,869	**22,776**	4,061
- Actuarial	(e)	**34,498**	32,982	**-**	-
- Share-based payment	(f)	**26,963**	28,006	**26,614**	23,590
- FVTOCI	(g)	**(2,490,195)**	(2,392,838)	**-**	-
- Put option	(h)	**(137,542)**	-	**-**	-
		(2,425,039)	(2,214,489)	**74,560**	43,386
Total		**7,260,458**	8,143,492	**8,018,335**	8,179,174

(a) The Group's and the Company's capital contribution reserve relates to the Employee Share Option Scheme of Telekom Malaysia Berhad, a former holding company, which was made available to the employees of the Group and the Company.

(b) The Group's merger reserve relates to the credit difference arising from the business combination accounted under the predecessor method of accounting upon completion of a Group's restructuring exercise on 25 April 2008.

(c) The Group's and the Company's hedging reserve mainly consists of cash flow hedge arising from effective hedges as disclosed in Note 18(d), (e) and (f) to the financial statements.

(d) The Group's and the Company's cost of hedging reserve represents the change in the foreign currency basis spread of the CCIRS and forward contract as disclosed in Note 18(d) and (f) to the financial statements.

(e) The Group's actuarial reserve relates to actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions from post-employment benefit obligations.

(f) The Group's and the Company's share-based payment reserve relates to share-based compensation plans of the Group and the Company, which were made available to the employees as disclosed in Note 14 to the financial statements.

(g) The Group's FVTOCI reserve is the cumulative fair value change of financial assets at FVTOCI since the inception of the assets being designated as FVTOCI.

(h) The Group's put option reserve relates to the put option liabilities over shares held by NCI as disclosed in Note 18(b) and (c) to the financial statements.

15. RESERVES (CONTINUED)

The movements of Reserves of the Group attributable to the owners of the Company are as follows:

	Capital contribution RM'000	Merger RM'000	Hedging RM'000	Cost of hedging RM'000	Actuarial RM'000	Share-based payment RM'000	FVTOCI RM'000	Put option RM'000	Total RM'000
Group									
At 1 January 2024	**16,598**	**346,774**	**(258,880)**	**12,869**	**32,982**	**28,006**	**(2,392,838)**	**-**	**(2,214,489)**
Other comprehensive income/(expense):									
- Net cash flow hedge	**-**	**-**	**15,568**	**-**	**-**	**-**	**-**	**-**	**15,568**
- Net cost of hedging	**-**	**-**	**-**	**8,308**	**-**	**-**	**-**	**-**	**8,308**
- Actuarial gains (net of tax)	**-**	**-**	**-**	**-**	**1,992**	**-**	**-**	**-**	**1,992**
- Revaluation of financial assets at FVTOCI	**-**	**-**	**-**	**-**	**-**	**-**	**(97,065)**	**-**	**(97,065)**
Total other comprehensive income/ (expense) for the financial year	**-**	**-**	**15,568**	**8,308**	**1,992**	**-**	**(97,065)**	**-**	**(71,197)**
Transactions with owners:									
- Dilutions/Accretion of equity interests in subsidiaries	**-**	**-**	**-**	**-**	**(336)**	**-**	**(292)**	**-**	**(628)**
- Partial disposal of subsidiaries	**-**	**-**	**-**	**-**	**(140)**	**-**	**-**	**-**	**(140)**
- Put options over shares held by NCI	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(137,542)**	**(137,542)**
- Share-based compensation expense	**-**	**-**	**-**	**-**	**-**	**11,064**	**-**	**-**	**11,064**
- Transferred from share-based payment reserve upon vesting	**-**	**-**	**-**	**-**	**-**	**(12,107)**	**-**	**-**	**(12,107)**
Total transactions with owners	**-**	**-**	**-**	**-**	**(476)**	**(1,043)**	**(292)**	**(137,542)**	**(139,353)**
At 31 December 2024	**16,598**	**346,774**	**(243,312)**	**21,177**	**34,498**	**26,963**	**(2,490,195)**	**(137,542)**	**(2,425,039)**

15. RESERVES (CONTINUED)

The movements of Reserves of the Group attributable to the owners of the Company are as follows: (continued)

	Capital contribution RM'000	Merger RM'000	Hedging RM'000	Cost of hedging RM'000	Actuarial RM'000	Share-based payment RM'000	FVTOCI RM'000	Total RM'000
Group								
At 1 January 2023	16,598	346,774	(316,584)	(18,212)	18,925	28,241	(2,311,121)	(2,235,379)
Other comprehensive income/(expense):								
- Net cash flow hedge	-	-	57,704	-	-	-	-	57,704
- Net cost of hedging	-	-	-	31,081	-	-	-	31,081
- Actuarial gains (net of tax)	-	-	-	-	14,004	-	-	14,004
- Revaluation of financial assets at FVTOCI	-	-	-	-	-	-	(81,717)	(81,717)
Total other comprehensive income/ (expense) for the financial year	-	-	57,704	31,081	14,004	-	(81,717)	21,072
Transactions with owners:								
- Dilutions/Accretion of equity interests in subsidiaries	-	-	-	-	53	-	-	53
- Share-based compensation expense	-	-	-	-	-	6,929	-	6,929
- Transferred from share-based payment reserve upon vesting/ forfeiture	-	-	-	-	-	(7,164)	-	(7,164)
Total transactions with owners	-	-	-	-	53	(235)	-	(182)
At 31 December 2023	16,598	346,774	(258,880)	12,869	32,982	28,006	(2,392,838)	(2,214,489)

16. BORROWINGS

		2024				2023			
	Note	W.A.R.F. %	Non-current RM'000	Current RM'000	Total RM'000	W.A.R.F. %	Non-current RM'000	Current RM'000	Total RM'000
Group									
Overseas									
Secured:									
- Borrowings from financial institutions	(a)	**7.18**	**1,986,234**	**80,358**	**2,066,592**	7.40	2,158,515	141,489	2,300,004
- Bank overdrafts	(a)	**17.04**	**-**	**16,207**	**16,207**	18.63	-	18,366	18,366
Unsecured:									
- Borrowings from financial institutions	(g)	**7.46**	**3,691,397**	**2,231,649**	**5,923,046**	7.56	4,242,586	1,327,606	5,570,192
- Sukuk Ijarah	(b)(ii)	**7.86**	**346,995**	**202,678**	**549,673**	8.08	585,398	125,672	711,070
- Bonds	(c)	**7.56**	**256,646**	**212,222**	**468,868**	7.60	499,837	15,863	515,700
- Bank overdrafts		**9.10**	**-**	**340,247**	**340,247**	22.00	-	465,211	465,211
Total overseas		**7.49**	**6,281,272**	**3,083,361**	**9,364,633**	7.63	7,486,336	2,094,207	9,580,543

W.A.R.F. (Weighted Average Rate of Finance) as at the reporting date represents the blended weighted cost of financing, calculated based on the effective interest rates applicable to conventional borrowings and the effective profit rates applicable to Islamic financing, weighted by their respective outstanding balances.

Notes to the Financial Statements For the financial year ended 31 December 2024

16. BORROWINGS (CONTINUED)

	Note	2024 W.A.R.F. %	2024 Non-current RM'000	2024 Current RM'000	2024 Total RM'000	2023 W.A.R.F. %	2023 Non-current RM'000	2023 Current RM'000	2023 Total RM'000
Group									
Malaysia									
Secured:									
- Borrowings from financial institutions	(a)	**6.75**	**2,614,669**	**18,639**	**2,633,308**	6.85	2,238,343	30,194	2,268,537
Unsecured:									
- Notes	(d)	**3.04**	**3,245,774**	**36,296**	**3,282,070**	3.04	4,576,267	51,096	4,627,363
- Borrowings from financial institutions		**5.43**	**599,383**	**1,383,550**	**1,982,933**	5.89	1,887,818	432,707	2,320,525
- Sukuk	(b)(i),(iii)	**3.49**	**5,767,144**	**160,897**	**5,928,041**	3.48	5,983,223	61,957	6,045,180
Total Malaysia		**4.28**	**12,226,970**	**1,599,382**	**13,826,352**	4.22	14,685,651	575,954	15,261,605
Total		**5.57**	**18,508,242**	**4,682,743**	**23,190,985**	5.50	22,171,987	2,670,161	24,842,148
Company									
Unsecured:									
- Borrowings from financial institutions		**5.51**	**574,488**	**1,120,965**	**1,695,453**	6.01	1,829,870	3,996	1,833,866

16. BORROWINGS (CONTINUED)

(a) Secured by charges of shares, PPE and deposits with financial institutions of certain subsidiaries, as disclosed in Note 26(a) and Note 35 to the financial statements respectively.

(b) Sukuk

Sukuk of the Group consist of a Multi-Currency Sukuk Programme ("Multi-Currency Sukuk"), a Sukuk Ijarah Programme ("Sukuk Ijarah") and Sukuk Wakalah Programme ("Sukuk Wakalah") as follows:

(i) Multi-Currency Sukuk

The Group established a Multi-Currency Sukuk Programme involving the issuance of up to USD1.5 billion (or its equivalent in other currencies based on Islamic Principles).

On 24 March 2016, the Group issued USD0.5 billion Sukuk ("Sukuk 2026") pursuant to the Sukuk Programme. Sukuk 2026, which was issued at par, carries a coupon rate of 4.357% p.a. (payable semi-annually in arrears) and has a tenure of ten (10) years from the date of issuance, maturing on 24 March 2026. Subsequently, Sukuk 2026 was listed and quoted on Bursa Securities (under the Exempt Regime) and on the Singapore Exchange Securities Trading Limited ("SGX-ST").

On 19 August 2020, the Group issued USD0.5 billion Sukuk ("Sukuk 2030") pursuant to the Sukuk Programme. Sukuk 2030, which was issued at par, carries a coupon rate of 2.163% p.a. (payable semi-annually in arrears) and has tenure of ten (10) years from the date of issuance, maturing on 19 August 2030. Subsequently, on 21 August 2020, Sukuk 2030 was listed but not quoted for trading, on Bursa Securities (under the Exempt Regime) and listed and quoted on the SGX-ST.

The details of the Multi-Currency Sukuk as at 31 December are as follows:

	Contractual profit rate[1] %	Maturity date	Nominal value 2024 RM'million	Nominal value 2023 RM'million
Sukuk 2026	4.357	24 Mar 2026	**2,236.0**	2,295.0
Sukuk 2030	2.163	19 Aug 2030	**2,236.0**	2,295.0
			4,472.0	4,590.0

[1] Payable semi-annually

(ii) Sukuk Ijarah

On 28 April 2017, XL issued the Shelf Sukuk Ijarah I XL Axiata Tranche II Year 2017 ("Sukuk Ijarah I, Tranche II") amounting to IDR2.2 trillion with maturity period between three hundred and seventy (370) days and ten (10) years. Sukuk Ijarah I, Tranche II was listed and quoted on IDX on 2 May 2017.

The details of Sukuk Ijarah I, Tranche II are as follows:

	Annual fixed Sukuk Ijarah return IDR'million	Annual fixed Sukuk Ijarah return RM'million	Maturity date	Nominal value 2024 RM'million	Nominal value 2023 RM'million
Series D	23,660	6.6	28 Apr 2024	**-**	77.5
Series E	31,584	8.7	28 Apr 2027	**93.1**	100.1
				93.1	177.6

Revenue sharing of Sukuk Ijarah I, Tranche II is paid on a quarterly basis with the first payment on 28 July 2017 and the last payment will be paid simultaneously with payment of principal of each series of the Sukuk Ijarah.

On 8 October 2018, XL issued the Shelf Sukuk Ijarah II XL Axiata Tranche I Year 2018 ("Sukuk Ijarah II, Tranche I") amounting to IDR1.0 trillion with maturity period between three hundred and seventy (370) days and ten (10) years. Sukuk Ijarah II, Tranche I was listed and quoted on IDX on 17 October 2018.

Notes to the Financial Statements For the financial year ended 31 December 2024

16. BORROWINGS (CONTINUED)

(b) Sukuk (continued)

(ii) Sukuk Ijarah (continued)

The details of Sukuk Ijarah II, Tranche I are as follows:

	Annual fixed Sukuk Ijarah return		Maturity date	Nominal value	
	IDR'million	RM'million		2024 RM'million	2023 RM'million
Series D	3,434	1.0	16 Oct 2025	**9.4**	10.1
Series E	6,180	1.7	16 Oct 2028	**16.6**	17.9
				26.0	28.0

Revenue sharing of Sukuk Ijarah II, Tranche I is paid on a quarterly basis with the first payment on 16 January 2019 and the last payment will be paid simultaneously with payment of principal of each series of the Sukuk Ijarah.

On 8 February 2019, XL issued the Shelf Sukuk Ijarah II XL Axiata Tranche II Year 2019 ("Sukuk Ijarah II, Tranche II") amounting to IDR640.0 billion with maturity period between three hundred and seventy (370) days and ten (10) years. Sukuk Ijarah II, Tranche II was listed and quoted on IDX on 11 February 2019.

The details of Sukuk Ijarah II, Tranche II are as follows:

	Annual fixed Sukuk Ijarah return		Maturity date	Nominal value	
	IDR'million	RM'million		2024 RM'million	2023 RM'million
Series C	12,765	3.5	8 Feb 2024	**-**	41.1
Series D	1,455	0.4	8 Feb 2026	**4.2**	4.5
Series E	2,600	0.7	8 Feb 2029	**7.2**	7.7
				11.4	53.3

Revenue sharing of Sukuk Ijarah II, Tranche II is paid on a quarterly basis with the first payment on 8 May 2019 and the last payment will be paid simultaneously with payment of principal of each series of the Sukuk Ijarah.

On 1 September 2022, XL issued the Shelf Sukuk Ijarah III XL Axiata Tranche I Year 2022 ("Sukuk Ijarah III, Tranche I") amounting to IDR1.5 trillion with maturity period between three (3) and ten (10) years. Sukuk Ijarah III, Tranche I was listed and quoted on IDX on 2 September 2022.

Notes to the Financial Statements For the financial year ended 31 December 2024

16. BORROWINGS (CONTINUED)

(b) Sukuk (continued)

(ii) Sukuk Ijarah (continued)

The details of Sukuk Ijarah III, Tranche I are as follows:

	Annual fixed Sukuk Ijarah return		Maturity date	Nominal value	
	IDR'million	RM'million		2024 RM'million	2023 RM'million
Series A	45,962	12.7	1 Sep 2025	**188.6**	202.9
Series B	31,176	8.6	1 Sep 2027	**116.7**	125.5
Series C	10,676	3.0	1 Sep 2029	**37.4**	40.3
Series D	21,669	6.0	1 Sep 2032	**72.8**	78.3
				415.5	447.0

Revenue sharing of Sukuk Ijarah III, Tranche I is paid on a quarterly basis with the first payment on 1 December 2022 and the last payment will be paid simultaneously with payment of principal of each series of the Sukuk Ijarah.

(iii) Sukuk Wakalah

On 23 August 2022, EDOTCO via its wholly owned subsidiary, edotco Malaysia established a Sukuk Wakalah Programme of up to RM3.0 billion in nominal value. On 9 September 2022, edotco Malaysia has successfully issued RM1.4 billion series of Sukuk at par with maturity period between three (3) and ten (10) years.

The details of the Sukuk Wakalah as at 31 December are as follows:

	Period distribution rate[1]	Maturity date	Nominal value	
	%		2024 RM'million	2023 RM'million
Tranche 1	3.93	9 Sep 2025	**100.0**	100.0
Tranche 2	4.27	9 Sep 2027	**600.0**	600.0
Tranche 3	4.44	7 Sep 2029	**300.0**	300.0
Tranche 4	4.54	9 Sep 2032	**400.0**	400.0
			1,400.0	1,400.0

[1] Payable semi-annually

Notes to the Financial Statements For the financial year ended 31 December 2024

16. BORROWINGS (CONTINUED)

(c) Bonds

On 8 October 2018, XL issued a series of bonds namely Shelf Bond I XL Axiata Tranche I Year 2018 ("Bond I, Tranche I") amounting to IDR1.0 trillion with maturity period between three hundred and twenty eight (328) days and ten (10) years. Bond I, Tranche I was listed and quoted on IDX on 17 October 2018.

The details of Bond I, Tranche I are as follows:

	Annual fixed interest rate	Maturity date	Nominal value	
	%		2024 RM'million	2023 RM'million
Series D	10.10	16 Oct 2025	**5.3**	5.7
Series E	10.30	16 Oct 2028	**19.9**	21.5
			25.2	27.2

Interest payment of Bond I, Tranche I is paid on a quarterly basis with the first payment on 16 January 2019 and the last payment will be paid simultaneously with payment of principal of each series of the Bond.

On 8 February 2019, XL issued a series of bonds namely Shelf Bond I XL Axiata Tranche II Year 2019 ("Bond I, Tranche II") amounting to IDR634.0 billion with maturity period between three hundred and seventy (370) days and ten (10) years. Bond I, Tranche II was listed and quoted on IDX on 11 February 2019.

The details of Bond I, Tranche II are as follows:

	Annual fixed interest rate	Maturity date	Nominal value	
	%		2024 RM'million	2023 RM'million
Series C	9.25	8 Feb 2024	**-**	11.9
Series D	10.00	8 Feb 2029	**25.8**	27.7
			25.8	39.6

Interest payment of Bond I, Tranche II is paid on a quarterly basis with the first payment on 8 May 2019 and the last payment will be paid simultaneously with payment of principal of each series of the Bond.

On 1 September 2022, XL issued a series of bonds namely Shelf Bond II XL Axiata Tranche I Year 2022 ("Bond II, Tranche I") amounting to IDR1.5 trillion with maturity period between three (3) and ten (10) years. Bond II, Tranche I was listed and quoted on IDX on 2 September 2022.

The details of Bond II, Tranche I are as follows:

	Annual fixed interest rate	Maturity date	Nominal value	
	%		2024 RM'million	2023 RM'million
Series A	6.75	1 Sep 2025	**203.7**	219.1
Series B	7.40	1 Sep 2027	**114.1**	122.7
Series C	7.90	1 Sep 2029	**49.3**	53.0
Series D	8.25	1 Sep 2032	**48.5**	52.2
			415.6	447.0

Interest payment of Bond II, Tranche I is paid on a quarterly basis with the first payment on 1 December 2022 and the last payment will be paid simultaneously with payment of principal of each series of the Bond.

Notes to the Financial Statements For the financial year ended 31 December 2024

16. BORROWINGS (CONTINUED)

(d) Euro Medium Term Note ("EMTN")

The Company via its wholly owned subsidiary Axiata SPV5 (Labuan) Limited ("SPV5") established a Euro Medium Term Note Programme ("EMTN Programme") involving issuance of up to USD1.5 billion or its equivalent in other currencies.

On 19 August 2020, SPV5 issued USD1.0 billion EMTN at par and has a tenure of thirty (30) years from the date of issuance. On 21 August 2020, the EMTN was listed and quoted on the SGX-ST.

On 27 September 2024, SPV5 had completed partial early redemption of its EMTN for a principal amount of USD272.1 million (RM1,155.1 million) out of the total outstanding USD1.0 billion for USD200.0 million (RM849.0 million) using available cash balances of the Company. Accordingly, the Group recognised a gain on early redemption of debt amounting to USD72.1 million (RM306.1 million) during the financial year.

The details of the EMTN as at 31 December are as follows:

	Annual fixed interest rate[1]	Maturity date	Nominal value	
	%		2024 RM'million	2023 RM'million
EMTN	3.064	19 Aug 2050	**3,255.1**	4,590.0

[1] Payable semi-annually

(e) Borrowings of the Group are subject to certain covenants. These covenants require that certain ratios (EBITDA, Debts to Equity, Debt Service Coverage Ratio, Debts to Asset and positive net worth) to be met, limitation to certain asset sales or transferred and maintaining majority ownership in certain subsidiaries held by the Group. The Group is in compliance with these covenants as at reporting date.

(f) Total floating interest rate borrowings of the Group and the Company are RM8,683.7 million (2023: RM9,138.4 million) and RM1,699.4 million (2023: RM1,836.0 million) respectively as at the reporting date.

(g) The Company has provided financial guarantees to licensed financial institutions for a total outstanding principal borrowings of USD1,851.6 million (RM8,280.3 million) (2023: USD2,231.5 million (RM10,242.6 million)) offered by a foreign financial institution to certain subsidiaries as well as for the issuance of Multi-Currency Sukuk and EMTN as disclosed in Note 16 (b) and Note 16 (d), respectively to the financial statements.

Notes to the Financial Statements For the financial year ended 31 December 2024

16. BORROWINGS (CONTINUED)

(h) The movements in borrowings are as follows:

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
At 1 January	**24,842,148**	25,435,632	**1,833,866**	4,156,943
Proceeds from borrowings and Sukuk	**4,098,565**	8,874,102	**597,521**	1,256,350
Acquisition of subsidiaries	**138,078**	-	**-**	-
Disposal of group of subsidiaries	**-**	(511,582)	**-**	-
Repayments of borrowings and Sukuk	**(4,546,318)**	(10,462,110)	**(732,050)**	(3,709,060)
Gain on early redemption of debt	**(306,101)**	-	**-**	-
Bank overdrafts	**(127,123)**	341,096	**-**	-
Foreign exchange (gains)/losses	**(435,980)**	591,562	**(12,058)**	118,620
Finance costs on borrowings and Sukuk	**1,404,084**	1,446,947	**100,404**	185,798
Payment of finance costs	**(1,382,185)**	(1,405,697)	**(92,230)**	(174,785)
Currency translation differences	**(494,183)**	532,198	**-**	-
At 31 December	**23,190,985**	24,842,148	**1,695,453**	1,833,866

(i) The carrying amount of borrowings of the Group at the reporting date approximated their fair values except as set out below:

	2024		2023	
	Carrying amount RM'000	**Fair value RM'000**	**Carrying amount RM'000**	**Fair value RM'000**
Group				
- Sukuk Ijarah[1]	**549,673**	**559,445**	711,070	724,505
- Bonds[1]	**468,868**	**476,407**	515,700	523,126
- EMTN[1]	**3,282,070**	**2,129,280**	4,627,363	3,162,923
- Multi-Currency Sukuk[1]	**4,510,203**	**4,114,307**	4,627,536	4,214,653
- Sukuk Wakalah[2]	**1,417,838**	**1,427,267**	1,417,644	1,421,203

[1] Fair value is based on quoted prices in an active market and is within level 1 of the fair value hierarchy.

[2] Fair value is based on quoted prices in a market that is not active and is within level 2 of the fair value hierarchy.

Notes to the Financial Statements For the financial year ended 31 December 2024

16. BORROWINGS (CONTINUED)

The currencies profile of borrowings of the Group and the Company are as follows:

	2024						
	Functional currency						
	RM RM'000	IDR RM'000	LKR RM'000	BDT RM'000	PHP RM'000	Others RM'000	Total RM'000
Group							
RM	**1,705,319**	**-**	**-**	**-**	**-**	**-**	**1,705,319**
USD	**12,121,032**	**-**	**484,690**	**44,416**	**-**	**27,231**	**12,677,369**
IDR	**-**	**5,312,452**	**-**	**-**	**-**	**-**	**5,312,452**
LKR	**-**	**-**	**1,136,336**	**-**	**-**	**-**	**1,136,336**
BDT	**-**	**-**	**-**	**331,583**	**-**	**-**	**331,583**
PKR	**-**	**-**	**-**	**-**	**-**	**43,480**	**43,480**
PHP	**-**	**-**	**-**	**-**	**1,984,446**	**-**	**1,984,446**
Total	**13,826,351**	**5,312,452**	**1,621,026**	**375,999**	**1,984,446**	**70,711**	**23,190,985**
Company							
USD	**1,695,453**	**-**	**-**	**-**	**-**	**-**	**1,695,453**
Total	**1,695,453**	**-**	**-**	**-**	**-**	**-**	**1,695,453**

	2023						
	Functional currency						
	RM RM'000	IDR RM'000	LKR RM'000	BDT RM'000	PHP RM'000	Others RM'000	Total RM'000
Group							
RM	1,668,362	-	-	-	-	-	1,668,362
USD	13,593,244	-	643,265	359,490	-	11,481	14,607,480
IDR	-	5,102,563	-	-	-	-	5,102,563
LKR	-	-	925,158	-	-	-	925,158
BDT	-	-	-	363,768	-	-	363,768
NPR	-	-	-	-	-	-	-
PKR	-	-	-	-	44,325	-	44,325
PHP	-	-	-	-	-	2,130,492	2,130,492
Total	15,261,606	5,102,563	1,568,423	723,258	44,325	2,141,973	24,842,148
Company							
USD	1,833,866	-	-	-	-	-	1,833,866
Total	1,833,866	-	-	-	-	-	1,833,866

USD: United States Dollar
IDR: Indonesian Rupiah
LKR: Sri Lankan Rupee
BDT: Bangladeshi Taka
PKR: Pakistani Rupee
PHP: Philippine Peso

Notes to the Financial Statements For the financial year ended 31 December 2024

17. FINANCIAL INSTRUMENTS BY CATEGORIES

	Note	2024 Financial assets classified as amortised cost RM'000	2024 Assets at FVTPL RM'000	2024 Assets at FVTOCI RM'000	2024 Total RM'000	2023 Financial assets classified as amortised cost RM'000	2023 Assets at FVTPL RM'000	2023 Assets at FVTOCI RM'000	2023 Total RM'000
Group									
Financial assets									
Derivative financial instruments	18	-	**131,360**	-	**131,360**	-	183,177	-	183,177
Trade and other receivables		**3,281,240**	-	-	**3,281,240**	2,847,744	-	-	2,847,744
Financial assets at FVTPL		-	**11,559**	-	**11,559**	-	10,877	-	10,877
Financial assets at FVTOCI	31	-	-	**25,854**	**25,854**	-	-	114,247	114,247
Deposits, cash and bank balances	35	**4,860,440**	-	-	**4,860,440**	4,612,134	-	-	4,612,134
Total		**8,141,680**	**142,919**	**25,854**	**8,310,453**	7,459,878	194,054	114,247	7,768,179

	Note	2024 Financial liabilities classified as amortised cost RM'000	2024 Liabilities at FVTPL RM'000	2024 Total RM'000	2023 Financial liabilities classified as amortised cost RM'000	2023 Liabilities at FVTPL RM'000	2023 Total RM'000
Group							
Financial liabilities							
Borrowings	16	**23,190,985**	-	**23,190,985**	24,842,148	-	24,842,148
Derivative financial instruments	18	**137,542**	**63,297**	**200,839**	-	16,015	16,015
Trade and other payables		**6,242,822**	-	**6,242,822**	6,350,775	-	6,350,775
Total		**29,571,349**	**63,297**	**29,634,646**	31,192,923	16,015	31,208,938

Notes to the Financial Statements For the financial year ended 31 December 2024

17. FINANCIAL INSTRUMENTS BY CATEGORIES (CONTINUED)

	Note	2024 RM'000	2023 RM'000
Company			
Financial assets			
Financial assets classified as amortised cost			
Amounts due from subsidiaries	33	**278,033**	630,440
Other receivables and deposits		**3,775**	5,318
Deposits, cash and bank balances	35	**359,385**	1,426,660
Assets at FVTPL			
Derivative financial instruments	18	**46,335**	21,209
Total		**687,528**	2,083,627
Financial liabilities			
Financial liabilities classified as amortised cost			
Accruals and other payables		**103,775**	135,258
Borrowings	16	**1,695,453**	1,833,866
Amounts due to subsidiaries	33	**7,262,807**	8,159,499
Financial guarantee contracts	20	**78,323**	515,818
Total		**9,140,358**	10,644,441

Notes to the Financial Statements For the financial year ended 31 December 2024

18. DERIVATIVE FINANCIAL INSTRUMENTS

	Note	2024 Assets RM'000	2024 Liabilities RM'000	2023 Assets RM'000	2023 Liabilities RM'000
Group					
Non-current					
Non-hedging derivatives:					
- Call option over shares held by NCI	(a)	**2,311**	**-**	2,311	-
- Put options over shares held by NCI	(b), (c)	**-**	**(137,542)**	-	-
Derivatives designated as hedging instrument:					
- Interest rate swap ("IRS")	(e)	**2,218**	**(2,018)**	9,641	-
- CCIRS	(d)	**103,750**	**-**	159,657	-
- Foreign exchange forward ("FX Forward")	(f)	**-**	**(930)**	10,869	-
Total non-current		**108,279**	**(140,490)**	182,478	-
Current					
Derivatives designated as hedging instrument:					
- IRS	(e)	**4,846**	**(1,105)**	538	-
- CCIRS	(d)	**12,889**	**(55,879)**	-	(16,015)
- FX Forward	(f)	**5,346**	**(3,365)**	161	-
Total current		**23,081**	**(60,349)**	699	(16,015)
Total		**131,360**	**(200,839)**	183,177	(16,015)
Company					
Non-current					
Derivatives designated as hedging instrument:					
- IRS	(e)	**-**	**-**	9,641	-
- CCIRS	(d)	**26,691**	**-**	-	-
- FX Forward	(f)	**-**	**-**	10,869	-
Total non-current		**26,691**	**-**	20,510	-
Current					
Derivatives designated as hedging instrument:					
- IRS	(e)	**1,408**	**-**	538	-
- CCIRS	(d)	**12,890**	**-**	-	-
- FX Forward	(f)	**5,346**	**-**	161	-
Total current		**19,644**	**-**	699	-
Total		**46,335**	**-**	21,209	-

Notes to the Financial Statements For the financial year ended 31 December 2024

18. DERIVATIVE FINANCIAL INSTRUMENTS (CONTINUED)

Non-hedging derivative

(a) Call option over shares held by NCI

Boost Holdings has been granted with a call option to purchase the shares in CMA owned by PT Monetrans Mitra Indonesia at a price equal to 90% of the exit price to increase its shareholding up to 85.00% of the issued and paid-up shares of CMA.

The fair value of the call option is estimated using the Black-Scholes valuation model, taking into account the terms and conditions upon which the call option was granted.

(b) Put option over shares held by NCI in Dialog

In conjunction with the acquisition of Airtel Lanka as disclosed in Note 5(a)(i) to the financial statements, the Group granted Bharti Airtel a put option which requires the Group to purchase up to 952,694,689 ordinary shares of Dialog held by Bharti Airtel. The put option is exercisable at the end of the thirty-sixth (36th) month until the end of the seventy-second (72nd) month from the date of acquisition of Airtel Lanka.

The exercise price of the put option liability is based on the lower of:

- the prevailing 30-day volume-weighted average price as of the date of the put option exercise notice; and
- applicable put option cap price.

The present value of the put option liability is estimated by using the Monte Carlo simulation model incorporating Geometric Brownian Motion in performing the valuation, taking into account the terms and conditions upon which the put option was granted.

(c) Put option over shares held by NCI in Link Net

On 29 May 2024, the Group granted PT Sucorinvest Asset Management a put option which requires the Group to purchase the entire 28,631,954 ordinary shares of Link Net, exercisable between nine (9) and twelve (12) months from 31 May 2024 ("Exercise Period") with an option to extend for another twelve (12) months ("Extended Exercise Period").

The exercise price of the put option liability is based on:

- IDR1,088 per ordinary share of Link Net during Exercise Period; or
- IDR1,251 per ordinary share of Link Net during the Extended Exercise Period.

The present value of the put option liability is estimated by using the Binomial Option Pricing simulation model in performing the valuation, taking into account the terms and conditions upon which the put option was granted.

Derivatives designated as hedging instrument

(d) Cash flow hedge – CCIRS

The Group and the Company entered into CCIRS that have similar critical terms as the hedged item, such as reference rate, reset dates, payment dates, maturities and notional amount. The Group and the Company does not hedge 100% of its borrowings, therefore the hedged item is identified as a proportion of the outstanding borrowings up to the notional amount of the swaps. As all critical terms matched, there is an economic relationship.

The underlying debt instrument for the CCIRS is the Group's Multi-Currency Sukuk and the Company's borrowings from financial institutions as disclosed in Note 16 to the financial statements. The hedging instrument is designed to hedge against foreign currency and interest rate risks.

The CCIRS is designated as cash flow hedge to hedge the currency and interest rate risks of borrowings denominated in USD. The hedge has been fully effective from inception and during the financial year.

The fair value changes of the derivatives of the Group and the Company are attributable to future exchange rates and interest rate movements.

During the financial year, the Group recognised a gain of RM13.4 million (2023: gain of RM107.2 million) in OCI after reclassification of fair value loss of RM95.7 million (2023: gain of RM192.4 million) on the CCIRS from the OCI to the profit or loss – foreign exchange gain/(loss) on financing activities.

During the financial year, the Company recognised a gain of RM16.5 million (2023: gain of RM4.9 million) in OCI after reclassification of fair value gain of RM22.3 million (2023: loss of RM7.7 million) on the CCIRS from the OCI to the profit or loss – foreign exchange (loss)/gain on financing activities.

In the previous financial year, the Company derecognised CCIRS which matured on 8 May 2023. As a result of the derecognition, a gain of RM6.7 million was reclassified from the OCI to the profit or loss.

Notes to the Financial Statements For the financial year ended 31 December 2024

18. DERIVATIVE FINANCIAL INSTRUMENTS (CONTINUED)

Derivatives designated as hedging instrument (continued)

(d) Cash flow hedge – CCIRS (continued)

Information relating to the CCIRS of a subsidiary of the Group as at 31 December is as follows:

Counterparties	Notional amount USD'million	Exchange rate	Notional amount RM'million	Notional carrying amount 2024 RM'million	Notional carrying amount 2023 RM'million	Period	Semi-annually fixed interest rate paid on RM notional %	Semi-annually fixed interest rate received on USD notional %	Fair value assets/ (liabilities) 2024 RM'000	Fair value assets/ (liabilities) 2023 RM'000
Sukuk maturing on 24 March 2026										
CIMB Bank Berhad	130.0	4.193	545.1	**581.4**	596.7	20 Dec 2016-24 Mar 2026	6.656	4.357	**11,805**	14,960
	50.0	4.070	203.5	**223.6**	229.5	25 Mar 2019-24 Mar 2026	5.600	4.357	**14,284**	17,718
	46.0	4.080	187.7	**205.7**	211.1	25 Mar 2019-24 Mar 2026	5.480	4.357	**12,991**	16,351
HSBC Bank Malaysia Berhad	20.0	4.160	83.2	**89.4**	91.8	28 Oct 2016-24 Mar 2026	6.730	4.357	**2,436**	2,883
	50.0	4.060	203.0	**223.6**	229.5	25 Mar 2019-24 Mar 2026	5.470	4.357	**15,134**	18,784
MUFG Bank (Malaysia) Berhad	154.0	4.160	640.7	**688.7**	706.9	27 Dec 2016-24 Mar 2026	6.641	4.357	**19,476**	23,445
	50.0	4.060	203.0	**223.6**	229.5	25 Mar 2019-24 Mar 2026	5.470	4.357	**15,134**	18,784
	500.0		2,066.2	**2,236.0**	2,295.0				**91,260**	112,925

18. DERIVATIVE FINANCIAL INSTRUMENTS (CONTINUED)

Derivatives designated as hedging instrument (continued)

(d) Cash flow hedge – CCIRS (continued)

Information relating to the CCIRS of a subsidiary of the Group as at 31 December is as follows: (continued)

Counterparties	Notional amount USD'million	Exchange rate	Notional amount RM'million	Notional carrying amount 2024 RM'million	Notional carrying amount 2023 RM'million	Period	Semi-annually fixed interest rate paid on RM notional %	Semi-annually fixed interest rate received on USD notional %	Fair value assets/(liabilities) 2024 RM'000	Fair value assets/(liabilities) 2023 RM'000
Sukuk maturing on 19 August 2030										
CIMB Bank Berhad	50.0	4.045	202.3	**223.6**	229.5	19 Feb 2021-19 Aug 2030	3.350	2.163	**(2,134)**	8,330
	50.0	4.071	203.5	**223.6**	229.5	19 Feb 2021-19 Aug 2030	3.580	2.163	**(6,002)**	4,100
	70.0	4.118	288.3	**313.0**	321.3	19 Feb 2021-19 Aug 2030	3.700	2.163	**(13,735)**	152
MUFG Bank (Malaysia) Berhad	30.0	4.044	121.3	**134.2**	137.7	19 Feb 2021-19 Aug 2030	3.330	2.163	**(1,117)**	5,181
	50.0	4.070	203.5	**223.6**	229.5	19 Feb 2021-19 Aug 2030	3.580	2.163	**(5,951)**	4,152
Standard Chartered Bank Malaysia Berhad	50.0	4.055	202.8	**223.6**	229.5	19 Feb 2021-19 Aug 2030	3.470	2.163	**(3,978)**	6,297
Malayan Banking Berhad	200.0	4.108	821.6	**894.4**	918.0	19 Feb 2021-19 Aug 2030	3.700	2.163	**(37,164)**	2,506
	500.0		2,043.3	**2,236.0**	2,295.0				**(70,081)**	30,718

18. DERIVATIVE FINANCIAL INSTRUMENTS (CONTINUED)

Derivatives designated as hedging instrument (continued)

(d) Cash flow hedge – CCIRS (continued)

Information relating to the CCIRS of the Company as at 31 December is as follows:

Counterparties	Notional amount USD'million	Exchange rate	Notional amount RM'million	Notional carrying amount		Period	Quarterly fixed interest rate paid on RM notional %	Quarterly float interest rate received on USD notional %	Fair value assets/ (liabilities)	
				2024 RM'million	2023 RM'million				2024 RM'000	2023 RM'000
Borrowings from financial institutions										
CIMB Bank Berhad	90.0	4.464	401.8	**402.5**	-	8 Aug 2024- 17 Jun 2025	2.170	3M SOFR daily compounded + 0.65%	**4,298**	-
Standard Chartered Bank	50.0	4.250	212.5	**223.6**	-	18 Sep 2024- 18 Sep 2029	3.480	3M Term SOFR + 0.75%	**15,705**	-
CIMB Bank Berhad	20.0	4.250	85.0	**89.4**	-	18 Sep 2024- 18 Sep 2029	3.480	3M Term SOFR + 0.75%	**6,282**	-
CIMB Bank Berhad	30.0	4.302	129.1	**134.2**	-	16 Oct 2024- 18 Sep 2029	3.690	3M Term SOFR + 0.75%	**6,648**	-
Standard Chartered Bank	30.0	4.302	129.1	**134.2**	-	16 Oct 2024- 18 Sep 2029	3.690	3M Term SOFR + 0.75%	**6,648**	-
	220.0		957.5	**983.9**	-				**39,581**	-

18. DERIVATIVE FINANCIAL INSTRUMENTS (CONTINUED)

Derivatives designated as hedging instrument (continued)

(e) Cash flow hedge – IRS

The underlying debt instrument for the IRS is the Group's and the Company's borrowings from financial institutions as disclosed in Note 16 to the financial statements. The hedging instrument is designed to hedge against interest rate risks.

Information relating to the IRS of the Group as at 31 December is as follows:

Counterparties	Notional amount USD'million	Period	Payment frequency	Floating/ Fixed interest rate paid %	Floating interest rate received %	Fair value assets/ (liabilities) 2024 RM'000	2023 RM'000
Borrowings from financial institutions							
MUFG Bank (Malaysia) Berhad	50.0	13 Sep 2024- 4 Jun 2026	Quarterly	3.545	3M Term SOFR	**1,858**	-
RHB Bank Berhad	50.0	6 Jun 2024- 4 Jun 2026	Quarterly	4.655	3M Term SOFR	**(1,600)**	-
CIMB Bank Berhad	50.0	6 Jun 2024- 4 Jun 2028	Quarterly	4.285	3M Term SOFR	**(1,523)**	-
CIMB Bank Berhad	45.8	13 Sep 2024- 4 Jun 2028	Quarterly	3.271	3M Term SOFR	**3,798**	-
	195.8					**2,533**	-
Borrowings from financial institutions							
United Overseas Bank (Malaysia) Berhad	80.0	19 Sep 2022- 17 Jun 2025	Quarterly	4.120	3M SOFR daily compounded + 0.65%	**1,408**	4,790
CIMB Bank Berhad	90.0	19 Dec 2022- 18 Jun 2024	Quarterly	4.120	3M SOFR daily compounded + 0.65%	**-**	5,390
	170.0					**1,408**	10,180

18. DERIVATIVE FINANCIAL INSTRUMENTS (CONTINUED)

Derivatives designated as hedging instrument (continued)

(f) Cash flow hedge – FX Forward

The underlying debt instrument for the FX Forward is the Group and the Company's borrowings from financial institutions as disclosed in Note 16 to the financial statements. The hedging instrument is designed to hedge against foreign currency risks.

Information relating mainly to the FX Forward of the Group as at 31 December is as follows:

Counterparties	Notional amount USD'million	Exchange rate	Notional amount RM'million	Notional carrying amount 2024 RM'million	Notional carrying amount 2023 RM'million	Period	Fair value assets/ (liabilities) 2024 RM'000	Fair value assets/ (liabilities) 2023 RM'000
Borrowings from financial institutions								
MUFG Bank (Malaysia) Berhad	30.0	4.581	137.6	**134.3**	-	17 May 2024-6 Apr 2026	**(4,228)**	-

Information relating to the FX Forward of the Company as at 31 December is as follows:

Counterparties	Notional amount USD'million	Exchange rate	Notional amount RM'million	Notional carrying amount 2024 RM'million	Notional carrying amount 2023 RM'million	Period	Fair value assets/ (liabilities) 2024 RM'000	Fair value assets/ (liabilities) 2023 RM'000
Borrowings from financial institutions								
United Overseas Bank (Malaysia) Berhad	80.0	4.378	350.2	**357.8**	367.2	24 Nov 2022-17 Jun 2025	**5,346**	11,031

19. DEFERRED INCOME

	Group	
	2024 RM'000	2023 RM'000
At 1 January	**22,373**	5,131
Received	**1,432**	30,083
Released to profit or loss	**(5,470)**	(13,672)
Currency translation differences	**187**	831
At 31 December	**18,522**	22,373
Current	**5,443**	17,389
Non-current	**13,079**	4,984
	18,522	22,373

Deferred income of the Group mainly relates to the government grants received/receivable by subsidiaries for the purchase of certain qualifying assets.

Notes to the Financial Statements For the financial year ended 31 December 2024

20. TRADE AND OTHER PAYABLES

	Note	2024 Non-current RM'000	2024 Current RM'000	2024 Total RM'000	2023 Non-current RM'000	2023 Current RM'000	2023 Total RM'000
Group							
Trade payables		**3,023**	**2,567,588**	**2,570,611**	-	3,396,889	3,396,889
Customer deposits		**-**	**1,041,898**	**1,041,898**	-	361,183	361,183
Business licence payable	(c)	**609,663**	**281,413**	**891,076**	938,769	305,672	1,244,441
Payroll liabilities		**32,121**	**354,632**	**386,753**	20,273	367,326	387,599
Accruals		**-**	**2,573,978**	**2,573,978**	-	2,686,097	2,686,097
Other payables	(c)	**214,492**	**230,408**	**444,900**	187,749	258,791	446,540
USP payables		**-**	**197,507**	**197,507**	-	185,887	185,887
Defined benefit plans	(a)	**146,017**	**6,448**	**152,465**	126,965	31,032	157,997
Contract liabilities	(b)	**92,311**	**1,171,127**	**1,263,438**	91,291	1,121,486	1,212,777
Taxes		**-**	**429,238**	**429,238**	-	495,973	495,973
Deferred revenue		**-**	**125,649**	**125,649**	-	82,828	82,828
Payables under supplier finance arrangement	(e)	**100,405**	**-**	**100,405**	-	-	-
Total		**1,198,032**	**8,979,886**	**10,177,918**	1,365,047	9,293,164	10,658,211
Company							
Payroll liabilities		**-**	**31,600**	**31,600**	-	51,749	51,749
Accruals		**-**	**87,287**	**87,287**	-	113,614	113,614
Other payables		**-**	**16,488**	**16,488**	-	21,644	21,644
Financial guarantee contracts	(d)	**73,252**	**5,071**	**78,323**	493,327	22,491	515,818
Taxes		**-**	**19,674**	**19,674**	-	16,463	16,463
Total		**73,252**	**160,120**	**233,372**	493,327	225,961	719,288

Notes to the Financial Statements For the financial year ended 31 December 2024

20. TRADE AND OTHER PAYABLES (CONTINUED)

(a) The Group's defined benefit plans are mainly from Indonesia, Sri Lanka and Bangladesh under the mobile segment, fixed broadband (Indonesia) segment and others. Movements in the present value of defined benefit obligations of the defined benefit plans are as follows:

	Group	
	2024 RM'000	2023 RM'000
At 1 January	**157,997**	145,165
Acquisition of subsidiaries	**1,975**	254
Disposal of a group of subsidiaries	**-**	(264)
Charge/(Credit) to profit or loss:		
- current services	**26,969**	54,053
- interest costs	**9,943**	7,160
- past service costs	**(860)**	(1,607)
	36,052	59,606
Benefit paid	**(30,997)**	(36,159)
Settlement gains	**(2,557)**	(3,473)
Credit/(debit) to OCI:		
- actuarial losses/(gains)	**1,177**	(20,986)
Currency translation differences	**(11,182)**	13,854
At 31 December	**152,465**	157,997

Present value of the defined benefit obligations is calculated annually by independent actuaries using the projected unit credit method. The principal actuarial valuation assumptions used are as follows:

	Group			
	2024		2023	
	Discount rate (p.a.)	Salary increment rate (p.a.)	Discount rate (p.a.)	Salary increment rate (p.a.)
Mobile segment:				
- Indonesia	**7.1%**	**8.0%**	6.7%	8.0%
- Sri Lanka	**10.0% - 12.0%**	**8.0% - 10.0%**	13.0%	10.0% - 12.0%
- Bangladesh	**13.0%**	**8.0%**	11.0%	6.0% - 10.0%
Fixed Broadband (Indonesia)	**6.9% - 7.1%**	**3.0% - 5.0%**	6.4% - 6.7%	3.0% - 5.0%
Others	**2.23% - 12.0%**	**5.0% - 12.0%**	2.0% - 13.0%	5.0% - 10.0%

Notes to the Financial Statements For the financial year ended 31 December 2024

20. TRADE AND OTHER PAYABLES (CONTINUED)

(b) The movements of contract liabilities are as follows:

	Group	
	2024 RM'000	2023 RM'000
At 1 January	**1,212,777**	1,335,706
Revenue recognised that was included in the contract liability balance at the beginning of the financial year	**(1,125,795)**	(1,177,612)
Increases due to cash received, excluding amounts recognised as revenue during the financial year	**1,170,183**	1,138,096
Disposal of group of subsidiaries	**-**	(100,217)
Currency translation differences	**6,273**	16,804
At 31 December	**1,263,438**	1,212,777

(c) Non-current business licence payables and other payables are classified as non-current based on payment schedule as per contractual terms.

(d) Financial guarantee contracts

The Company provides financial guarantees to licensed banks as disclosed in Note 16(g) to the financial statements. The Company monitors the ability of the subsidiaries to service their borrowings on an individual basis annually.

(e) Payables under supplier finance arrangement

On 24 April 2024, a subsidiary of the Group entered into a supplier finance arrangement. Under the arrangement, the terms and conditions of the arrangement are unchanged from the trade payables from this supplier, other than:

a) 75% of the total amount of equipment purchase order shall be paid by letter of credit.
b) All letter of credit related fees, interest costs charges and taxes, including but not limited to processing fee shall be borne by the supplier.
c) The due date has been extended to 720 days after the purchase order date from the original 180 days from the invoice date.

Range of payment due dates

Payables under supplier finance arrangement	720 days after purchase order date
Comparable trade payables that are not part of the supplier finance arrangement	180 days after invoice date

The carrying amount of payables under supplier financing arrangement is as follows:

	Group 2024
Initial recognition of payables under supplier finance arrangement	**97,486**
Finance cost - unwinding of discount	**2,919**
At 31 December	**100,405**

20. TRADE AND OTHER PAYABLES (CONTINUED)

The currencies profiles of trade and other payables are as follows:

	2024							2023						
	Functional currency							Functional currency						
	RM RM'000	IDR RM'000	LKR RM'000	BDT RM'000	USD RM'000	Others RM'000	Total RM'000	RM RM'000	IDR RM'000	LKR RM'000	BDT RM'000	USD RM'000	Others RM'000	Total RM'000
Group														
RM	**1,599,063**	**51**	**-**	**-**	**-**	**-**	**1,599,114**	944,119	195	-	-	-	-	944,314
USD	**36,556**	**168,040**	**697,729**	**105,493**	**801,956**	**7,312**	**1,817,086**	28,066	219,277	478,660	360,314	798,619	2,040	1,886,976
IDR	**-**	**3,250,719**	**-**	**-**	**-**	**-**	**3,250,719**	-	3,983,353	-	-	-	-	3,983,353
LKR	**-**	**-**	**652,798**	**-**	**-**	**-**	**652,798**	-	-	506,780	-	393	-	507,173
BDT	**-**	**-**	**-**	**2,582,954**	**-**	**-**	**2,582,954**	-	-	-	3,035,463	-	-	3,035,463
MMK	**-**	**-**	**-**	**-**	**27,759**	**-**	**27,759**	-	-	-	-	-	-	-
PKR	**-**	**-**	**-**	**-**	**-**	**39,777**	**39,777**	-	-	-	-	-	38,383	38,383
PHP	**-**	**-**	**-**	**-**	**-**	**161,995**	**161,995**	-	-	-	-	-	180,504	180,504
Others	**-**	**16**	**-**	**-**	**-**	**45,700**	**45,716**	-	74	38,814	-	-	43,157	82,045
Total	**1,635,619**	**3,418,826**	**1,350,527**	**2,688,447**	**829,715**	**254,784**	**10,177,918**	972,185	4,202,899	1,024,254	3,395,777	799,012	264,084	10,658,211
Company														
RM	**152,879**	**-**	**-**	**-**	**-**	**-**	**152,879**	233,975	-	-	-	-	-	233,975
USD	**64,593**	**-**	**-**	**-**	**-**	**-**	**64,593**	468,750	-	-	-	-	-	468,750
NPR	**14,785**	**-**	**-**	**-**	**-**	**-**	**14,785**	14,510	-	-	-	-	-	14,510
Others	**1,115**	**-**	**-**	**-**	**-**	**-**	**1,115**	2,053	-	-	-	-	-	2,053
Total	**233,372**	**-**	**-**	**-**	**-**	**-**	**233,372**	719,288	-	-	-	-	-	719,288

MMK: Myanmar Kyat

Credit terms of trade and other payables for the Group and the Company vary from thirty (30) to ninety (90) days (2023: thirty (30) to ninety (90) days) depending on the terms of the contracts respectively.

Notes to the Financial Statements For the financial year ended 31 December 2024

21. PROVISION FOR ASSET RETIREMENT

		Group		Company	
	Note	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
At 1 January		**751,400**	846,488	**135**	101
Disposal of group of subsidiaries		**-**	(56,648)	**-**	-
Acquisition of a subsidiary		**11,649**	-	**-**	-
Additions[1]		**(232,995)**	79,709	**962**	-
Utilised during the financial year		**(10,862)**	(16,934)	**-**	-
Accretion of interest		**37,765**	34,674	**35**	34
Reclassified from/(to) liabilities classified as held for sale	37	**93,130**	(181,044)	**-**	-
Currency translation differences		**(31,786)**	45,155	**-**	-
At 31 December		**618,301**	751,400	**1,132**	135

[1] During the financial year, the Group reversed RM252.0 million in provision for asset retirement following the change in pricing estimates, discounting rates and revision of useful lives performed by certain subsidiaries of the Group.

The provision for asset retirement of the Group relates to the provision for dismantling costs of telecommunication network equipment and buildings including leased assets.

The provision for asset retirement of the Company relates to provision for dismantling costs of leased buildings.

22. DEFERRED TAXATION

Deferred tax assets and liabilities of the Group are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred taxes relate to the same tax authority. The following amounts, determined after appropriate offsetting, are shown in the statements of financial position:

	Group	
	2024 RM'000	2023 RM'000
Deferred tax assets:		
- To be recovered within twelve (12) months	**49,878**	12,534
- To be recovered after more than twelve (12) months	**137,542**	120,468
Deferred tax assets	**187,420**	133,002
Deferred tax liabilities:		
- To be recovered within twelve (12) months	**460,876**	256,621
- To be recovered after more than twelve (12) months	**342,184**	380,509
Deferred tax liabilities	**803,060**	637,130
Net deferred tax liabilities	**615,640**	504,128

Notes to the Financial Statements For the financial year ended 31 December 2024

22. DEFERRED TAXATION (CONTINUED)

The movements in net deferred tax liabilities are as follows:

	Note	Group 2024 RM'000	Group 2023 RM'000
At 1 January		**504,128**	758,174
Acquisition of subsidiaries		**-**	(42)
Disposal of group of subsidiaries		**-**	151,048
Charge/(Credit) to profit or loss:			
- PPE and IA		**122,396**	(364,427)
- Tax losses		**14,391**	4,002
- ROU assets		**(73,437)**	342,213
- Lease liabilities		**146,840**	(250,757)
- Provision and others		**(46,234)**	(147,196)
		163,956	(416,165)
(Credit)/Debit to OCI:			
- actuarial losses		**(3,880)**	4,038
- FVTOCI		**-**	1,079
Currency translation differences		**(49,551)**	30,325
Reclassified to:			
- assets classified as held for sale	37	**-**	22,272
- liabilities classified as held for sale	37	**-**	(46,601)
Reclassified from:			
- assets classified as held for sale	37	**(44,437)**	-
- liabilities classified as held for sale	37	**45,424**	-
At 31 December		**615,640**	504,128

Breakdown of cumulative balances by each type of temporary differences are as follows:

	Group 2024 RM'000	Group 2023 RM'000
Deferred tax assets:		
- PPE and IA	**14,136**	24,176
- Tax losses	**27,292**	39,536
- Lease liabilities	**2,094,231**	2,312,418
- Provision and others	**350,365**	377,080
	2,486,024	2,753,210
Offsetting	**(2,298,604)**	(2,620,208)
Total	**187,420**	133,002
Deferred tax liabilities:		
- PPE and IA	**1,081,785**	991,922
- ROU assets	**1,939,448**	2,174,718
- Others	**80,431**	90,698
	3,101,664	3,257,338
Offsetting	**(2,298,604)**	(2,620,208)
Total	**803,060**	637,130

22. DEFERRED TAXATION (CONTINUED)

The amounts of deductible temporary differences and unutilised tax losses for which no deferred tax asset is recognised in the statements of financial position are as follows:

	Group		Company	
	2024 RM'000	2023 RM'000 Restated[1]	2024 RM'000	2023 RM'000 Restated[1]
Unutilised tax losses	**2,482,465**	2,497,085	**602,136**	572,928
Deductible temporary differences[2]	**988,760**	948,899	**90,256**	89,318
	3,471,225	3,445,984	**692,392**	662,246

[1] Restated to be consistent with actual tax submission.

[2] The unabsorbed capital allowances do not expire under current tax legislation.

The unutilised tax losses for which no deferred tax asset is recognised in the statements of financial positions, available for set off against future taxable profit with a time limit of utilisation are as follows:

	Group		Company	
	2024 RM'000	2023 RM'000 Restated[1]	2024 RM'000	2023 RM'000 Restated[1]
Expiring in the financial year ending:				
- 2024	**-**	128,038	**-**	-
- 2025	**143,821**	56,787	**-**	-
- 2026	**63,927**	100,162	**-**	-
- 2027	**94,413**	107,024	**-**	-
- 2028	**651,084**	719,492	**162,690**	162,690
- 2029	**350,722**	372,995	**108,991**	108,991
- 2030	**287,802**	306,717	**99,507**	99,507
- 2031	**206,310**	249,102	**103,761**	103,761
- 2032	**273,098**	273,098	**73,377**	73,377
- 2033	**205,971**	183,670	**24,602**	24,602
- 2034	**205,177**	-	**29,208**	-
- No expiry date	**140**	-	**-**	-
Total	**2,482,465**	2,497,085	**602,136**	572,928

[1] Restated to be consistent with actual tax submission.

Notes to the Financial Statements For the financial year ended 31 December 2024

23. LEASE LIABILITIES

The movements in lease liabilities are as follows:

		Group		Company	
	Note	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
At 1 January		**12,102,008**	10,443,891	**-**	1,881
Additions		**1,076,994**	3,049,075	**13,319**	-
Acquisition of a subsidiary		**52,722**	-	**-**	-
Disposal of group of subsidiaries		**-**	(123,538)	**-**	-
Interest expense		**795,349**	793,881	**585**	24
Repayment of:					
- principal		**(1,710,440)**	(1,759,069)	**(1,929)**	(1,792)
- interest		**(729,502)**	(805,689)	**(585)**	(113)
Remeasurement		**170,724**	44,745	**-**	-
Modification		**83,581**	18,711	**-**	-
Termination		**(6,640)**	(1,466)	**-**	-
Reclassified from/(to) liabilities classified as held for sale	37	**45,658**	(61,113)	**-**	-
Currency translation differences		**(845,467)**	502,580	**-**	-
At 31 December		**11,034,987**	12,102,008	**11,390**	-
Non-current		**9,201,817**	10,015,513	**9,426**	-
Current		**1,833,170**	2,086,495	**1,964**	-
		11,034,987	12,102,008	**11,390**	-

The Group leases sites for installation of telecommunication structures, retail outlets, land and office buildings. Rental contracts duration is typically between one (1) to forty (40) years (2023: one (1) to forty (40) years) including extension options. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

Extension and termination options are included, to provide the Group with greater flexibility to align its need for access to assets with the fulfilment of customer contracts.

Notes to the Financial Statements For the financial year ended 31 December 2024

24. INTANGIBLE ASSETS

		Group			
	Note	Goodwill RM'000	Licences RM'000	Others[1] RM'000	Total RM'000
Net book value					
At 1 January 2024		**6,826,346**	**3,885,671**	**1,525,528**	**12,237,545**
Acquisition of subsidiaries		**233,783**	**39,367**	**-**	**273,150**
Additions		**-**	**21,597**	**381,111**	**402,708**
Amortisation		**-**	**(373,195)**	**(440,275)**	**(813,470)**
Disposals		**-**	**-**	**(243)**	**(243)**
Write-off		**-**	**-**	**(1)**	**(1)**
Impairment		**-**	**-**	**(150)**	**(150)**
Reclassified from assets classified as held for sale	37	**-**	**-**	**59,346**	**59,346**
Currency translation differences		**(244,653)**	**(309,723)**	**(28,281)**	**(582,657)**
At 31 December 2024		**6,815,476**	**3,263,717**	**1,497,035**	**11,576,228**
Cost		**8,461,830**	**5,973,420**	**3,784,621**	**18,219,871**
Accumulated amortisation		**-**	**(2,709,703)**	**(2,045,486)**	**(4,755,189)**
Accumulated impairment losses		**(1,646,354)**	**-**	**(242,100)**	**(1,888,454)**
At 31 December 2024		**6,815,476**	**3,263,717**	**1,497,035**	**11,576,228**
At 1 January 2023		6,782,608	4,774,249	1,885,293	13,442,150
Acquisition of a subsidiary		31,798	955	31,009	63,762
Additions	(a)	-	923,517	254,848	1,178,365
Amortisation		-	(620,167)	(393,449)	(1,013,616)
Write-off		-	-	(3)	(3)
Impairment	(b)	(181,098)	(1,036,525)	(295,525)	(1,513,148)
Disposal of a group of subsidiaries		-	(321,522)	(51,710)	(373,232)
Reclassified to assets classified as held for sale	37	-	-	(40,496)	(40,496)
Reclassification		-	-	67,229	67,229
Currency translation differences		193,038	165,164	68,332	426,534
At 31 December 2023		6,826,346	3,885,671	1,525,528	12,237,545
Cost		8,330,834	6,467,359	2,986,106	17,784,299
Accumulated amortisation		-	(2,581,688)	(1,456,179)	(4,037,867)
Accumulated impairment losses		(1,504,488)	-	(4,399)	(1,508,887)
At 31 December 2023		6,826,346	3,885,671	1,525,528	12,237,545

[1] Others mainly relate to customer contracts and related customer relationships, other licences, software and brands.

(a) Additions in licences included telecommunication licences of a subsidiary of BDT20,576.5 million (RM860.0 million).

(b) The Group recognised impairment related to Nepal CGU and Myanmar CGU as disclosed in Note 5(b)(i) and Note 24(d)(iii) to the financial statements respectively.

24. INTANGIBLE ASSETS (CONTINUED)

The remaining amortisation period of acquired telecommunication licences with allocated spectrum rights which are individually material range from two (2) years to nineteen (19) years (2023: three (3) years to twenty (20) years).

The carrying amount of telecommunication licences of a subsidiary which belongs to Indonesia CGU having an indefinite useful life amounted to RM1,582.3 million (2023: RM1,702.3 million).

The goodwill of the Group based on segments is as follows:

		2024 RM'000	2023 RM'000
Digital telco/ Mobile segment:			
- Indonesia*	(a)	**3,831,156**	3,796,024
- Sri Lanka	(b)	**296,383**	77,472
- Cambodia	(c)	**224,710**	230,639
Infrastructure segment	(d)	**1,247,851**	1,248,773
Fixed broadband segment*	(e)	**1,032,141**	1,304,422
Others		**183,235**	169,016
		6,815,476	6,826,346

* On 27 September 2024, digital telco/mobile Indonesia segment acquired the business-to-consumer segment which served residential customers from fixed broadband segment ("Business Transfer"). Accordingly, the Group has recorded the following:

(i) A total goodwill of IDR651.1 billion (RM177.1 million) of fixed broadband segment was transferred to digital telco/ mobile Indonesia segment.

(ii) An increase of RM6.9 million and RM73.1 million in consolidated currency translation differences reserve and non-controlling interest, respectively and a decrease of RM80.0 million in consolidated retained earnings.

24. INTANGIBLE ASSETS (CONTINUED)

Impairment tests for non-financial assets of the Group

The Group reviews the carrying value of its IA (including goodwill), PPE and ROU assets based on CGUs identified according to operating segment periodically.

Assumptions used

For the purpose of impairment testing, the recoverable amount of respective CGU, is the higher of VIU and FVLCTS.

Discounted cash flow models based on approved forecasts and projections have been applied to determine the VIU for certain CGUs. The forecasts and projections reflect management's expectations of revenue growth, operating costs, margins and capex based on past experience and future market outlook of the respective CGUs. The cash flows beyond projected years approved are extrapolated in perpetuity using estimated terminal growth rates which takes into consideration Gross Domestic Product ("GDP") growth, inflation and average growth rates for the telecommunication industry. These rates have been determined with regards to projected growth rates for the markets in which the CGUs participate and are not expected to exceed the long-term average growth rates for these markets. In addition, the Group closely monitors the developments in these markets including consolidations and mergers, development of new and emerging technologies and other changes in the telecommunication industry.

For the remaining CGUs where FVLCTS calculations are used for impairment testing, management has applied discounted cash flow models based on market participants' view using level 3 of the fair value hierarchy.

(a) Digital telco/ Mobile segment – Indonesia

The recoverable amount of Indonesia CGU was determined using FVLCTS calculation based on cash flows projection covering a five (5) year period.

The following assumptions have been applied in the calculation:

	2024 (%)	2023 (%)
Revenue growth rates	**2.7 - 11.1**	5.4 - 9.9
EBITDA margins	**48.8 - 52.0**	52.1 - 54.8
Capex to revenue ratios	**11.4 - 15.0**	18.2 - 22.0
Terminal growth rate	**3.0**	3.0
Discount rate[&]	**10.0**	10.5

[&] Post-tax adjusted discount rate applied to the post-tax cash flow forecasts.

Based on the assessment performed during the financial year, goodwill allocated to the Indonesia CGU was not impaired as the recoverable amount exceeded the carrying amount.

Management's assessment included an impact assessment of changes in key assumptions. Based on the sensitivity analysis performed, the Group concluded that no reasonable change in the base case assumptions would cause the carrying amount of Indonesia CGU to exceed its recoverable amount.

24. INTANGIBLE ASSETS (CONTINUED)

Impairment tests for non-financial assets of the Group (continued)

Assumptions used (continued)

(b) Digital telco/ Mobile segment – Sri Lanka

The following CGUs for which management monitors the goodwill of Sri Lanka digital telco/ mobile segment and its related calculations used in determining each CGU's recoverable amount are as follows:

	2024 RM'000	2023 RM'000
Mobile operation	**214,442**	-
Fixed telephony and broadband	**54,400**	50,606
Others	**27,541**	26,866
	296,383	77,472

The recoverable amounts of the mobile operation and fixed telephony and broadband CGU were determined using VIU calculations based on cash flows projections covering a four (4) year period.

The following assumptions have been applied in the calculations:

	Mobile operation	Fixed telephony and broadband	
	2024 (%)	2024 (%)	2023 (%)
Revenue growth rates	**4.7 - 7.7**	**1.8 - 2.4**	5.5 - 23.7
EBITDA margins	**40.3 - 45.1**	**52.9 - 55.4**	41.2 - 43.5
Capex to revenue ratios	**10.5 - 13.5**	**4.3 - 5.2**	11.7 - 13.5
Terminal growth rate	**3.0**	**3.0**	3.0
Discount rate* and #	**12.0**	**11.9**	13.9

* Pre-tax discount rates applied to the cash flow forecasts were derived from the pre-tax cash flows at the date of assessment of the respective CGUs that reflect the risk of the CGUs.

\# Due to the impending expiration of tax concession in year 2027, management has adopted a multi-stage approach in discounting the cash flows to consider the tax impact.

In the previous financial year, a multi-stage approach was adopted due to the macroeconomic situation in Sri Lanka and uncertainties in market outlook. Multiple discount rates, considered the current situation, the recovery period and the normalised period, were applied to arrive to a single-stage discount rate as disclosed.

Based on the assessment performed, goodwill allocated to the mobile operation and fixed telephony and broadband CGUs were not impaired as the recoverable amount exceeded the carrying amount.

Management's assessment included an impact of assessment of changes in key assumptions. Based on the sensitivity analysis performed, the Group concluded that no reasonable change in the base case assumptions would cause the carrying amount of Sri Lanka CGU to exceed its recoverable amount. The Group has considered improving economic outlook in Sri Lanka and its impact to key assumptions in the expected cash flows.

24. INTANGIBLE ASSETS (CONTINUED)

Impairment tests for non-financial assets of the Group (continued)

Assumptions used (continued)

(c) Digital telco/ Mobile segment – Cambodia

The recoverable amount of Cambodia CGU was determined using VIU calculation based on cash flows projection covering a three (3) year period.

The following assumptions have been applied in the calculation:

	2024 (%)	2023 (%)
Revenue growth rates	**5.6 - 8.0**	7.8 - 10.5
EBITDA margins	**55.3 - 56.5**	51.6 - 53.0
Capex to revenue ratios	**10.4 - 15.6**	16.1 - 20.1
Terminal growth rate	**2.0**	2.0
Discount rate*	**15.3**	16.5

* Pre-tax discount rate applied to the cash flow forecasts was derived from the pre-tax cash flows at the date of assessment that reflects the risk of the CGU.

Based on the assessment above, goodwill allocated to the Cambodia CGU was not impaired as the recoverable amount exceeded the carrying amount.

Management's assessment included an impact assessment of changes in key assumptions. Based on the sensitivity analysis performed, the Group concluded that no reasonable change in the base case assumptions would cause the carrying amount of Cambodia CGU to exceed its recoverable amount.

(d) Infrastructure segment

The following CGUs for which management monitors the goodwill of the infrastructure segment and its related calculations used in determining each CGU's recoverable amount are as follows:

	2024 RM'000	2023 RM'000
Malaysia[1]	**1,210,936**	1,210,936
Pakistan	**36,915**	37,837
	1,247,851	1,248,773

[1] Malaysia consists of two CGUs, Tanjung Digital Sdn Bhd Group and Touch Mindscape Group with goodwill amounting to RM39.2 million and RM1,171.8 million respectively.

The recoverable amounts of all CGUs in infrastructure segment were determined using FVLCTS calculations. Estimates with regard to demand and supply in the tower infrastructure market have been assessed by an external consultant.

The following assumptions have been applied in the calculations:

	Malaysia	Pakistan	Myanmar
2024			
Number of projection year[1]	**15**	**15**	**15**
Post-tax adjusted discount rate (%)	**7.4 - 8.2**	**19.3 - 20.4**	**22.5 - 23.5^**
Terminal growth rate (%)	**2.5**	**4.0**	**2.0**
EBITDA margins (%)	**73.4 - 76.8**	**76.4 - 84.8^**	**33.9 - 85.3**
Colocation ratio average	**2.52x**	**1.57x**	**2.0x**

Notes to the Financial Statements For the financial year ended 31 December 2024

24. INTANGIBLE ASSETS (CONTINUED)

Impairment tests for non-financial assets of the Group (continued)

Assumptions used (continued)

(d) Infrastructure segment (continued)

The following assumptions have been applied in the calculations: (continued)

	Malaysia	Pakistan	Myanmar
2023			
Number of projection year[1]	15	15	15
Post-tax adjusted discount rate (%)	8.0 - 8.5	22.5 - 23.0^	22.5 - 23.5^
Terminal growth rate (%)	2.5	5.0	2.0^
Discount for lack of marketability (%)	-	-	66.0^
EBITDA margins (%)	59.3 - 79.8	70.5 - 88.4^	83.9 - 85.3^
Colocation ratio average	2.77x	2.07x	1.93x

[1] The forecast period of fifteen (15) years represents the average lease term that is executed with customers and incorporates all agreed changes in lease rates over the lease term.

^ Key assumptions applied in the impairment assessment are those to which the recoverable amount is most sensitive.

Based on the assessment performed,

(i) Malaysia CGU

Goodwill allocated to the Malaysia CGU was not impaired as the recoverable amount exceeded the carrying amount. Management's assessment included an impact of assessment of changes in key assumptions. Based on the sensitivity analysis performed, the Group concluded that no reasonable change in the base case assumptions would cause the carrying amount of Malaysia CGU to exceed its recoverable amount.

(ii) Pakistan CGU

Goodwill allocated to the Pakistan CGU was not impaired during the financial year as the recoverable amount exceeded the carrying amount. Management's assessment included an impact assessment of changes in key assumptions. Based on the sensitivity analysis performed, the Group concluded that no reasonable change in the base case assumptions would cause the carrying amount of Pakistan CGU materially exceed its recoverable amount.

In the previous financial year, the Group recorded an impairment loss on goodwill in respect of Pakistan CGU of RM40.5 million. The recoverable amount of Pakistan CGU was RM418.0 million, derived from future cash flows generated by the underlying assets in the CGU. The impairment loss recognised was attributable to the worsening economic conditions and its applicable effect to the post-tax adjusted discount rate. The management's assessment included an impact assessment of changes in key assumptions. Based on the sensitivity analysis performed and assuming all else remained constant, the effect of movement in the key assumptions to the recoverable amount was as follows:

- If the EBITDA margins were to decrease by 2.0% annually and if the discount rate increased from 22.8% to 23.3% assuming all else remained constant, there would be an impairment of RM70.6 million.

(iii) Myanmar CGU

During the financial year, the Group performed impairment assessment on the non-financial assets of Myanmar CGU. Management's assessment included an impact assessment of changes in key assumptions. Based on the sensitivity analysis performed and assuming all else remained constant, the effect of movement in the key assumptions to the recoverable amount is as follows:

- If the average discount rate were to increase from 23.0% to 24.0% and assuming all else remained constant, there would be an impairment of RM24.2 million.

24. INTANGIBLE ASSETS (CONTINUED)

Impairment tests for non-financial assets of the Group (continued)

Assumptions used (continued)

(d) Infrastructure segment (continued)

(iii) Myanmar CGU (continued)

In the previous financial year, the Group recorded a total impairment loss of RM887.9 million which comprising of impairment on goodwill of RM140.6 million, PPE of RM380.4 million, customer contracts of RM263.9 million and ROU assets of RM103.0 million in respect of Myanmar CGU. The recoverable amount of Myanmar CGU was RM291.9 million after considering the following:

- future cash flows generated by the underlying assets in the CGU, factoring the worsening macroeconomic conditions in Myanmar;
- included cost to sell based on estimated transaction value and duration of services; and
- included a discount for lack of marketability which was benchmarked against discounts of other Myanmar businesses in similar recent transactions following the Group's intention to exit Myanmar as disclosed in Note 37 to the financial statements.

The recoverable amount of Myanmar CGU was aligned with the estimated enterprise value of the expected transaction bid price.

(e) Fixed broadband segment

The recoverable amount of fixed broadband CGU is determined using FVLCTS calculation.

The following assumptions have been applied in the calculation

	2024	2023
Number of projection year[1]	**10**	10
Revenue growth rates (%)	**4.3 - 22.8**	7.2 - 20.5
EBITDA margins (%)	**34.5 - 52.4**	45.2 - 52.4
Capex to revenue ratios (%)	**21.1 - 83.5**	16.8 - 116.3
Terminal growth rate (%)	**4.0**	4.0
Post-tax adjusted discount rate (%)	**10.0^**	10.5

[1] The forecast period of ten (10) years represents the duration of the construction and roll out of the HomePasses and the longer gestation period for the fixed broadband CGU to achieve the expected penetration rate and generate cash flows.

^ Key assumptions applied in the impairment assessment are those to which the recoverable amount is most sensitive.

Based on the assessment above, goodwill allocated to the fixed broadband CGU was not impaired as the recoverable amount exceeded the carrying amount.

Management's assessment included an impact assessment of changes in key assumptions. Based on sensitivity analysis performed and assuming all else remained constant, the effects of movement in the key assumptions to the recoverable amounts were as follows:

- If the discount rate increases from 10.0% to 10.5% assuming all else remained constant, there would be an impairment of RM36.0 million.

Notes to the Financial Statements For the financial year ended 31 December 2024

25. CONTRACT COST ASSETS

		Group					
		2024			2023		
	Note	Contract acquisition costs RM'000	Contract fulfillment costs RM'000	Total RM'000	Contract acquisition costs RM'000	Contract fulfillment costs RM'000	Total RM'000
At 1 January		**75,223**	**133,680**	**208,903**	64,262	73,948	138,210
Additions		**127,642**	**65,419**	**193,061**	95,752	79,541	175,293
Amortisation	7(a)	**(126,918)**	**(43,372)**	**(170,290)**	(93,868)	(32,895)	(126,763)
Currency translation differences		**4,730**	**10,746**	**15,476**	9,077	13,086	22,163
At 31 December		**80,677**	**166,473**	**247,150**	75,223	133,680	208,903

Contract acquisition costs comprise mainly of sales commission paid to dealers. Contract fulfillment costs comprise mainly of set-top boxes and routers. The contract cost assets are expected to be amortised over twenty-three (23) to forty-two (42) months (2023: twenty-three (23) to forty-two (42) months).

Notes to the Financial Statements For the financial year ended 31 December 2024

26. PROPERTY, PLANT AND EQUIPMENT

	Note	Land RM'000	Buildings RM'000	Telecom-munication network equipment RM'000	Movable plant and equipment RM'000	Computer support systems RM'000	Capital work-in-progress RM'000	Total RM'000
Group								
Net book value								
At 1 January 2024		25,095	209,600	24,382,084	315,093	524,752	1,983,159	27,439,783
Additions[1]		-	11,978	3,053,030	103,874	92,903	643,877	3,905,662
Inter-classification		2,770	18,225	670,176	(17,345)	33,404	(707,230)	-
Acquisition of a subsidiary		-	-	127,175	-	-	-	127,175
Disposals		-	(1,422)	(4,580)	(1,166)	(253)	(181)	(7,602)
Write-off		-	(3)	(23,402)	(276)	(333)	(1,956)	(25,970)
Depreciation		-	(31,833)	(3,980,094)	(134,649)	(289,478)	-	(4,436,054)
Impairment		-	-	(9,953)	-	-	(18,192)	(28,145)
Reversal of impairment		-	-	-	646	-	-	646
Reclassified from assets classified as held for sale	37	-	-	21,649	149	387	14,018	36,203
Reclassification		-	-	50,756	-	-	-	50,756
Currency translation differences		(518)	(4,851)	(1,396,356)	(16,998)	(26,207)	(95,882)	(1,540,812)
At 31 December 2024		27,347	201,694	22,890,485	249,328	335,175	1,817,613	25,521,642

[1] During the financial year, the Group reversed RM252.0 million in additions of telecommunication network equipment following the change in pricing estimates, discounting rates and revision of useful lives performed by certain subsidiaries of the Group.

26. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

	Note	Land RM'000	Buildings RM'000	Telecommunication network equipment RM'000	Movable plant and equipment RM'000	Computer support systems RM'000	Capital work-in-progress RM'000	Total RM'000
Group								
Net book value								
At 1 January 2023		54,513	204,062	23,330,249	307,549	736,918	2,567,684	27,200,975
Additions		912	39,208	4,859,011	160,483	304,396	400,986	5,764,996
Inter-classification		-	257	990,608	68	3,933	(994,866)	-
Acquisition of subsidiaries		-	-	-	454	-	-	454
Disposal of a group of subsidiaries		(33,403)	(22,544)	(425,473)	(24,969)	(23,273)	(42,936)	(572,598)
Disposals		-	(381)	(12,793)	(488)	(92,600)	(396)	(106,658)
Write-off		-	-	(11,464)	(120)	(1)	(2,469)	(14,054)
Depreciation		-	(32,756)	(4,103,435)	(140,119)	(356,460)	-	(4,632,770)
Impairment[2]		-	-	(1,202,746)	(2,083)	(1,124)	(29,058)	(1,235,011)
Reversal of impairment		-	-	6,849	-	-	-	6,849
Reclassified to assets classified as held for sale	37	-	-	(57,307)	(48)	(71)	(40,516)	(97,942)
Reclassification		-	5,266	20,551	(13)	(77,605)	-	(51,801)
Currency translation differences		3,073	16,488	988,034	14,379	30,639	124,730	1,177,343
At 31 December 2023		25,095	209,600	24,382,084	315,093	524,752	1,983,159	27,439,783

[2] The Group recognised impairment related to Nepal CGU and Myanmar CGU as disclosed in Note 5(b)(i) and Note 24(d)(iii) to the financial statements respectively.

Notes to the Financial Statements For the financial year ended 31 December 2024

26. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

	Land RM'000	Buildings RM'000	Telecommunication network equipment RM'000	Movable plant and equipment RM'000	Computer support systems RM'000	Capital work-in-progress RM'000	Total RM'000
Group							
Cost	**27,347**	**455,860**	**61,831,299**	**1,316,239**	**3,314,364**	**1,889,360**	**68,834,469**
Accumulated depreciation	**-**	**(254,166)**	**(38,420,824)**	**(1,060,188)**	**(2,972,232)**	**-**	**(42,707,410)**
Accumulated impairment losses	**-**	**-**	**(519,990)**	**(6,723)**	**(6,957)**	**(71,747)**	**(605,417)**
At 31 December 2024	**27,347**	**201,694**	**22,890,485**	**249,328**	**335,175**	**1,817,613**	**25,521,642**
Cost	25,095	445,380	60,920,771	1,318,117	3,497,009	2,032,811	68,239,183
Accumulated depreciation	-	(235,780)	(36,392,419)	(995,639)	(2,964,328)	-	(40,588,166)
Accumulated impairment losses	-	-	(146,268)	(7,385)	(7,929)	(49,652)	(211,234)
At 31 December 2023	25,095	209,600	24,382,084	315,093	524,752	1,983,159	27,439,783

Notes to the Financial Statements For the financial year ended 31 December 2024

26. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

(a) Net book value of PPE of certain subsidiaries pledged as security for borrowings as disclosed in Note 16(a) to the financial statements are as follows:

	Group	
	2024 RM'000	**2023 RM'000**
Telecommunication network equipment	**2,566,045**	3,018,458

(b) During the financial year, net book value of telecommunication network equipment subject to operating lease of the Group is RM5,504.2 million (2023: RM6,222.7 million).

(c) Other than as disclosed in Note 24 to the financial statements, the Group has also performed impairment assessment on the non-financial assets of the following CGUs with an indication of impairment:

(i) Infrastructure segment – Philippines CGU

The following assumptions have been applied in the calculation:

	2024	**2023**
Number of projection year[1]	**15**	15
Post-tax adjusted discount rate (%)	**10.2**	11.0
Terminal growth rate (%)	**4.0^**	5.0
EBITDA margins (%)	**80.6 – 87.0**	72.4 - 86.1
Colocation ratio average	**1.62x**	1.61x

1 The forecast period of fifteen (15) years represents the average lease term that is executed with customers and incorporates all agreed changes in lease rates over the lease term.

^ Key assumptions applied in the impairment assessment are those to which the recoverable amount is most sensitive.

Based on the assessment above, the non-financial assets of Philippines CGU were not impaired as the recoverable amount exceeded the carrying amount.

Management's assessment included an impact of assessment of changes in key assumptions. Based on sensitivity analysis performed and assuming all else remained constant, the effects of movement in the key assumptions to the recoverable amounts were as follows:

- If the terminal growth rate were to decrease from 4.0% to 3.1%, assuming all else remained constant, there would be an impairment of RM28.5 million.

(ii) Digital telco/ Mobile segment – Bangladesh

The recoverable amount of Bangladesh CGU is determined using VIU based on cash flows projections covering a five (5) year period.

The following assumptions have been applied in the calculation:

	2024 (%)
Revenue growth rates	**1.5 - 7.2**
EBITDA margins	**49.1 - 52.9**
Capex to revenue ratios	**8.3 – 18.0**
Terminal growth rate	**6.5**
Discount rate*	**19.4**

* Pre-tax discount rate applied to the cash flow forecasts was derived from the pre-tax cash flows at the date of assessment that reflects the risk of the CGU.

Based on the assessment above, the non-financial assets of Bangladesh CGU were not impaired as the recoverable amount exceeded the carrying amount.

Management's assessment included an impact assessment of changes in assumptions. Based on the sensitivity analysis performed and assuming all else remained constant, the Group concluded that no reasonable change in the base case assumptions would cause the carrying amount of Bangladesh CGU to exceed its recoverable amount.

Notes to the Financial Statements For the financial year ended 31 December 2024

26. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

	Note	Office equipment RM'000	Furniture and fitting RM'000	Motor vehicle RM'000	Capital work-in-progress RM'000	Total RM'000
Company						
Net book value						
At 1 January 2024		**3,567**	**1,643**	**189**	**3,269**	**8,668**
Additions		**3,975**	**7,595**	**-**	**-**	**11,570**
Inter-classification		**2,037**	**1,232**	**-**	**(3,269)**	**-**
Disposals		**(10)**	**-**	**-**	**-**	**(10)**
Depreciation	7(a)	**(3,112)**	**(1,380)**	**(57)**	**-**	**(4,549)**
At 31 December 2024		**6,457**	**9,090**	**132**	**-**	**15,679**
At 1 January 2023		7,481	3,148	246	5,994	16,869
Additions		210	97	-	1,627	1,934
Inter-classification		-	-	-	-	-
Disposals		(7)	-	-	-	(7)
Impairment	7(a)	(662)	(368)	-	(4,352)	(5,382)
Depreciation	7(a)	(3,455)	(1,234)	(57)	-	(4,746)
At 31 December 2023		3,567	1,643	189	3,269	8,668
Cost		**39,803**	**23,357**	**951**	**-**	**64,111**
Accumulated depreciation		**(33,346)**	**(14,267)**	**(819)**	**-**	**(48,432)**
At 31 December 2024		**6,457**	**9,090**	**132**	**-**	**15,679**
Cost		34,463	14,898	951	7,621	57,933
Accumulated depreciation		(30,234)	(12,887)	(762)	-	(43,883)
Accumulated impairment losses		(662)	(368)	-	(4,352)	(5,382)
At 31 December 2023		3,567	1,643	189	3,269	8,668

Notes to the Financial Statements For the financial year ended 31 December 2024

27. RIGHT-OF-USE ASSETS

	Note	Land RM'000	Buildings RM'000	Telecommunication network sites and equipment RM'000	Others RM'000	Total RM'000
Group						
Net book value						
At 1 January 2024		**1,353,378**	**220,526**	**9,278,920**	**89,648**	**10,942,472**
Additions		**122,257**	**44,537**	**961,975**	**16,785**	**1,145,554**
Acquisition of a subsidiary		**46,615**	**-**	**-**	**-**	**46,615**
Disposal/Termination		**(1,456)**	**(3,324)**	**(3,277)**	**-**	**(8,057)**
Depreciation		**(349,379)**	**(65,310)**	**(1,470,653)**	**(26,781)**	**(1,912,123)**
Remeasurement		**166,611**	**1,658**	**-**	**-**	**168,269**
Modification		**98,876**	**9,107**	**(15,324)**	**19**	**92,678**
Reclassified from assets classified as held for sale	37	**21,107**	**1,319**	**-**	**-**	**22,426**
Reclassification		**-**	**-**	**(50,756)**	**-**	**(50,756)**
Currency translation differences		**(53,406)**	**(11,508)**	**(601,359)**	**(4,992)**	**(671,265)**
At 31 December 2024		**1,404,603**	**197,005**	**8,099,526**	**74,679**	**9,775,813**
At 1 January 2023		1,432,778	185,447	7,589,440	106,117	9,313,782
Additions		288,310	126,796	2,795,701	666	3,211,473
Disposal of a group of subsidiaries		-	(33,765)	(12,085)	(980)	(46,830)
Disposal/Termination		(473)	(1,365)	(185)	(43)	(2,066)
Depreciation		(336,447)	(66,418)	(1,449,433)	(22,524)	(1,874,822)
Impairment	(a)	(101,672)	(1,372)	(62,820)	(1)	(165,865)
Remeasurement		43,845	(125)	-	290	44,010
Modification		16,439	3,179	9,639	389	29,646
Reclassified to assets classified as held for sale	37	(15,601)	(211)	-	-	(15,812)
Reclassification		-	-	(24,265)	-	(24,265)
Currency translation differences		26,199	8,360	432,928	5,734	473,221
At 31 December 2023		1,353,378	220,526	9,278,920	89,648	10,942,472

(a) The Group recognised impairment related to Nepal CGU and Myanmar CGU as disclosed in Note 5(b)(i) and Note 24(d)(iii) to the financial statements respectively.

Notes to the Financial Statements For the financial year ended 31 December 2024

27. RIGHT-OF-USE ASSETS (CONTINUED)

Amounts recognised in profit or loss within "Other operating costs" related to lease contracts accounted for in accordance with MFRS 16 are as follows:

	Group	
	2024 RM'000	2023 RM'000
Short-term leases	**72,831**	102,088
Low value assets	**4,719**	4,937
Variable lease payments	**4,524**	5,740

The Group is also exposed to potential future cash outflow on variable lease payments totaling RM8.6 million (2023: RM11.1 million), which are not included as lease liability until the event or condition that triggers those payments occur. Variable lease payments are in relation to the number of equipment installed on network sites.

		Company	
	Note	2024 RM'000	2023 RM'000
Buildings (net book value)			
At 1 January		**-**	1,759
Addition		**14,278**	-
Depreciation	7(a)	**(2,342)**	(1,759)
At 31 December		**11,936**	-

Notes to the Financial Statements For the financial year ended 31 December 2024

28. SUBSIDIARIES

	Note	2024 Malaysia RM'000	2024 Overseas RM'000	2024 Total RM'000	2023 Malaysia RM'000	2023 Overseas RM'000	2023 Total RM'000 Restated
Company							
Unquoted shares, at cost	(a)	**15,009,828**	**5,430,965**	**20,440,793**	14,943,659	5,430,964	20,374,623
Accumulated impairment losses	(b)	**(775,948)**	**(5,241,797)**	**(6,017,745)**	(456,758)	(5,210,988)	(5,667,746)
Net cost of investments in subsidiaries		**14,233,880**	**189,168**	**14,423,048**	14,486,901	219,976	14,706,877
Quasi-investments		**877,309**	**-**	**877,309**	861,210	-	861,210
Accumulated impairment losses		**(398,464)**	**-**	**(398,464)**	(383,275)	-	(383,275)
Net quasi-investments		**478,845**	**-**	**478,845**	477,935	-	477,935
Total		**14,712,725**	**189,168**	**14,901,893**	14,964,836	219,976	15,184,812

The Group's and the Company's ownership interests in subsidiaries, their respective principal activities and countries of incorporation are listed in Note 41 to the financial statements.

Notes to the Financial Statements For the financial year ended 31 December 2024

28. SUBSIDIARIES (CONTINUED)

(a) During the financial year, the Company has:

i) new investment in BHSB of RM1,199.6 million and a reduction in cost of investment in ADS of RM1,199.6 million, via a capital distribution by way of share capital reduction by ADS as disclosed in Note 5(a)(v) to the financial statements.

ii) additional cost of investment in BHSB of RM151.0 million via conversion of existing shareholders' loan as disclosed in Note 5(a)(iii).

iii) made a capital injection of RM2.9 million in a subsidiary on 16 April 2024.

iv) derecognised a total cost of investment of RM87.7 million in ADS following the completion of partial disposal as disclosed in Note 5(a)(ii) to the financial statements.

In the previous financial year, the Company had:

i) subscribed additional ordinary shares of RM4,660.2 million (restated) in certain subsidiaries by converting RM4,655.7 million (restated) of quasi-investments and RM4.5 million of amount due from subsidiaries respectively.

ii) received a waiver of an amount due to a subsidiary amounting to RM769.9 million, resulting in a reduction in cost of investment in a subsidiary. The substance of the waiver was a distribution from the subsidiary to the Company via return of capital to the shareholders as disclosed in Note 33(a) to the financial statements.

(b) Impairment tests for cost of investments in subsidiaries

The Company performed impairment assessments of its cost of investments in certain subsidiaries as there were indicators of impairment arising from the changes in macroeconomic outlook and pre-existing business challenges as follows:

i) Impairment assessment for BHSB

During the financial year, the Company recorded an impairment loss of RM234.9 million on its cost of investment in BHSB. The recoverable amount of BHSB is determined based on FVLCTS within Level 3 of the fair value hierarchy, using discounted free cash flows from all the operational activities of businesses of BHSB's subsidiaries and the terminal values are calculated using the exit multiples of comparable companies of each individual subsidiary.

The exit multiples and discount rates used in determining the recoverable amounts of the businesses of BHSB' subsidiaries are ranging from 1.8x to 14.2x and 26.0% to 45.0% respectively.

Management's assessment included an impact of assessment of changes in key assumptions. Based on sensitivity analysis performed and assuming all else remained constant, the effects of movement in the key assumptions to the recoverable amounts are as follows:

- If the discount rates were to increase by 2.5% from the base discount rates and assuming all else remained constant, there would be an additional impairment of RM92.3 million.
- If the exit multiples of the subsidiaries were to decrease by a range from 5.0% to 20.0% and assuming all else remained constant, there would be an additional impairment of RM121.5 million.

ii) Impairment assessment for Axiata Investments (Singapore) Limited ("AIS")

During the financial year, the Company recorded an impairment loss of RM99.2 million (2023: RM85.8 million) by fully impaired its cost of investment in AIS. The underlying asset of AIS comprises an investment in a fund and the fair value of the underlying investments of the fund have been fully written down and management did not expect any return from its investment.

iii) Impairment assessment for AIUK

During the financial year, the Company recorded an impairment loss on its investment in AIUK of RM30.8 million (2023: RM810.4 million). The recoverable amount is determined based on VIU using discounted cash flows from AIUK (2023: based on net assets of AIUK as at reporting date). The discount rate used was 10.8% based on the Group's cost of equity.

(c) NCI

The total NCI of the Group as at reporting date is RM6,383.5 million (2023: RM6,171.2 million), of which the subsidiaries that have material NCI to the Group are:

- RM2,512.5 million (2023: RM2,651.1 million) is attributable to XL;
- RM947.2 million (2023: RM1,027.9 million) is attributable to Robi; and
- RM1,495.5 million (2023: RM1,440.2 million) is attributable to EDOTCO Group.

The remaining NCI of the Group are individually immaterial.

28. SUBSIDIARIES (CONTINUED)

(c) NCI (continued)

The financial information (before inter-company eliminations and after consolidation adjustments) of the segments that have material NCI to the Group are as follows:

(i) The summarised statement of comprehensive income for the financial year ended 31 December

	EDOTCO Group		XL		Robi	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Profit/(Loss) for the financial year	**410,764**	(972,429)	**542,768**	393,202	**279,434**	126,305
OCI	**(275,257)**	61,861	**(557,650)**	406,190	**(289,269)**	(55,729)
Total comprehensive income/(expense)	**135,507**	(910,568)	**(14,882)**	799,392	**(9,835)**	70,576
Profit/(Loss) for the financial year attributable to NCI	**216,028**	(382,523)	**186,858**	134,257	**106,414**	48,224
Dividend paid to NCI	**26,473**	200	**65,569**	55,673	**87,106**	58,870

(ii) The summarised statement of financial position as at 31 December

	EDOTCO Group		XL		Robi	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Non-current assets	**9,134,516**	9,789,941	**21,442,083**	23,818,590	**7,065,866**	8,411,299
Current assets	**3,021,467**	2,793,226	**2,355,497**	2,220,050	**577,566**	643,352
Non-current liabilities	**(7,321,453)**	(7,330,150)	**(10,803,861)**	(12,243,350)	**(2,465,476)**	(3,177,030)
Current liabilities	**(1,692,803)**	(2,218,387)	**(5,786,769)**	(5,964,924)	**(2,780,958)**	(3,114,798)
Net assets	**3,141,727**	3,034,630	**7,206,950**	7,830,366	**2,396,998**	2,762,823

28. SUBSIDIARIES (CONTINUED)

(c) NCI (continued)

The financial information (before inter-company eliminations and after consolidation adjustments) of the segments that have material NCI to the Group are as follows: (continued)

(iii) The summarised statement of cash flows as at 31 December

	EDOTCO Group		XL		Robi	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Net cash flow from operating activities	**1,587,188**	1,176,327	**4,939,920**	4,796,470	**1,721,984**	1,704,651
Net cash flow used in investing activities	**(365,354)**	(1,294,271)	**(3,148,258)**	(3,092,227)	**(1,050,210)**	(991,141)
Net cash flow (used in)/from financing activities	**(713,150)**	235,874	**(1,677,017)**	(2,960,655)	**(707,288)**	(716,891)
Net increase/(decrease) in cash and cash equivalent	**508,684**	117,930	**114,645**	(1,256,412)	**(35,514)**	(3,381)
Effect of exchange rate changes on cash and cash equivalents	**(100,459)**	(104,139)	**(18,422)**	82,368	**(14,672)**	(1,050)
Cash and cash equivalent classified as held for sale as at 1 January 2024	**390,270**	-	**-**	-	**-**	-
Cash and cash equivalent classified as held for sale as at 31 December 2023	**-**	(390,270)	**-**	-	**-**	-
Cash and cash equivalents at beginning of financial year	**439,847**	816,326	**287,877**	1,461,921	**147,723**	152,154
Cash and cash equivalents at the end of financial year	**1,238,342**	439,847	**384,100**	287,877	**97,537**	147,723

Notes to the Financial Statements For the financial year ended 31 December 2024

29. ASSOCIATES

	2024			2023		
	Malaysia RM'000	Overseas RM'000	Total RM'000	Malaysia RM'000	Overseas RM'000	Total RM'000
Group						
Quoted investments	**15,532,517**	**-**	**15,532,517**	15,532,517	-	15,532,517
Unquoted investments	**44,551**	**117,136**	**161,687**	43,997	117,136	161,133
Share of post-acquisition results and reserves	**(123,517)**	**(4,206)**	**(127,723)**	(10,912)	(20,155)	(31,067)
	15,453,551	**112,930**	**15,566,481**	15,565,602	96,981	15,662,583
Accumulated impairment losses	**-**	**(29,298)**	**(29,298)**	-	(29,077)	(29,077)
Currency translation differences	**-**	**(2,532)**	**(2,532)**	-	2,527	2,527
Total	**15,453,551**	**81,100**	**15,534,651**	15,565,602	70,431	15,636,033
Company						
Quoted investments	**15,532,517**	**-**	**15,532,517**	15,532,517	-	15,532,517

The Group's and the Company's ownership interests in the associates, their respective principal activities and countries of incorporation are listed in Note 42 to the financial statements.

Notes to the Financial Statements For the financial year ended 31 December 2024

29. ASSOCIATES (CONTINUED)

(a) Summarised financial information of a material associate

The tables below provide summarised financial information for CelcomDigi Berhad, being the only material associate of the Group. The information disclosed reflects the amounts presented in the financial statements of the relevant associate and not the Group's share of those amounts. They have been amended to reflect adjustments made by the Company when using the equity method, including fair value adjustments and modifications for differences in accounting policy.

(i) The summarised statements of comprehensive income for the financial year ended 31 December are as follows:

	2024 RM'000	2023 RM'000
Revenue	**12,679,400**	12,682,151
Profit for the financial year	**1,167,215**	1,602,937
Group's share of profit for the financial year	**386,348**	530,572

(ii) The summarised statement of financial position for the financial year ended 31 December is as follows:

	2024 RM'000	2023 RM'000 Restated
Non-current assets	**18,936,124**	20,115,249
Current assets	**3,828,580**	3,415,372
Current liabilities	**(6,796,291)**	(7,421,662)
Non-current liabilities	**(13,513,506)**	(13,167,127)
	2,454,907	2,941,832
Group's share in %	**33.10%**	33.10%
Group's share of net assets	**812,574**	973,746
Goodwill	**14,548,177**	14,548,177
Carrying amount	**15,360,751**	15,521,923

(iii) The fair value as at 31 December is as follows:

	2024 RM'000	2023 RM'000
Fair value	**14,056,928**	15,843,167

The fair value of quoted investment is within Level 1 of the fair value hierarchy.

(b) The details of carrying amount of the associates of the Group are as follows:

	Group	
	2024 RM'000	2023 RM'000 Restated
Group's share of net assets	**986,474**	1,087,856
Goodwill	**14,548,177**	14,548,177
Carrying amount as at 31 December	**15,534,651**	15,636,033

(c) The Group's share of results of other individually immaterial associates is a profit of RM64.5 million (2023: profit of RM0.2 million).

29. ASSOCIATES (CONTINUED)

(d) Impairment test on a material associate

During the financial year, the Group had undertaken an impairment test on its investment in a material associate following an impairment indicator arising from the shortfall between the carrying value and fair value.

Key assumptions used

The recoverable amount the material associate was determined using VIU calculations based on cash flows projections covering a five (5) year period.

The following assumptions have been applied in the calculations:

	2024 (%)
Revenue compound annual growth rate	**3.1**
EBITDA margins	**45.0 - 45.2**
Terminal growth rate	**2.5^**
Discount rate	**8.0* and ^**

* Discount rate applied to the cash flows forecast reflects the risk of the investment.

^ Key assumptions applied in the impairment assessment are those to which the recoverable amount is most sensitive.

Based on the assessment above, the carrying amount of the material associate was not impaired as the recoverable amount exceeded the carrying amount.

Management's assessment included an impact of assessment of changes in key assumptions. Based on sensitivity analysis performed and assuming all else remained constant, the effects of movement in the key assumptions to the recoverable amounts are as follows:

- If the terminal growth rate were to decrease from 2.5% to 2.0%, assuming all else remained constant, there would be an impairment of RM319.7 million.
- If the discount rate were to increase from 8.0% to 8.5%, assuming all else remained constant, there would be an impairment of RM596.2 million.

30. JOINT VENTURES

	Group	
	2024 RM'000	2023 RM'000
Unquoted investments	**40,358**	40,358
Share of post-acquisition reserves	**(23,068)**	(23,133)
Currency translation differences	**(640)**	(640)
Total	**16,650**	16,585

The Group's ownership interests in the joint ventures, their respective principal activities and countries of incorporation are listed in Note 43 to the financial statements.

The tables below provide summarised financial information for Merchantrade Asia Sdn Bhd, being a material joint venture of the Group.

(i) The summarised statements of comprehensive income for the financial year ended 31 December are as follows:

	Merchantrade	
	2024 RM'000	2023 RM'000
Revenue	**115,750**	273,361
Profit for the financial year	**347**	4,753
Group's share of profit for the financial year	**66**	903

Notes to the Financial Statements For the financial year ended 31 December 2024

30. JOINT VENTURES (CONTINUED)

The tables below provide summarised financial information for Merchantrade Asia Sdn Bhd, being a material joint venture of the Group. (Continued)

(ii) The summarised statement of financial position for the financial year ended 31 December is as follows:

	Merchantrade	
	2024 RM'000	2023 RM'000
Non-current assets	**85,057**	97,627
Current assets	**428,065**	390,824
Current liabilities	**(421,432)**	(364,464)
Non-current liabilities	**(1,685)**	(10,466)
	90,005	113,521

31. FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

Financial assets at FVTOCI comprise the following investments:

	Group	
	2024 RM'000	2023 RM'000
Unquoted securities:		
- Pegasus 7 Ventures Pte. Ltd. ("Pegasus 7")[1]	**-**	99,511
- Others	**25,854**	14,736
Total	**25,854**	114,247

[1] During the financial year, the Group has fully written down its investment in Pegasus 7 as the underlying assets failed to meet the predetermined performance target. The decision followed a thorough evaluation of the assets' financial outlook, considering market conditions and operational challenges affecting its value.

The Group has, at initial recognition, irrevocably elected to present the fair value changes of non-trading equity securities above in OCI. The Group considers this classification to be more relevant as these instruments are strategic investments of the Group and not held for trading purpose.

32. INVENTORIES

	Group	
	2024 RM'000	2023 RM'000
Trading inventories	**151,642**	239,794
Allowance for inventory obsolescence	**(28,979)**	(20,905)
Total	**122,663**	218,889

Inventories comprise of SIM cards, handsets, vouchers and other consumables.

33. AMOUNTS DUE FROM/TO SUBSIDIARIES

The carrying amount and currencies profile of the amounts due from/to subsidiaries are as follows:

	2024					2023				
	RM RM'000	USD RM'000	LKR RM'000	Others RM'000	Total RM'000	RM RM'000	USD RM'000	LKR RM'000	Others RM'000	Total RM'000
Amounts due from subsidiaries:										
- Non-current[1]	**17,419**	**28,265**	**-**	**-**	**45,684**	51,695	49,548	-	-	101,243
- Current[2]	**126,571**	**72,093**	**28,436**	**5,249**	**232,349**	339,888	162,280	25,395	1,634	529,197
Total	**143,990**	**100,358**	**28,436**	**5,249**	**278,033**	391,583	211,828	25,395	1,634	630,440
Amounts due to subsidiaries:										
- Non-current[3]	**7,223,003**	**-**	**-**	**-**	**7,223,003**	8,104,248	-	-	-	8,104,248
- Current	**39,804**	**-**	**-**	**-**	**39,804**	55,251	-	-	-	55,251
Total	**7,262,807**	**-**	**-**	**-**	**7,262,807**	8,159,499	-	-	-	8,159,499

[1] Includes an amount due from a subsidiary of RM17.4 million (2023: RM51.7 million) which is non-trade in nature, bearing interest of 8.00% p.a. (2023: 7.00% to 8.00% p.a.) and repayable in 2026 (2023: 2025).

[2] Includes amounts due from a subsidiary of RM90.6 million (2023: RM305.4 million) which are non-trade in nature and bearing interest ranging from 6.00% to 8.00% p.a. (2023: 6.00%).

[3] Includes amounts due to subsidiaries which are non-trade in nature of:
- RM3,187.0 million (2023: RM4,036.0 million) which bearing an interest of 3.214% p.a. and is repayable on 19 August 2050;
- RM2,018.0 million which bearing an interest of 2.163% p.a. and is repayable on 19 August 2030; and
- RM2,018.0 million which bears an interest of 4.357% p.a. and is repayable on 24 March 2026.

Except as disclosed otherwise above, amounts due from/to subsidiaries are trade in nature, unsecured, interest free and repayable on demand.

33. AMOUNTS DUE FROM/TO SUBSIDIARIES (CONTINUED)

Amounts due from subsidiaries

Maximum exposure to credit risk

Generally, the Company considers amounts due from subsidiaries to have low credit risk as the subsidiaries have capacity to meet their contractual cash flow obligations in the near term and adverse changes in economic and business conditions may, but will not necessarily, reduce the ability of the subsidiaries to fulfil their contractual cash flow obligations. The Company does not specifically monitor the ageing of amounts due from subsidiaries as the Company is able to determine the timing of payments of the subsidiaries' balances when they are payable. The Company considers the amount payable to be in default when the subsidiaries are not able to pay when demanded.

Details of the measurement of ECL is shown below:

Category	Company's definition of categories	Basis for recognising ECL
Performing	Subsidiaries have a low risk of default and a strong capacity to meet contractual cash flows.	Twelve (12) months ECL
Underperforming	Subsidiaries for which there is a significant increase in credit risk due to actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the subsidiary's ability to meet its obligations.	Lifetime ECL
Non-performing	Subsidiaries for which there are evidence indicating the assets are credit impaired.	Lifetime ECL

Based on the above, loss allowance is measured on either twelve (12) months ECL or lifetime ECL using a PD x LGD x EAD methodology as follows:

- PD ("probability of default") – the likelihood that the subsidiary would not be able to repay during the contractual period;
- LGD ("loss given default") – the percentage of contractual cash flows that will not be collected if default happens; and
- EAD ("exposure at default") – the outstanding amount that is exposed to default risk.

33. AMOUNTS DUE FROM/TO SUBSIDIARIES (CONTINUED)

Amounts due from subsidiaries (continued)

Maximum exposure to credit risk (continued)

In deriving at the PD and LGD, the Company considers the historical collection trend and expected future cash flows generated by individual subsidiaries. The Company also identified other relevant factors in relation to the geographical area that the subsidiaries operate in and adjust the loss rates based on the expected changes in these factors. Loss allowance is measured at a probability-weighted amount that reflects the possibility that a credit loss occurs and the possibility that no credit loss occurs.

Movements in provision for impairment of amounts due from subsidiaries are as follows:

	2024 RM'000	2023 RM'000
At 1 January	**261,995**	232,485
Provision for impairment	**41,493**	41,616
Reversal of impairment	**(60,850)**	(12,106)
Write-off	**(25,518)**	-
At 31 December	**217,120**	261,995

The table below contains an analysis of the credit risk exposure of amounts due from subsidiaries for which loss allowance is recognised. The gross carrying amount of amounts due from subsidiaries also represent the maximum exposure to credit risk on these assets.

	Expected credit loss rate	Basis for recognition of expected credit loss RM'000	Estimated gross carrying amount at default RM'000	Loss allowance RM'000	Carrying amount (net of impairment) RM'000
2024					
Performing	**2.2%**	**12 months ECL**	**184,478**	**(4,120)**	**180,358**
Underperforming	**68.3%**	**Lifetime ECL**	**308,372**	**(210,697)**	**97,675**
Non-performing	**100.0%**	**Lifetime ECL**	**2,303**	**(2,303)**	**-**
Total			**495,153**	**(217,120)**	**278,033**
2023					
Performing	0.0%	12 months ECL	19,168	-	19,168
Underperforming	29.8%	Lifetime ECL	871,297	(260,025)	611,272
Non-performing	100.0%	Lifetime ECL	1,970	(1,970)	-
Total			892,435	(261,995)	630,440

Notes to the Financial Statements For the financial year ended 31 December 2024

33. AMOUNTS DUE FROM/TO SUBSIDIARIES (CONTINUED)

Amounts due to subsidiaries

The movements in the amounts due to subsidiaries are as follows:

		Company	
	Note	2024 RM'000	2023 RM'000
At 1 January		**8,159,499**	8,907,870
Advances from subsidiaries		**114,948**	111,871
Repayments of advances to subsidiaries		**(848,997)**	-
Payment of finance costs		**(345,354)**	(341,084)
Finance costs	10	**328,574**	340,918
Waiver of amount due to a subsidiary	(a)	**-**	(769,910)
Novation	(b)	**(81,594)**	-
Others	(c)	**(64,269)**	(90,166)
At 31 December		**7,262,807**	8,159,499

(a) The substance of the waiver was a distribution from the subsidiary to the Company via return of capital to shareholders.

(b) The Company novated an amount due to a subsidiary of RM81.6 million to another subsidiary, to perform contra settlement against an amount owing by the subsidiary of RM81.6 million.

(c) Included in Others are reclassifications to amounts due from subsidiaries and payment on behalf. Amounts due to certain subsidiaries have been presented on a net basis as the Company has a legal enforceable right to offset these amounts with amounts due from certain subsidiaries. The Company currently has the intention to settle on a net basis or realise/settle the amounts due from/to subsidiaries simultaneously.

34. TRADE AND OTHER RECEIVABLES

	Note	2024 Non-current RM'000	2024 Current RM'000	2024 Total RM'000	2023 Non-current RM'000	2023 Current RM'000	2023 Total RM'000
Group							
Finance lease receivables	(a)	**-**	**15,759**	**15,759**	-	20,398	20,398
Accrued lease receivables	(b)	**158,160**	**-**	**158,160**	56,378	-	56,378
Prepayment		**225**	**1,632,243**	**1,632,468**	16,114	1,501,099	1,517,213
Contract assets	(c)	**-**	**70,004**	**70,004**	1,295	141,655	142,950
Trade receivables		**48,090**	**3,031,705**	**3,079,795**	24,907	2,782,100	2,807,007
Deposits[1]		**114,306**	**92,966**	**207,272**	126,504	86,700	213,204
Other receivables[2]		**509,264**	**851,149**	**1,360,413**	533,618	581,943	1,115,561
Advances		**104,075**	**349,548**	**453,623**	169,260	297,367	466,627
Provision for impairment:	(d)						
- Accrued lease receivables		**(9,436)**	**-**	**(9,436)**	(8,608)	-	(8,608)
- Trade receivables		**(2,437)**	**(656,225)**	**(658,662)**	(1,601)	(593,842)	(595,443)
- Deposits		**(223)**	**(2,548)**	**(2,771)**	(223)	(3,162)	(3,385)
- Other receivables		**(5,427)**	**(35,139)**	**(40,566)**	(5,471)	(29,798)	(35,269)
Total		**916,597**	**5,349,462**	**6,266,059**	912,173	4,784,460	5,696,633

1 Includes deposits for rental and utilities as well as deposits for ongoing legal, regulatory and taxation claims and disputes amounting to RM62.9 million (2023: RM71.3 million).

2 Includes present value of non-current and current fixed consideration receivables of RM150.5 million (2023: RM141.0 million) and nil (2023: RM23.3 million) respectively, on the disposal of Reynolds Group as disclosed in Note 5(b)(i) to the financial statements.

Notes to the Financial Statements For the financial year ended 31 December 2024

34. TRADE AND OTHER RECEIVABLES (CONTINUED)

	Company	
	2024 RM'000	2023 RM'000
Current		
Trade receivables	**77,312**	77,312
Prepayment	**5,610**	2,783
Deposits	**3,305**	1,901
Other receivables	**6,765**	9,614
Advances	**82**	204
Provision for impairment:		
- Trade receivables	**(77,312)**	(77,312)
- Deposits and other receivables	**(6,295)**	(6,197)
Total	**9,467**	8,305

(a) Finance lease receivables are receivables related to the lease of fibre optic cable and telecommunication infrastructures and equipment of subsidiaries.

The movements in finance lease receivables are as follows:

		Group	
	Note	2024 RM'000	2023 RM'000
At 1 January		**20,398**	26,954
Lease payments received		**(4,599)**	(7,636)
Finance income	10	**2,729**	3,105
Currency translation differences		**(2,769)**	(2,025)
At 31 December		**15,759**	20,398

Details of finance lease receivables according to maturity schedule are as follows:

	Group	
	2024 RM'000	2023 RM'000
Within 1 year	**16,041**	20,769
Unearned finance lease income	**(282)**	(371)
Total	**15,759**	20,398

(b) Accrued lease receivables relate to the effect of fixed price escalation clauses that are spread on a straight-line basis over the lease term.

(c) The movements in contract assets are as follows:

	Group	
	2024 RM'000	2023 RM'000
At 1 January	**142,950**	105,404
Additions	**645,257**	792,538
Transfer to trade receivables	**(731,981)**	(719,349)
Reclassified from/(to) assets held for sale	**15,616**	(35,902)
Currency translation differences	**(1,838)**	259
At 31 December	**70,004**	142,950

Notes to the Financial Statements For the financial year ended 31 December 2024

34. TRADE AND OTHER RECEIVABLES (CONTINUED)

(d) Movements in provision for impairment of certain components of trade and other receivables are as follows:

	Group	
	2024 RM'000	2023 RM'000
Accrued lease receivables		
At 1 January	**8,608**	9,594
Reclassified from/(to) assets held for sale	**1,428**	(1,074)
Currency translation differences	**(600)**	88
At 31 December	**9,436**	8,608
Trade receivables		
At 1 January	**595,443**	474,538
Provision for impairment	**134,126**	264,313
Reversal of provision for impairment	**(4,566)**	(13,380)
Write-off	**(49,699)**	(121,231)
Acquisition of subsidiaries	**-**	2,791
Disposal of group of subsidiaries	**-**	(14,166)
Reclassified from/(to) assets held for sale	**12,784**	(16,788)
Currency translation differences	**(29,426)**	19,366
At 31 December	**658,662**	595,443
Deposits and other receivables		
At 1 January	**38,654**	157,261
Provision for impairment	**13,040**	21,669
Reversal of provision for impairment	**-**	(3,543)
Write-off	**(7,530)**	(1,048)
Disposal of group of subsidiaries	**-**	(136,368)
Currency translation differences	**(827)**	683
At 31 December	**43,337**	38,654

	Company	
	2024 RM'000	2023 RM'000
Trade receivables		
At 1 January	**77,312**	-
Provision for impairment	**-**	77,312
At 31 December	**77,312**	77,312
Deposits and other receivables		
At 1 January	**6,197**	2,553
Provision for impairment	**98**	3,644
At 31 December	**6,295**	6,197

(e) The carrying amounts of trade and other receivables approximate their fair value. Credit terms of trade receivables for the Group range from thirty (30) to ninety (90) days (2023: thirty (30) to ninety (90) days).

Notes to the Financial Statements For the financial year ended 31 December 2024

34. TRADE AND OTHER RECEIVABLES (CONTINUED)

(f) Measurement of ECL

(i) Simplified approach - accrued lease receivables, finance lease receivables, trade receivables and contract assets within the scope of MFRS 15

The expected loss rates are based on the payment profiles of sales over a period of twenty-four (24) months before reporting date and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle receivables. The Group has identified the GDP, inflation rates, interest rates and unemployment rates to be the most relevant factor, and accordingly adjusts the historical loss rates based on expected changes in these factors. At every reporting date, the historical loss rates are updated and changes in the forward-looking estimates are analysed.

(ii) General 3-stage approach for trade receivables arising from loan receivables and all other financial instruments

The Group and the Company use three (3) categories for trade receivables arising from loan receivables and all other financial instruments which reflect their credit risk and how the loss allowance is determined for each of those categories. A summary of the assumptions underpinning the Group's and the Company's ECL model is as follows:

Category	Group's definition of categories	Basis of recognising ECL
Performing	Debtors have a low risk of default and a strong capacity to meet contractual cash flows.	Twelve (12) months ECL
Underperforming	Debtors for which there is a significant increase in credit risk or significant increase in credit risk is presumed if interest and/or principal repayments are thirty (30) to ninety (90) days past due. For debtors with repayments of ninety (90) days past due, historically, there is no correlation between significant increases in the risk of a default occurring and financial assets on which payments are more than thirty (30) days past due, but there exists a correlation when payments are more than ninety (90) days past due.	Lifetime ECL
Non-performing	Interest and/or principal repayments are ninety (90) days to three hundred and sixty five (365) days past due or there is evidence indicating the asset is credit-impaired.	Lifetime ECL

Based on the above, loss allowance is measured on either twelve (12) months ECL or lifetime ECL using a PD x LGD x EAD methodology as follows:

- PD – the likelihood that the debtor would not be able to repay during the contractual period;
- LGD – the percentage of contractual cash flows that will not be collected if default happens; and
- EAD – the outstanding amount that is exposed to default risk.

In deriving the PD and LGD, the Group and the Company consider historical data by each receivable by categories and adjusts for forward-looking macroeconomic data. The Group and the Company have identified GDP to be the most relevant factor, and accordingly adjusts the historical loss rates based on expected changes in these factors. Loss allowance is measured at a probability-weighted amount that reflects the possibility that a credit loss occurs and the possibility that no credit loss occurs. There is no significant change to estimation techniques or assumptions used.

34. TRADE AND OTHER RECEIVABLES (CONTINUED)

(g) Maximum exposure to credit risk

(i) Trade receivables and contract assets within the scope of MFRS 15 - simplified approach (collective assessment)

The gross carrying amount of receivables below, which also represent the maximum exposure to credit risk to the Group, are as follows:

	Current	Past due			Total
	RM'000	1-3 months RM'000	4-6 months RM'000	Over 6 months RM'000	RM'000
2024					
Expected loss rate	**7.6% - 21.7%**	**13.8% - 68.3%**	**22.8% - 100.0%**	**51.6% - 100.0%**	
Gross trade receivables	**881,610**	**123,659**	**73,383**	**405,823**	**1,484,475**
Provision for impairment	**(52,038)**	**(13,463)**	**(18,946)**	**(214,035)**	**(298,482)**
Net trade receivables	**829,572**	**110,196**	**54,437**	**191,788**	**1,185,993**
Gross contract assets	**70,004**	**-**	**-**	**-**	**70,004**
Provision for impairment	**-**	**-**	**-**	**-**	**-**
Net contract assets	**70,004**	**-**	**-**	**-**	**70,004**
2023					
Expected loss rate	5.7% - 33.1%	12.4% - 98.3%	20.5% - 100.0%	51.4% - 100.0%	
Gross trade receivables	737,463	154,386	70,615	286,578	1,249,042
Provision for impairment	(32,655)	(34,394)	(22,193)	(174,830)	(264,072)
Net trade receivables	704,808	119,992	48,422	111,748	984,970
Gross contract assets	141,504	-	-	-	141,504
Provision for impairment	-	-	-	-	-
Net contract assets	141,504	-	-	-	141,504

Expected loss rates disclosed represent range of expected loss rates applied by the Group on trade receivables balances across different entities of the Group.

Notes to the Financial Statements For the financial year ended 31 December 2024

34. TRADE AND OTHER RECEIVABLES (CONTINUED)

(g) Maximum exposure to credit risk (continued)

(ii) Accrued lease receivables, finance lease receivables, trade receivables and contract assets within the scope of MFRS 15 - simplified approach (individual assessment)

The gross carrying amount of accrued lease receivables, finance lease receivables, trade receivables and contract assets within the scope of MFRS 15 (with individually significant balances which are separately assessed for ECL measurement) represent maximum exposure to credit risk to the Group are as follows:

	2024				2023			
	Accrued lease receivables RM'000	Finance lease receivables RM'000	Contract assets RM'000	Trade receivables RM'000	Accrued lease receivables RM'000	Finance lease receivables RM'000	Contract assets RM'000	Trade receivables RM'000
Group								
Gross balances:								
Current (not past due)	**148,724**	**15,759**	**-**	**576,839**	47,770	20,398	1,446	483,806
Up to 3 months past due	**-**	**-**	**-**	**230,166**	-	-	-	275,259
3 to 6 months past due	**-**	**-**	**-**	**145,057**	-	-	-	78,865
More than 6 months past due	**-**	**-**	**-**	**200,199**	-	-	-	115,225
Credit impaired	**9,436**	**-**	**-**	**202,105**	8,608	-	-	180,213
	158,160	**15,759**	**-**	**1,354,366**	56,378	20,398	1,446	1,133,368
Provision for impairment:								
Credit impaired	**(9,436)**	**-**	**-**	**(202,105)**	(8,608)	-	-	(180,214)
Non-credit impaired	**-**	**-**	**-**	**(44,996)**	-	-	-	(26,873)
Total	**148,724**	**15,759**	**-**	**1,107,265**	47,770	20,398	1,446	926,281

Notes to the Financial Statements For the financial year ended 31 December 2024

34. TRADE AND OTHER RECEIVABLES (CONTINUED)

(g) Maximum exposure to credit risk (continued)

(iii) Trade receivables - 3-stage approach (individual assessment)

The gross carrying amount of trade receivables arising from loan receivables (with individually significant balances which are separately assessed for ECL measurement) represent maximum exposure to credit risk to the Group are as follows:

	Expected credit loss rate	Basis for recognition of expected credit loss RM'000	Estimated gross carrying amount at default RM'000	Loss allowance RM'000	Carrying amount (net of impairment) RM'000
2024					
Group					
Performing	**0.3%**	**12 months ECL**	**121,350**	**(364)**	**120,986**
Underperforming	**3.0%**	**Lifetime ECL**	**5,204**	**(155)**	**5,049**
Non-performing	**98.4%**	**Lifetime ECL**	**114,400**	**(112,560)**	**1,840**
Total			**240,954**	**(113,079)**	**127,875**
Company					
Non-performing	**100.0%**	**Lifetime ECL**	**77,312**	**(77,312)**	**-**
Total			**77,312**	**(77,312)**	**-**
2023					
Group					
Performing	0.7%	12 months ECL	279,553	(2,095)	277,458
Underperforming	17.6%	Lifetime ECL	19,073	(3,360)	15,713
Non-performing	94.3%	Lifetime ECL	125,971	(118,829)	7,142
Total			424,597	(124,284)	300,313

Notes to the Financial Statements For the financial year ended 31 December 2024

34. TRADE AND OTHER RECEIVABLES (CONTINUED)

(g) Maximum exposure to credit risk (continued)

(iv) Deposits and other receivables - 3-stage approach (individual assessment)

The gross carrying amount of deposits and other receivables (excluding non-financial assets) (with individually significant balances which are separately assessed for ECL measurement) represent maximum exposure to credit risk to the Group and the Company are as follows:

	Expected credit loss rate	Basis for recognition of expected credit loss RM'000	Estimated gross carrying amount at default RM'000	Loss allowance RM'000	Carrying amount (net of impairment) RM'000
2024					
Group					
Performing	**3.2%**	**12 months ECL**	**866,437**	**(27,327)**	**839,110**
Underperforming	**0.0%**	**Lifetime ECL**	**17,943**	**-**	**17,943**
Non-performing	**83.9%**	**Lifetime ECL**	**19,089**	**(16,010)**	**3,079**
Total			**903,469**	**(43,337)**	**860,132**
Company					
Performing	**0.0%**	**12 months ECL**	**2,950**	**-**	**2,950**
Underperforming	**100.0%**	**Lifetime ECL**	**6,295**	**(6,295)**	**-**
Total			**9,245**	**(6,295)**	**2,950**
2023					
Group					
Performing	4.4%	12 months ECL	640,134	(28,139)	611,995
Underperforming	0.0%	Lifetime ECL	12,627	-	12,627
Non-performing	47.6%	Lifetime ECL	22,072	(10,515)	11,557
Total			674,833	(38,654)	636,179
Company					
Performing	0.0%	12 months ECL	5,318	-	5,318
Underperforming	100.0%	Lifetime ECL	6,197	(6,197)	-
Total			11,515	(6,197)	5,318

In respect to other receivables that are performing, the risk of default is immaterial if debtors have a strong capacity to meet their contractual cash flow obligations in the near term and adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the debtors to fulfill their contractual cash flow obligations.

34. TRADE AND OTHER RECEIVABLES (CONTINUED)

The currencies profiles of deposits, cash and bank balances are as follows:

	2024							2023						
	Functional currency							Functional currency						
	RM RM'000	IDR RM'000	LKR RM'000	BDT RM'000	USD RM'000	Others RM'000	Total RM'000	RM RM'000	IDR RM'000	LKR RM'000	BDT RM'000	USD RM'000	Others RM'000	Total RM'000
Group														
RM	**1,287,556**	**-**	**-**	**-**	**-**	**-**	**1,287,556**	1,033,628	-	-	-	-	-	1,033,628
USD	**148,924**	**67,073**	**118,315**	**6,745**	**600,846**	**-**	**941,903**	14,404	88,999	94,779	7,566	337,905	-	543,653
IDR	**4,995**	**1,830,095**	**-**	**-**	**-**	**-**	**1,835,090**	47,840	2,001,750	-	-	-	-	2,049,590
LKR	**-**	**-**	**610,010**	**-**	**-**	**-**	**610,010**	-	-	554,197	-	31	-	554,228
BDT	**-**	**-**	**-**	**804,809**	**-**	**-**	**804,809**	-	-	-	796,756	-	-	796,756
MMK	**-**	**-**	**-**	**-**	**82,948**	**-**	**82,948**	-	-	-	-	-	-	-
PKR	**-**	**-**	**-**	**-**	**-**	**110,878**	**110,878**	-	-	-	-	-	105,397	105,397
PHP	**-**	**-**	**-**	**-**	**-**	**512,864**	**512,864**	-	-	-	-	-	531,858	531,858
Others	**223**	**-**	**7,720**	**-**	**-**	**72,058**	**80,001**	-	-	21,018	-	-	60,505	81,523
Total	**1,441,698**	**1,897,168**	**736,045**	**811,554**	**683,794**	**695,800**	**6,266,059**	1,095,872	2,090,749	669,994	804,322	337,936	697,760	5,696,633
Company														
RM	**6,505**	**-**	**-**	**-**	**-**	**-**	**6,505**	7,493	-	-	-	-	-	7,493
Others	**2,962**	**-**	**-**	**-**	**-**	**-**	**2,962**	812	-	-	-	-	-	812
Total	**9,467**	**-**	**-**	**-**	**-**	**-**	**9,467**	8,305	-	-	-	-	-	8,305

35. DEPOSITS, CASH AND BANK BALANCES

		Group		Company	
	Note	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Deposits with licensed banks		**2,499,783**	1,465,209	**-**	539,103
Deposits under Islamic principles		**146,787**	921,441	**-**	720,255
Total deposits		**2,646,570**	2,386,650	**-**	1,259,358
Cash and bank balances		**2,213,870**	2,225,484	**359,385**	167,302
Total deposits, cash and bank balances		**4,860,440**	4,612,134	**359,385**	1,426,660
Represented by:					
Cash and cash equivalents in banks		**3,898,123**	3,872,156	**359,385**	1,426,660
Deposits pledged	16(a)	**86,230**	89,273	**-**	-
Trust account balances		**-**	83	**-**	-
Restricted cash		**81,026**	86,200	**-**	-
Deposits maturing more than three (3) months		**795,061**	564,422	**-**	-
Total deposits, cash and bank balances		**4,860,440**	4,612,134	**359,385**	1,426,660

Deposits are placed mainly with a number of creditworthy financial institutions. There is no major concentration of deposits in any single financial institution. Maturity range of deposits are as follows:

	Group		Company	
(In days)	From	To	From	To
Financial year ended 31 December 2024	Overnight	365	**10**	**91**
Financial year ended 31 December 2023	Overnight	365	6	120

The effective interest rates on deposits for the Group and the Company range from 0.50% to 10.50% (2023: 0.50% to 13.00%) per annum.

The Group and the Company placed its cash and bank balances with licensed financial institutions with credit rating range from P1 to B3 (2023: P1 to B3) in managing its credit exposure.

35. DEPOSITS, CASH AND BANK BALANCES (CONTINUED)

The currencies profiles of deposits, cash and bank balances are as follows:

	2024							2023						
	Functional currency							Functional currency						
	RM RM'000	IDR RM'000	LKR RM'000	BDT RM'000	USD RM'000	Others RM'000	Total RM'000	RM RM'000	IDR RM'000	LKR RM'000	BDT RM'000	USD RM'000	Others RM'000	Total RM'000
Group														
RM	**1,530,612**	**-**	**-**	**-**	**55**	**147**	**1,530,814**	1,654,367	2,277	1,118	-	7,059	114	1,664,935
USD	**430,054**	**43,185**	**369,313**	**10,839**	**1,008,642**	**13,583**	**1,875,616**	747,196	44,336	287,456	24,534	882,090	7,598	1,993,210
IDR	**1,795**	**573,210**	**-**	**-**	**-**	**-**	**575,005**	7,074	386,435	-	-	-	-	393,509
LKR	**23**	**-**	**165,897**	**-**	**-**	**-**	**165,920**	-	-	299,591	-	410	-	300,001
BDT	**-**	**-**	**-**	**138,306**	**-**	**-**	**138,306**	-	-	-	178,406	-	-	178,406
MMK	**-**	**-**	**-**	**-**	**437,093**	**-**	**437,093**	-	-	-	-	-	-	-
PKR	**-**	**-**	**-**	**-**	**-**	**49,238**	**49,238**	-	-	-	-	-	23,122	23,122
PHP	**-**	**-**	**-**	**-**	**-**	**67,139**	**67,139**	-	-	-	-	-	43,200	43,200
Others	**160**	**-**	**-**	**-**	**13**	**21,136**	**21,309**	169	-	-	-	-	15,582	15,751
Total	**1,962,644**	**616,395**	**535,210**	**149,145**	**1,445,803**	**151,243**	**4,860,440**	2,408,806	433,048	588,165	202,940	889,559	89,616	4,612,134
Company														
RM	**131,320**	**-**	**-**	**-**	**-**	**-**	**131,320**	770,028	-	-	-	-	-	770,028
USD	**227,918**	**-**	**-**	**-**	**-**	**-**	**227,918**	656,477	-	-	-	-	-	656,477
Others	**147**	**-**	**-**	**-**	**-**	**-**	**147**	155	-	-	-	-	-	155
Total	**359,385**	**-**	**-**	**-**	**-**	**-**	**359,385**	1,426,660	-	-	-	-	-	1,426,660

Notes to the Financial Statements For the financial year ended 31 December 2024

36. CASH FLOWS FROM/(USED IN) OPERATING, INVESTING AND FINANCING ACTIVITIES

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Receipts from customers, related parties and others	**21,720,526**	21,978,081	**12,566**	-
Payments to suppliers, employees and others	**(9,879,624)**	(11,142,145)	**(355,847)**	(283,839)
Payments of finance costs	**(2,157,191)**	(2,296,339)	**(438,170)**	(515,981)
Payments of income taxes	**(693,651)**	(676,560)	**-**	-
Total cash flows from/(used in) operating activities	**8,990,060**	7,863,037	**(781,451)**	(799,820)
Proceeds from disposal of PPE	**14,890**	20,251	**11**	7
Purchase of PPE	**(5,141,204)**	(7,126,661)	**(11,570)**	(1,934)
Acquisition of IA	**(799,485)**	(732,999)	**-**	-
Placement of deposits maturing more than three (3) months	**(1,090,492)**	(495,610)	**-**	-
Withdrawal of deposits maturing more than three (3) months	**845,987**	673,019	**-**	670,203
Investments in subsidiaries (net of cash acquired)	**(5,908)**	(53,691)	**-**	-
Investments in associates	**(554)**	(640)	**-**	-
Interest received	**263,341**	308,256	**44,037**	152,603
Purchase of other investments	**(209,409)**	(14,549)	**-**	-
Proceeds from partial disposal of a subsidiary/ disposal of group of subsidiaries	**23,538**	402,000	**259,738**	402,000
Transaction costs and cash and cash equivalents of Reynolds Group disposed off	**-**	(547,083)	**-**	-
Settlement of contingent consideration by a subsidiary	**-**	(112,766)	**-**	-
Other deposit	**23,768**	-	**-**	-
Repayment of loan from an associate	**-**	2,431,867	**-**	2,431,867
Dividends received from an associate and other investments	**547,612**	497,254	**547,521**	497,254
Dividends received from subsidiaries	**-**	-	**445,273**	558,000
Repayment from/(Advances to) employees	**476**	(775)	**-**	-
Payments for ROU assets	**(65,454)**	(162,110)	**-**	-
Advances to subsidiaries	**-**	-	**(156,353)**	(188,585)
Repayments from subsidiaries	**-**	-	**427,773**	347,615
Total cash flows (used in)/from investing activities	**(5,592,894)**	(4,914,237)	**1,556,430**	4,869,031

Notes to the Financial Statements For the financial year ended 31 December 2024

36. CASH FLOWS FROM/(USED IN) OPERATING, INVESTING AND FINANCING ACTIVITIES (CONTINUED)

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Proceeds from borrowings	**4,100,067**	8,874,102	**597,521**	1,256,350
Repayments of borrowings	**(4,436,072)**	(10,417,708)	**(732,050)**	(3,709,060)
Repayments of Sukuk	**(110,246)**	(44,402)	**-**	-
Partial disposal of subsidiaries	**267,570**	-	-	-
Additional investments in subsidiaries by NCI	**44,246**	25,733	**-**	-
Capital injections in subsidiaries by NCI	**-**	74,000	**-**	-
Advances from subsidiaries	**-**	-	**114,948**	111,871
Repayments of advances to subsidiaries	**-**	-	**(848,997)**	-
Repayments of lease liabilities	**(1,731,173)**	(1,759,069)	**(1,929)**	(1,792)
Dividends paid to NCI	**(344,389)**	(304,461)	**-**	-
Dividends paid to shareholders	**(918,192)**	(1,743,854)	**(918,192)**	(1,743,854)
Total cash flows used in financing activities	**(3,128,189)**	(5,295,659)	**(1,788,699)**	(4,086,485)

37. ASSETS AND LIABILITIES CLASSIFIED AS HELD FOR SALE

As of 31 December 2024, the management reassessed and concluded that the proposed exit from the infrastructure segment in Myanmar, which comprised of EDOTCO Investments Singapore Pte Ltd and its subsidiaries ("EIS Group") is no longer highly probable under MFRS 5 as disclosed in Note 4(a)(iii) to the financial statements. Accordingly, the Group has re-presented the financial results of EIS Group as continuing operations as follows:

(i) The assets and liabilities of EIS Group as at 31 December 2024 were reclassified to their appropriate categories in the consolidated statements of financial position; and

(ii) The comparative figures in the consolidated statement of comprehensive income and its related notes have been re-presented.

(iii) The Group have adjusted a total of RM14.0 million relating to amortisation of IA, depreciation of PPE and ROU assets for the financial year ended 31 December 2024, which aligned with what would have been recorded had the assets not been classified as held for sale.

Notes to the Financial Statements For the financial year ended 31 December 2024

37. ASSETS AND LIABILITIES CLASSIFIED AS HELD FOR SALE (CONTINUED)

The assets and liabilities of EIS Group as at 31 December 2024 are as follows:

	Note	Group RM'000
Assets		
IA	24	**59,346**
PPE	26	**36,203**
ROU assets	27	**22,426**
Deferred tax assets	22	**44,437**
Trade and other receivables		**358,104**
Cash and bank balances		**441,327**
		961,843
Liabilities		
Trade and other payables		**55,027**
Lease liabilities	23	**45,658**
Current tax liabilities		**7,538**
Deferred tax liabilities	22	**45,424**
Provision for asset retirement	21	**93,130**
		246,777

In the previous financial year, the Board of Directors approved EDOTCO's proposed exit from the infrastructure segment in Myanmar attributed to worsening macroeconomic parameters, business conditions and an active program to seek buyers had commenced. The management assessed and concluded that the proposed exit met the requirements of MFRS 5. Accordingly, the assets and liabilities of EIS Group as at 31 December 2023 were classified as held for sale as follows:

	Note	Group RM'000
Assets		
IA	24	40,496
PPE	26	97,942
ROU assets	27	15,812
Deferred tax assets	22	22,272
Trade and other receivables		314,644
Cash and bank balances		390,270
Total assets classified as held for sale		881,436
Liabilities		
Trade and other payables		68,249
Lease liabilities	23	61,113
Current tax liabilities		11,571
Deferred tax liabilities	22	46,601
Provision for asset retirement	21	181,044
Total liabilities classified as held for sale		368,578

Notes to the Financial Statements For the financial year ended 31 December 2024

38. CONTINGENCIES AND COMMITMENTS

(a) Capital commitments

	Group	
	2024 RM'000	**2023 RM'000**
PPE		
Commitments in respect of expenditure approved and contracted for	**1,457,461**	1,733,415

(b) 3G annual fees commitment

XL has committed to pay annual fees within ten (10) years, as long as XL holds the 3G licence set out in Regulation No. 07/PER/M.KOMINFO/2/2006 of the Minister of Communication & Information and Decree No.323/KEP/M.KOMINFO/09/2010 of the Minister of Communication & Information. The amount of annual payment is based on the scheme of payment set out in Government Regulation No. 53 Year 2000 article 23 and Government Regulation No. 80 Year 2015 article 9. No penalty will be imposed in the event that XL returns the licence.

(c) Operating lease - The Group as a lessor

The Group leases out its telecommunication towers, sites and network equipment. The Group classified these leases as operating leases, because they do not transfer substantially all of the risks and rewards incidental to the ownership of the assets. The following tables sets out the maturity schedule of undiscounted lease payments to be received after the reporting date.

	Group	
	2024 RM'000	**2023 RM'000**
Within 1 year	**951,234**	1,081,929
Between 1 and 2 years	**901,724**	1,020,253
Between 2 and 3 years	**858,628**	911,636
Between 3 and 4 years	**739,547**	791,408
Between 4 and 5 years	**702,626**	745,587
Later than 5 years	**3,738,406**	3,448,920
Total undiscounted lease payments to be received	**7,892,165**	7,999,733

Notes to the Financial Statements For the financial year ended 31 December 2024

38. CONTINGENCIES AND COMMITMENTS (CONTINUED)

(d) Lists of contingent liabilities of subsidiaries of the Group as at 31 December are as follows:

Description	Potential exposure 2024 RM'million	Potential exposure 2023 RM'million
1. **Robi vs Large Taxpayer Unit ("LTU-VAT") of the National Board of Revenue of Bangladesh ("NBR") (SIM Replacement Tax)**	**154.4**	173.2
2. **Robi vs LTU-VAT of the NBR (SIM Replacement Tax)**	**106.2**	119.2

1. **Robi vs Large Taxpayer Unit ("LTU-VAT") of the National Board of Revenue of Bangladesh ("NBR") (SIM Replacement Tax)** — 2024: **154.4**; 2023: 173.2

Robi SIM Replacement Dispute March 2007 - June 2011

On 17 May 2015, the LTU-VAT of the NBR issued a revised demand letter for BDT4,145.5 million (RM154.4 million) ("2007 to 2011 Revised Claim") to Robi alleging that Robi had evaded payment of supplementary duty and value-added tax ("VAT") levied on the issuance of a certain number of SIM cards to new customers of Robi for the duration from March 2007 to June 2011 when such SIM cards were issued as replacement cards to existing subscribers of Robi.

In August 2015, Robi filed an appeal against the 2007 to 2011 Revised Claim to the Customs, Excise and VAT Appellate Tribunal. Robi deposited 10% of the sum set out in the 2007 to 2011 Revised Claim with the LTU-VAT of the NBR based on provisions of the Value Added Tax Act 1991, as disclosed in Note 34 to the financial statements.

This appeal was first heard on 28 September 2016 by the Customs, Excise and VAT Appellate Tribunal and later reheard on 11 April 2017 by a reconstituted bench of the Customs, Excise and VAT Appellate Tribunal. The Customs, Excise and VAT Appellate Tribunal dismissed Robi's appeal.

In September 2017, Robi filed an appeal to the High Court of Bangladesh against the Customs, Excise and VAT Appellate Tribunal's decision ("VAT Appeal No. 1").

On 23 November 2020, the VAT Appeal No. 1 pending in the High Court of Bangladesh was fixed for hearing whereupon the High Court of Bangladesh ordered parties to file the remaining paper books and fixed VAT Appeal for continued hearing from 20 January 2021 onwards, with no further developments to date.

The Board of Directors, based on external legal advice received, are of the view that it has good prospects of succeeding on the claim.

2. **Robi vs LTU-VAT of the NBR (SIM Replacement Tax)** — 2024: **106.2**; 2023: 119.2

Robi SIM Replacement Dispute July 2012 to June 2015

On 20 November 2017, the LTU-VAT of the NBR issued a demand letter for BDT2,852.0 million (RM106.2 million) ("2012 to 2015 Claim") to Robi alleging that Robi had evaded payment of supplementary duty and VAT levied on the issuance of certain number of SIM cards to new customers of Robi for the duration from July 2012 to June 2015 when such SIM cards were issued as replacement cards to existing subscribers of Robi.

On 18 February 2018, Robi filed an appeal against the 2012 to 2015 Claim to the Customs, Excise and VAT Appellate Tribunal on the basis that replacement cards do not establish new connections and do not change existing subscribers' numbers. Robi deposited 10% of the sum set out in the respective demand notices with the LTU-VAT of the NBR based on provisions of the Value Added Tax Act 1991, as disclosed in Note 34 to the financial statements. This appeal was dismissed by the Customs, Excise and VAT Appellate Tribunal.

Robi has filed an appeal to the High Court of Bangladesh against the Customs, Excise and VAT Appellate Tribunal's decision ("VAT Appeal No. 2").

On 23 November 2020, the VAT Appeal No. 2 pending in the High Court of Bangladesh was fixed for hearing whereupon the High Court of Bangladesh ordered parties to file the remaining paper books.

On 3 December 2020, the High Court of Bangladesh took the view that Robi will need to file a Revision Application for the VAT Appeal No. 2 under the new Value Added Tax and Supplementary Duty Act 2012 which became effective on 1 July 2019. Pursuant thereto, Robi will have to deposit a further 10% of the sum set out in the respective demand notice with the LTU-VAT of the NBR.

Notes to the Financial Statements For the financial year ended 31 December 2024

38. CONTINGENCIES AND COMMITMENTS (CONTINUED)

(d) Lists of contingent liabilities of subsidiaries of the Group as at 31 December are as follows: (continued)

	Potential exposure	
Description	**2024 RM'million**	**2023 RM'million**
2. **Robi vs LTU-VAT of the NBR (SIM Replacement Tax) (continued)**		
Robi SIM Replacement Dispute July 2012 to June 2015 (continued)		
Robi has filed written arguments against such view on the basis that the new Value Added Tax and Supplementary Duty Act 2012 is not applicable. This legal point was heard on 2 March 2021 in which the High Court of Bangladesh dismissed Robi's argument and advised Robi to file a Revision Application under the new Value Added Tax and Supplementary Duty Act 2012. Subsequently on 23 March 2021, Robi filed a Civil Miscellaneous Petition for Leave to Appeal ("CMP") before the Appellate Division of the Supreme Court of Bangladesh contending the dismissal. Pending the hearing of the CMP by the Appellate Division, the High Court Division of Supreme Court of Bangladesh issued a certified copy of the judgement on maintainability on 23 August 2021. Robi subsequently filed a Civil Petition for Leave to Appeal ("CP") before the Appellate Division of the Supreme Court of Bangladesh. The CP is now pending for hearing.		
The Board of Directors, based on external legal advice received, are of the view that it has good prospects of succeeding on the claim.		
3. **Robi's tax position**	**119.0**	133.5
Robi has claimed certain expenses as deductible expenses in its tax provision computations for the FY 2005 to 2020 (2023: FY 2005 to 2019). The NBR has challenged its claims and regarded those expenses as non-deductible. Notwithstanding this, the tax provision for FY 2021 to 2024 remains consistent with Robi's tax position for FY 2005 to 2020 in relation to certain expenses claimed as deductible.		
Robi deposited between 10% to 25% of the tax liability with the NBR at different stages of appeal based on provisions of the Income Tax Ordinance 1984.		
Included in Robi's tax provision computations is a claim on SIM tax subsidy as a deductible expense. NBR has challenged this claim on grounds that the subsidy is collected from customers and therefore is not a 'business expense'.		
Based on external legal advice received, the Board of Directors are of the view that Robi has good prospects of succeeding on the remaining claims.		
In addition, there are similar Bharti Airtel Limited ("Airtel") cases amounting to BDT339.8 million (RM12.7 million) which are indemnified by a third party arising from a business combination.		

Notes to the Financial Statements For the financial year ended 31 December 2024

38. CONTINGENCIES AND COMMITMENTS (CONTINUED)

(d) Lists of contingent liabilities of subsidiaries of the Group as at 31 December are as follows: (continued)

Description	Potential exposure 2024 RM'million	2023 RM'million
4. **Robi vs Bangladesh Telecommunication Regulatory Commission ("BTRC")**	**270.4**	303.3

BTRC conducted an information system audit on Robi for the years between 1997 to 2014 and issued a claim of BDT8,672.4 million (RM323.0 million) against Robi on 31 July 2018 ("Information System Audit Claim"). This Information System Audit Claim was disputed by Robi, and a Notice of Arbitration was served on BTRC on 30 May 2019.

On 13 June 2019, notwithstanding Robi's Notice of Arbitration, BTRC directed Robi to make payment for the Information System Audit Claim within 10 days. Challenging the demand, Robi filed a suit on 25 August 2019 before the Joint District Judge, Dhaka seeking a declaration and permanent injunction against BTRC's Information System Audit Claim. The District Court admitted the suit.

Additionally, Robi filed an application seeking an ad interim relief in relation to (i) temporary injunction restraining BTRC from demanding payment of the Information System Audit Claim; (ii) temporary injunction restraining BTRC from causing any interference with the operations of Robi's mobile telecommunication services; and (iii) direction from the court to the effect that BTRC shall issue all relevant No Objection Certificate(s) for the importation of telecommunication equipment and software, and grant all relevant approvals for tariff, service, package, etc. as and when required by Robi from time to time.

The abovementioned application for ad interim relief was dismissed on 1 September 2019 by the Joint District Judge, Dhaka. Robi preferred an appeal before the High Court of Bangladesh in respect of the rejection of temporary injunction application on 5 September 2019.

On 5 January 2020, the High Court of Bangladesh issued an injunction upon BTRC on condition that Robi deposit BDT1,380.0 million (RM69.0 million) in five instalments. Robi deposited these five (5) equal instalments by 31 May 2020, as disclosed in Note 34 to the financial statements. This matter is currently pending for hearing before the Joint District Judge, Dhaka.

Separately, on 10 January 2023, the Honourable Appellate Division of Supreme Court of Bangladesh announced verbal judgement on the 2G spectrum fees and licence fees that allows the appeal filed by BTRC, without deducting 15% value added tax. Similar claim amounting to BDT1,412.1 million (RM52.6 million) is included in one of the items from the Information System Audit Claim of BDT8,672.4 million. Robi recognised BDT1,412.1 million as provision in the previous financial year following the verbal judgement and consequently, reduced the potential exposure by the same amount.

Based on external legal advice received, the Board of Directors are of the view that Robi has good prospects of succeeding on the balance of the claim.

38. CONTINGENCIES AND COMMITMENTS (CONTINUED)

(d) Lists of contingent liabilities of subsidiaries of the Group as at 31 December are as follows: (continued)

Description	Potential exposure 2024 RM'million	2023 RM'million
5. **Robi vs LTU-VAT of the NBR (VAT rebate cancellation)**	**104.5**	117.2
For the period of 2010 to 2016, Robi claimed rebate for input VAT payable on certain goods and services relating to capital machineries (i.e. antenna, cable, media gateway switch, battery, modem, telephone and telegraphic switch, power system, optical multi service systems, universal service router, printed service board, racks, etc.). The LTU-VAT of the NBR issued five (5) show cause cum demand notices to Robi to cancel such rebate for input VAT and demanded for a total amount of BDT2,805.6 million (RM104.5 million).		
(i) The demand notice for the period of July 2013 to June 2014 is for BDT596.8 million (RM22.2 million).		
(ii) The demand notice for the period of July 2014 to January 2016 is for BDT993.2 million (RM37.0 million).		
(iii) The demand notice for the period of February 2016 to April 2016 for BDT41.0 million (RM1.5 million).		
(iv) The demand notice for the period of May 2016 to December 2016 is for BDT707.7 million (RM26.4 million).		
(v) The demand notice for the period of July 2010 to June 2012 is for BDT466.9 million (RM17.4 million). Robi filed an appeal to the Customs, Excise and VAT Appellate Tribunal.		
Pursuant to each demand notice in items (i) to (v), Robi deposited 10% of the sum set out in the respective demand notices with the LTU-VAT of the NBR based on the provisions of the Value Added Tax Act 1991, as disclosed in Note 34 to the financial statements.		
For items (i) to (iv), Robi filed four (4) separate VAT appeals to the High Court of Bangladesh on 21 January 2019 to challenge the said demand notices. For item (v), the earlier appeal to the Customs, Excise and VAT Appellate Tribunal was dismissed and Robi thereafter filed a VAT appeal to the High Court of Bangladesh on 1 June 2020 to challenge the said demand notice. All VAT appeals are currently pending for hearing before the High Court of Bangladesh.		
The Board of Directors, based on external legal advice received, are of the view that it has good prospects of succeeding on the claim.		
In addition, there are similar Airtel cases amounting to BDT442.8 million (RM16.5 million) which are indemnified by a third party arising from a business combination.		
Total exposure	**754.5**	846.4

The Company does not have any contingent liability as at 31 December 2024 and 31 December 2023.

Notes to the Financial Statements For the financial year ended 31 December 2024

39. SEGMENTAL REPORTING

By business segments and geographical locations of the key operating companies of the Group

Management has determined the operating segments to be based on the management reports reviewed by the Board of Directors as CODM.

The business segments of the Group represent the core businesses and geographical locations of the key operating companies based on the operating results regularly reviewed by the Board of Directors. The business segments of the Group are as follows:

(i) Digital telco/ Mobile segment

The digital telco/ mobile business of the Group is segmented based on the countries in which the key operating companies operate. The reportable segments are principally engaged in the provision of mobile services and other services such as provision of interconnect services, sale of devices, pay television transmission services, broadband services and digital business and others.

(ii) Fixed broadband segment

The fixed broadband segment is principally engaged in broadband and broadcasting business.

(iii) Infrastructure segment

The infrastructure segment is principally engaged in the provision of telecommunication infrastructure and related services. Although the infrastructure segment operates in different geographical locations, resource allocation decisions and business performance management for this segment are viewed as a single business unit by the Board of Directors. This is consistent with the current practice of internal reporting. As such, the geographical information on infrastructure segment is not presented.

(iv) Digital segment

The digital segment is principally engaged in multimedia advertising, creative content, e-commerce enablement, digital financial (including digital banking business), digital lifestyle and its related businesses.

(v) Others

Others comprise of investment holding entities, financing entities and other operating companies providing other services including information technology related services in Malaysia and other countries that contributed less than 10% of consolidated revenue.

The Board of Directors assess the performance of the operating segment, before its respective tax charge or tax credits, mainly based on the measure of EBITDA. EBITDA is derived after revenue less operating costs (domestic interconnect, international outpayment and other direct costs, marketing, advertising and promotion, other operating costs, staff costs and net impairment on financial assets). Segment assets and segment liabilities are not used in decisions about allocation of resources and in assessing the performance of the operating segments.

39. SEGMENTAL REPORTING (CONTINUED)

	<------------Digital telco/ Mobile segment---------->				Fixed BB[1] segment	Infrastructure segment	Digital <-------segment------->		Others[4]	Consolidation adjustments/ eliminations	Continuing operations
	Indonesia	Bangladesh	Sri Lanka	Cambodia	Indonesia		ADA[2]	Boost[3]			
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Financial year ended 31 December 2024											
Revenue:											
Total revenue	9,939,171	3,956,313	2,658,103	1,881,710	1,057,423	2,857,164	975,568	155,818	185,525	-	23,666,795
Inter-segment[5]	(245,507)	(88,809)	(3,791)	(38,318)	(118,692)	(629,255)	(28,861)	(1,537)	(177,408)	-	(1,332,178)
External revenue	9,693,664	3,867,504	2,654,312	1,843,392	938,731	2,227,909	946,707	154,281	8,117	-	22,334,617
Results:											
EBITDA[6]	5,205,194	1,979,456	1,033,534	1,082,717	392,881	2,065,522	66,931	(110,138)	(274,829)	(312,025)	11,129,243
Finance income	23,194	4,567	22,735	44,605	3,573	91,002	16,687	4,270	150,999	(95,986)	265,646
Gain on early redemption of debt	-	-	-	-	-	-	-	-	306,101	-	306,101
Finance costs	(906,281)	(292,902)	(157,328)	(46,235)	(176,381)	(527,678)	(1,180)	(20,900)	(503,356)	287,220	(2,345,021)
Depreciation of PPE	(2,014,608)	(594,956)	(476,374)	(330,535)	(470,008)	(518,727)	(3,366)	(870)	(6,701)	5,612	(4,410,533)
Depreciation of ROU assets	(1,462,416)	(213,116)	(36,367)	(84,647)	(19,942)	(317,714)	(4,676)	(3,430)	(5,008)	235,193	(1,912,123)
Amortisation of IA	(62,692)	(341,852)	(75,765)	(12,714)	(21,531)	(53,317)	(15,733)	(39,775)	(6,694)	(183,397)	(813,470)
Impairment of PPE, ROU assets and IA, net	(7,936)	(1,983)	(4,410)	(345)	(8,342)	15,459	-	-	-	-	(7,557)
Joint ventures:											
- share of results (net of tax)	-	-	-	-	-	-	-	-	66	-	66
Associates:											
- share of results (net of tax)	(105,618)	-	(537)	23,395	-	-	-	-	434,916	98,709	450,865
Other income/(expense)[7]	43,379	(35,328)	(54,846)	(401)	537,123	(104,271)	7,432	(5,496)	91,183	(577,517)	(98,742)
Taxation	(169,448)	(224,452)	(57,542)	(134,742)	(40,495)	(239,512)	(13,167)	10,354	(99,404)	2,792	(965,616)
Segment profit/(loss) for the financial year	542,768	279,434	193,100	541,098	196,878	410,764	52,928	(165,985)	87,273	(539,399)	1,598,859

1 Fixed broadband
2 ADA refers to ADA and its subsidiaries.
3 Boost refers to Boost Holdings and its subsidiaries.
4 Others include the Company, special purpose vehicles and other entities.
5 Inter-segment operating revenue has been eliminated at the respective segment operating revenue. The inter-segment operating revenue was entered into in the normal course of business and at prices available to third parties or at negotiated terms.

39. SEGMENTAL REPORTING (CONTINUED)

6 The breakdown of costs deducted from revenue to derive to EBITDA is as follows:

	<------------Digital telco/ Mobile segment---------->				Fixed BB[1] segment	Infrastructure segment	Digital <-------segment------->		Others[4]	Consolidation adjustments/ eliminations	Continuing operations
	Indonesia RM'000	Bangladesh RM'000	Sri Lanka RM'000	Cambodia RM'000	Indonesia RM'000	RM'000	ADA[2] RM'000	Boost[3] RM'000	RM'000	RM'000	RM'000
Financial year ended 31 December 2024											
Domestic interconnect international outpayment and other direct costs	(635,355)	(190,000)	(358,643)	(34,227)	(232,760)	(275,866)	(540,352)	(23,000)	(12,751)	349,360	(1,953,594)
Marketing, advertising and promotion	(530,034)	(510,360)	(202,949)	(168,144)	(36,497)	(3,530)	(63,466)	(31,024)	(10,582)	19,130	(1,537,456)
Other operating costs	(3,115,775)	(1,071,464)	(796,813)	(516,614)	(280,069)	(272,790)	(159,358)	(119,067)	(139,880)	513,073	(5,958,757)
Staff costs	(412,567)	(204,159)	(240,345)	(78,451)	(92,267)	(219,461)	(142,365)	(90,161)	(251,628)	117,010	(1,614,394)
Provision for impairment on financial assets - net	(40,246)	(874)	(25,819)	(1,557)	(22,949)	(19,995)	(3,096)	(2,704)	(23,932)	-	(141,172)
Total	(4,733,977)	(1,976,857)	(1,624,569)	(798,993)	(664,542)	(791,642)	(908,637)	(265,956)	(438,773)	998,573	(11,205,373)

7 Included in Fixed BB segment and consolidation elimination adjustment relates to intra-group gain arising from Business Transfer as disclosed in Note 24 to the financial statements.

39. SEGMENTAL REPORTING (CONTINUED)

	<----------Digital telco/ Mobile segment---------->				Fixed BB[1] segment	Infrastructure segment	<-------Digital segment------->		Others[4]	Consolidation adjustments/ eliminations	Continuing operations
	Indonesia RM'000	Bangladesh RM'000	Sri Lanka RM'000	Cambodia RM'000	Indonesia RM'000	RM'000	ADA[2] RM'000	Boost[3] RM'000	RM'000	RM'000	RM'000
Financial year ended 31 December 2023											
Revenue:											
Total revenue	9,664,473	4,200,408	2,624,102	1,721,474	1,173,749	2,791,282	882,158	152,001	193,541	-	23,403,188
Inter-segment[5]	(89,479)	(87,454)	(1,257)	(34,195)	(1,732)	(609,968)	(125,345)	(1,294)	(134,138)	-	(1,084,862)
External revenue	9,574,994	4,112,954	2,622,845	1,687,279	1,172,017	2,181,314	756,813	150,707	59,403	-	22,318,326
Results:											
EBITDA[8]	4,776,579	1,922,829	859,292	918,619	488,638	1,876,045	16,550	(129,194)	(441,454)	(378,560)	9,909,344
Finance income	29,929	7,253	27,666	31,356	1,833	56,392	11,241	7,810	137,458	(23,768)	287,170
Finance costs	(886,336)	(275,557)	(140,445)	(30,395)	(145,981)	(511,180)	(1,293)	(21,911)	(504,762)	221,243	(2,296,617)
Depreciation of PPE	(1,950,636)	(646,641)	(408,845)	(318,166)	(439,468)	(690,915)	(3,442)	(1,345)	(7,154)	7,939	(4,458,673)
Depreciation of ROU assets	(1,428,019)	(177,801)	(22,989)	(71,092)	(44,558)	(311,943)	(4,660)	(3,730)	(4,810)	210,570	(1,859,032)
Amortisation of IA	(47,007)	(362,183)	(48,065)	(13,051)	(20,273)	(72,502)	(17,048)	(36,333)	(5,117)	(140,504)	(762,083)
Impairment of PPE, ROU assets and IA (licence and others), net	(91)	(28,896)	(2,947)	6,849	(16,166)	(749,539)	-	-	(5,378)	-	(796,168)
Impairment of goodwill	-	-	-	-	-	(181,098)	-	-	-	-	(181,098)
Joint ventures:											
- share of results (net of tax)	-	-	-	-	-	-	-	-	903	-	903
Associates:											
- share of results (net of tax)	(57,366)	-	(983)	424	-	-	-	-	535,362	53,306	530,743
- gain on dilution of equity interest	110	-	-	-	-	-	-	-	-	-	110
Other income/(expense)	82,991	(141,756)	57,934	10,943	689	(188,087)	9,716	1,114	(184,498)	(12,628)	(363,582)
Taxation	(127,912)	(161,649)	(39,575)	(111,814)	15,925	(199,599)	(4,881)	4,349	(62,049)	21,461	(665,744)
Segment profit/(loss) for the financial year	392,242	135,599	281,043	423,673	(159,361)	(972,426)	6,183	(179,240)	(541,499)	(40,941)	(654,727)

1 Fixed broadband.
2 ADA refers to ADA and its subsidiaries.
3 Boost refers to Boost Holdings and its subsidiaries.
4 Others include the Company, special purpose vehicles and other entities.
5 Inter-segment operating revenue has been eliminated at the respective segment operating revenue. The inter-segment operating revenue was entered into in the normal course of business and at prices available to third parties or at negotiated terms.

Notes to the Financial Statements For the financial year ended 31 December 2024

39. SEGMENTAL REPORTING (CONTINUED)

		<-Discontinued operations ->			
	Continuing operations[6]	<----- Mobile segment -----> Malaysia	Nepal[7]	Discontinued operations	Total
	RM'000	RM'000	RM'000	RM'000	RM'000
Financial year ended 31 December 2023 (continued)					
Revenue:					
Total revenue	23,403,188	-	1,172,699	1,172,699	24,575,887
Inter-segment[5]	(1,084,862)	-	(1,546)	(1,546)	(1,086,408)
External revenue	22,318,326	-	1,171,153	1,171,153	23,489,479
Results:					
EBITDA[8]	9,909,344	-	650,930	650,930	10,560,274
Finance income	287,170	-	22,979	22,979	310,149
Finance costs	(2,296,617)	-	(135,219)	(135,219)	(2,431,836)
Depreciation of PPE	(4,458,673)	-	(174,097)	(174,097)	(4,632,770)
Depreciation of ROU assets	(1,859,032)	-	(15,791)	(15,791)	(1,874,823)
Amortisation of IA	(762,083)	-	(251,532)	(251,532)	(1,013,615)
Impairment of PPE, ROU assets and IA (licence and others), net	(796,168)	-	(1,929,904)	(1,929,904)	(2,726,072)
Impairment of goodwill	(181,098)	-	-	-	(181,098)
Joint ventures:					
- share of results (net of tax)	903	-	-	-	903
Associates:					
- share of results (net of tax)	530,743	-	-	-	530,743
- gain on dilution of equity interests	110	-	-	-	110
Other (expense)/income	(363,582)	402,000	(770,656)	(368,656)	(732,238)
Taxation	(665,744)	-	398,859	398,859	(266,885)
Segment (loss)/profit for the financial year	(654,727)	402,000	(2,204,431)	(1,802,431)	(2,457,158)

6 Reference to previous page disclosure of continuing operations.
7 Nepal refers to Reynolds Group as defined in Note 5(b)(i) to the financial statements.

39. SEGMENTAL REPORTING (CONTINUED)

8 The breakdown of costs deducted from revenue to derive to EBITDA is as follows:

	<-----------Digital telco/ Mobile segment--------->				Fixed BB[1] segment	Infrastructure segment	Digital <-------segment------->		Others[4]	Consolidation adjustments/ eliminations	Continuing operations	Discontinued operations Mobile segment	
	Indonesia RM'000	Bangladesh RM'000	Sri Lanka RM'000	Cambodia RM'000	Indonesia RM'000	RM'000	ADA[2] RM'000	Boost[3] RM'000	RM'000	RM'000	RM'000	Nepal[7] RM'000	Total RM'000
Financial year ended 31 December 2023													
Domestic interconnect, international outpayment and other direct costs	(568,399)	(204,983)	(718,010)	(37,084)	(135,839)	(376,502)	(549,183)	(15,156)	(16,556)	124,170	(2,497,542)	(40,219)	(2,537,761)
Marketing, advertising and promotion	(679,630)	(569,692)	(180,172)	(170,786)	(51,421)	(3,130)	(43,788)	(79,598)	(10,637)	14,527	(1,774,327)	(70,661)	(1,844,988)
Other operating costs	(3,223,492)	(1,303,325)	(637,228)	(521,301)	(278,943)	(246,100)	(137,503)	(102,707)	(177,184)	492,511	(6,135,272)	(331,336)	(6,466,608)
Staff costs	(385,242)	(199,537)	(216,450)	(72,677)	(133,988)	(275,559)	(132,832)	(81,089)	(285,406)	51,448	(1,731,332)	(79,457)	(1,810,789)
(Provision for)/ Reversal of impairment on financial assets - net	(31,131)	(42)	(12,950)	(1,007)	(84,920)	(13,946)	(2,302)	(2,645)	(121,566)	-	(270,509)	1,450	(269,059)
Total	(4,887,894)	(2,277,579)	(1,764,810)	(802,855)	(685,111)	(915,237)	(865,608)	(281,195)	(611,349)	682,656	(12,408,982)	(520,223)	(12,929,205)

39. SEGMENTAL REPORTING (CONTINUED)

By geographical location

In presenting information for geographical segments of the Group, total non-current assets are determined based on where the assets of core businesses and geographical locations of the key operating companies. Non-current assets exclude financial instruments defined under MFRS 9 and deferred tax assets.

	<---------Digital telco/ Mobile segment------------>				Fixed BB segment	Infrastructure segment[2]	<---------Digital-------->		Others[1]	Total
	Indonesia RM'000	Bangladesh RM'000	Sri Lanka RM'000	Cambodia RM'000	Indonesia RM'000	RM'000	ADA RM'000	Boost RM'000	RM'000	RM'000
As at 31 December 2024										
Total non-current assets	**22,728,813**	**6,172,865**	**3,333,954**	**1,882,190**	**4,389,092**	**8,852,261**	**231,049**	**155,560**	**15,520,588**	**63,266,372**
As at 31 December 2023										
Total non-current assets	25,036,689	7,148,904	2,695,318	1,904,233	4,768,592	9,543,294	230,685	150,275	15,617,838	67,095,828

[1] Included in Others is the Company's investment in a material associate in Malaysia, as disclosed in Note 29 to the financial statements.
[2] Geographical locations of infrastructure segment non-current assets are as follows:

	Malaysia RM'000	Bangladesh RM'000	Myanmar RM'000	Philippines RM'000	Pakistan RM'000	Others* RM'000	Total RM'000
2024	**2,938,134**	**1,517,641**	**188,749**	**3,286,859**	**417,037**	**503,841**	**8,852,261**
2023	2,985,746	1,796,572	-	3,570,649	415,868	774,459	9,543,294

* Others include other geographical locations within the infrastructure segment that are not individually material.

Notes to the Financial Statements For the financial year ended 31 December 2024

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

(a) Market risks consist of:

(i) price risk – risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all instrument traded in the market.

(ii) foreign currency exchange risk – risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates.

(iii) fair value interest rate risk – risk that the value of a financial instrument will fluctuate due to changes in market interest rates.

(iv) cash flow interest rate risk – risk that future cash flows associated with a financial instrument will fluctuate. In the case of a floating rate debt instrument, such fluctuations result in a change in the effective interest rate of the financial instrument, usually without a corresponding change in its fair value.

(b) Credit risk – risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss.

(c) Liquidity risk (funding risk) – risk that an entity will encounter difficulty in raising funds to meet commitments associated with financial instruments.

The Group's and the Company's overall financial risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group and the Company. Financial risk management is carried out through risk reviews, internal control systems, insurance programmes and adherence to the Group's and the Company's financial risk management policies. The Board of Directors regularly reviews these risks and approves the treasury policies, which covers the management of these risks. Hedging transactions are determined in the light of commercial commitments. Derivative financial instruments are used to hedge underlying commercial exposures.

(a) Market risks

(i) Price risk

The Group is exposed to equity securities price risk mainly due to:

- investments held by the Group classified on the consolidated statement of financial position as FVTOCI asset, which is fair valued under level 3 fair value estimation; and
- changes in the future cash flows of the put option liabilities due to changes in market price as disclosed in Note 18(b) and Note 18(c) to the financial statements.

The Group continuously monitors market conditions and applies appropriate risk management strategies to manage this risk.

(ii) Foreign currency exchange risk

The foreign exchange risk of the Group and the Company predominantly arises from unhedged borrowings denominated in foreign currencies. The main currency exposure from borrowings denominated in foreign currency is USD as disclosed in Note 16 to the financial statements. The Group and the Company's foreign currency exchange risk objective is to manage an acceptable level of USD exchange rate risk. In order to achieve this objective, the Group and the Company targets a composition of natural and contractual hedge based on assessment of its existing exposure and desirable USD exchange rate. To obtain this composition, the Group and the Company uses cross currency swaps and FX forward, where available, and USD currency reserves that are primarily used to hedge USD currency borrowings to reduce the USD currency exposures on these borrowings.

Group

Based on the unhedged borrowings position as at 31 December 2024, if USD were to strengthen/weaken by 10% against BDT, LKR and RM with all other variables held constant, this will result in foreign exchange losses/gains to the profit or loss of RM678.7 million (2023: RM954.4 million) on translation of USD denominated unhedged borrowings.

The exposure to other foreign currency risk of the Group is not material and hence, sensitivity analysis is not presented.

Company

As at 31 December 2024, if USD were to strengthen/weaken by 10% against RM with all other variables held constant, this will result in foreign exchange losses/gains to the profit or loss of RM35.8 million (2023: RM146.9 million) on translation of USD denominated unhedged borrowings.

Notes to the Financial Statements For the financial year ended 31 December 2024

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(a) Market risks (continued)

(iii) Cash flow and fair value interest rate risk

The Group and the Company have deposits, cash and bank balances including deposits placed with creditworthy licensed banks and financial institutions. The Group and the Company manage its interest rate risk by actively monitoring the yield curve trend and interest rate movement for the various deposits, cash and bank balances.

The Group and the Company's borrowings comprise borrowings from financial institutions, Sukuk, Bonds and Note. The Group and the Company's interest rate risk objective is to manage an acceptable level of rate fluctuation on interest expense. In order to achieve this objective, the Group targets a composition of fixed and floating borrowings based on assessment of its existing exposure and desirable interest rate profile. To obtain this composition, the Group uses hedging instruments such as CCIRS and IRS as disclosed in Note 18(d) and Note 18(e) to the financial statements.

The Company's borrowings comprise borrowings from financial institutions. The interest rate profiles of the Company's borrowings are regularly reviewed against prevailing and anticipated market interest rates to determine whether refinancing or early repayment is warranted.

The Company provided loan to subsidiaries with fixed interest rate. The interest risk profiles of the Company's loan to subsidiaries are regularly reviewed to manage an acceptable level of rate fluctuation on interest income.

Group

As at 31 December 2024, if interest rates on unhedged floating borrowings had been lower/higher by 5% with all other variables held constant, this will result in a lower/higher finance costs of the Group amounting to RM23.3 million (2023: RM30.1 million).

Company

As at 31 December 2024, if interest rates on unhedged floating borrowings had been lower/higher by 5% with all other variables held constant, this will result in a lower/higher finance costs of the Company amounting to RM1.0 million (2023: RM3.2 million).

As at 31 December 2024, if interest rates on loan provided to subsidiaries had been lower/higher by 5% with all other variables held constant, this will result in a lower/higher finance income of the Company amounting to RM0.6 million (2023: RM1.1 million).

Effects of IBOR reform

The reform and replacement of benchmark interest rates such as London Inter-Bank Offered Rate ("LIBOR") and other inter-bank offered rates has become a priority for global regulators. The alternative reference rates are being introduced to improve the integrity of financial benchmark rates as part of a transition to transaction-based rates, in line with the LIBOR reforms. The Jakarta Interbank Offer Rate ("JIBOR") will be replaced with the Indonesia Overnight Index Average ("IndONIA") as the financial benchmark rate for IDR loans in Indonesia on 1 January 2026. The Group continues to monitor market developments in relation to the transition from JIBOR to IndONIA and the impact on the Group's borrowings to ensure that there are no unexpected consequences or disruption from the transition.

As at 31 December 2024, the Group has several borrowings which make reference to JIBOR and extends beyond 2024. The Group's JIBOR based financial instruments as of 31 December 2024 amounted to RM3,989.4 million (2023: RM3,382.3 million).

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(b) Credit risk

Credit risk arises from trade receivables and other receivables, cash and cash equivalents and financial instruments used in hedging activities.

The Group has no significant concentration of credit risk due to its diverse customer base. Credit risk is managed through the application of credit assessment and approval, credit limit and monitoring procedures. Where appropriate, the Group obtains deposits or bank guarantees from customers.

The Group and the Company place its cash and cash equivalents with a number of creditworthy financial institutions. The Group's and the Company's policy limit the concentration of financial exposure to any single financial institution.

All hedging instruments are executed with creditworthy financial institutions with a view to limit the credit risk exposure of the Group and the Company. The Group and the Company, however, are exposed to credit-related losses in the event of non-performance by counterparties to financial derivative instruments, but do not expect any counterparties to fail to meet their obligations.

The maximum credit risk exposure of the financial assets of the Group and the Company are approximately their carrying amounts as at the end of the reporting period, except for financial guarantee contracts liability. The Company's maximum credit risk exposure arising from the borrowings including interest expenses under financial guarantee contracts amounted to RM11,378.9 million (2023: RM14,743.9 million).

The carrying amount and expected credit losses for amounts due from subsidiaries and trade receivables and other receivables are shown in Note 33 and Note 34 to the financial statements, respectively.

(c) Liquidity risk

Prudent liquidity risk management implies maintaining sufficient liquid funds to meet its financial obligations.

In the management of liquidity risk, the Group and the Company monitor and maintain a level of cash and cash equivalents deemed adequate by management to finance the Group's and the Company's operations and to mitigate the effects of fluctuations in cash flows. Due to the dynamic nature of the underlying business, the Group and the Company aim at maintaining flexibility in funding by keeping both committed and uncommitted credit lines available.

Surplus cash of the Group and the Company are invested in profit bearing current accounts, money market deposits and other instruments with appropriate maturities and sufficient liquidity levels to provide sufficient headroom and to enable the Group and the Company to discharge liabilities in the normal course of business.

As at 31 December 2024, the Group's and the Company's current liabilities exceeded its current assets by RM5,842.5 million (2023: RM4,589.6 million) and RM702.0 million (2023: net current assets RM1,679.7 million), respectively. The Company and its subsidiaries have undrawn facilities from the continuing operations amounting to RM5,379.4 million available to meet liquidity requirements. Additionally, as disclosed in Note 16 to the financial statements, certain subsidiaries of the Group have outstanding undrawn amounts under the Multi-Currency Sukuk, Sukuk Wakalah and EMTN Programme amounting to USD500.0 million (RM2,236.0 million), RM1,600.0 million and USD500.0 million (RM2,236.0 million) respectively. Any issuance of new Sukuk will be subject to market conditions such as market liquidity and market lending rates at the point of issuance. The Group is confident that it will be able to successfully issue the outstanding amounts, if needed, in the next twelve (12) months from the date of the financial statements.

The Group's net cash flows from operating activities for the financial year ended 2024 was RM8,990.1 million (2023: RM7,863.0 million). In addition, the Group's deposits, cash and bank balances as at 31 December 2024 was RM4,860.4 million (2023: RM4,612.1 million).

Where undrawn facilities are not available, subsidiaries' twelve (12) months cash flow forecasts have been prepared taking into account expected revenue growth, past performance and one-off transactions. Based on these cash flow forecasts and available undrawn facilities, the Group is able to generate sufficient cash flows for the next twelve (12) months from the date of the financial statements to meet operational and financing needs, including capital commitments which are due in the next twelve (12) months, as and when they fall due.

The Company is in a net current liabilities position primarily due to borrowings of USD250.0 million maturing within the next financial year. However, the Company anticipates healthy cash inflows, supported by expected dividend income from subsidiaries and associates. Additionally, as mentioned above, the Company has access to undrawn credit facilities, which can be utilised if required to manage liquidity requirements.

Notes to the Financial Statements For the financial year ended 31 December 2024

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(c) Liquidity risk (continued)

The tables below analyse the Group's and the Company's financial liabilities into relevant maturity groupings based on the remaining period at the end of the reporting period to the contractual maturity date. As amounts included in the tables are contractual undiscounted cash flows, these amounts may not be reconciled to the amounts disclosed on the statements of financial position for trade and other payables, lease liabilities, borrowings and derivative financial liabilities.

	2024					
				Gross settled derivative financial liabilities		
	Trade and other payables RM'000	Lease liabilities RM'000	Borrowings RM'000	(Inflow) RM'000	Outflow RM'000	Total RM'000
Group						
Below 1 year	**5,939,148**	**2,536,134**	**4,853,022**	**(269,608)**	**331,819**	**13,390,515**
1 - 2 years	**315,741**	**2,196,826**	**6,213,819**	**(329,782)**	**366,963**	**8,763,567**
2 - 3 years	**-**	**1,951,986**	**1,842,121**	**(193,414)**	**347,490**	**3,948,183**
3 - 4 years	**-**	**1,647,591**	**2,255,238**	**(118,846)**	**144,092**	**3,928,075**
4 - 5 years	**-**	**1,373,543**	**3,606,776**	**(48,365)**	**73,495**	**5,005,449**
5 - 10 years	**-**	**3,751,354**	**4,081,753**	**-**	**-**	**7,833,107**
10 - 15 years	**-**	**391,627**	**2,839,158**	**-**	**-**	**3,230,785**
15 - 40 years	**-**	**8,286**	**4,316,227**	**-**	**-**	**4,324,513**
Total contractual undiscounted cash flows	**6,254,889**	**13,857,347**	**30,008,114**	**(960,015)**	**1,263,859**	**50,424,194**
Total carrying amounts	**6,242,822**	**11,034,987**	**23,190,985**		**200,839**	**40,669,633**

	2023				
	Trade and other payables RM'000	Lease liabilities RM'000	Borrowings RM'000	Gross settled derivative financial liabilities Outflow RM'000	Total RM'000
Group					
Below 1 year	6,174,813	2,848,928	3,267,403	16,015	12,307,159
1 - 2 years	175,962	2,288,359	3,882,480	-	6,346,801
2 - 3 years	-	2,155,477	6,284,130	-	8,439,607
3 - 4 years	-	1,919,318	2,407,636	-	4,326,954
4 - 5 years	-	1,606,860	1,962,559	-	3,569,419
5 - 10 years	-	4,135,140	6,241,581	-	10,376,721
10 - 15 years	-	400,241	3,368,803	-	3,769,044
15 - 40 years	-	4,818	6,226,865	-	6,231,683
Total contractual undiscounted cash flows	6,350,775	15,359,141	33,641,457	16,015	55,367,388
Total carrying amounts	6,350,775	12,102,008	24,842,148	16,015	43,310,946

Notes to the Financial Statements For the financial year ended 31 December 2024

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(c) Liquidity risk (continued)

The tables below analyse the Company's financial liabilities into relevant maturity groupings based on the remaining period at the end of the reporting period to the contractual maturity date. As amounts included in the tables are contractual undiscounted cash flows, these amounts may not be reconciled to the amounts disclosed on the statements of financial position for other payables, financial guarantee contracts, amounts due to subsidiaries and borrowings.

	2024				
	Other payables RM'000	Financial guarantee contracts RM'000	Amounts due to subsidiaries RM'000	Borrowings RM'000	Total RM'000
Company					
Below 1 year	**103,775**	**279,918**	**324,471**	**1,178,487**	**1,886,651**
1 - 2 years	**-**	**2,440,686**	**2,271,018**	**32,054**	**4,743,758**
2 - 3 years	**-**	**228,014**	**175,916**	**32,054**	**435,984**
3 - 4 years	**-**	**179,627**	**175,916**	**32,054**	**387,597**
4 - 5 years	**-**	**670,123**	**175,916**	**604,510**	**1,450,549**
5 - 10 years	**-**	**2,765,586**	**2,601,638**	**-**	**5,367,224**
10 - 15 years	**-**	**498,686**	**512,151**	**-**	**1,010,837**
15 - 40 years	**-**	**4,316,227**	**4,275,850**	**-**	**8,592,077**
Total contractual undiscounted cash flows	**103,775**	**11,378,867**	**10,512,876**	**1,879,159**	**23,874,677**
Total carrying amounts	**103,775**	**78,323**	**7,262,807**	**1,695,453**	**9,140,358**

	2023				
	Other payables RM'000	Financial guarantee contracts RM'000	Amounts due to subsidiaries RM'000	Borrowings RM'000	Total RM'000
Company					
Below 1 year	135,258	345,541	368,720	110,191	959,710
1 - 2 years	-	345,541	313,471	1,887,117	2,546,129
2 - 3 years	-	2,563,324	2,036,810	-	4,600,134
3 - 4 years	-	604,160	197,212	-	801,372
4 - 5 years	-	219,226	197,212	-	416,438
5 - 10 years	-	3,736,082	2,540,935	-	6,277,017
10 - 15 years	-	703,188	648,585	-	1,351,773
15 - 40 years	-	6,226,865	5,546,122	-	11,772,987
Total contractual undiscounted cash flows	135,258	14,743,927	11,849,067	1,997,308	28,725,560
Total carrying amounts	135,258	515,818	8,159,499	1,833,866	10,644,441

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(d) Capital risk management

The Group's and the Company's objective when managing capital is to safeguard the Group's and the Company's ability to continue as a going concern while at the same time provide returns for shareholders and benefits for other stakeholders as well as to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group and the Company may adjust the amount of dividends paid to shareholders, issue new shares or return capital to shareholders. The Group and the Company maintain a strong credit rating and optimal capital structure that will improve its capital efficiency whilst ensuring availability of funds in order to meet financial obligations, support business growth and maximise shareholder's value through a long-term sustainable dividend policy. The Group's credit rating remains unchanged at Baa2 by Moody's Investors Service (Moody's) and BBB by Standard & Poor's Financial Services (S&P) as at 31 December 2024.

Consistent with others in the industry, the Group monitors capital on the basis of the gearing ratios. This ratio is calculated as total debts over total equity. Total debts including non-current, current borrowings and lease liabilities as shown in the consolidated statement of financial position. Total equity is calculated as 'equity' in the consolidated statement of financial position.

	Note	2024 RM'000	2023 RM'000
Total borrowings	16	**23,190,985**	24,842,148
Lease liabilities	23	**11,034,987**	12,102,008
Total debts		**34,225,972**	36,944,156
Total equity		**27,576,713**	28,235,310
Gearing ratio		**1.24**	1.31

(e) Fair value estimation

The tables below analyse financial instruments carried at fair value, by valuation method. The different levels have been defined as follows:

- Quoted prices (unadjusted) in active markets for identified assets or liabilities (Level 1).
- Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (that is, as stock prices, dividend yield and volatility) or indirectly (that is, derived from prices) (Level 2).
- Inputs for the asset or liability that are not based on observable market data (that is unobservable inputs) (Level 3).

The Group measures the financial instruments based on published price quotations (Level 1) and market approach valuation technique (Level 2) with inputs of valuation technique such as interest rates and yield curves observable at commonly quoted intervals; implied volatilities; and credit spreads that are observable direct or indirectly as at reporting date.

There is no transfer between Level 1 and Level 2 during the financial year.

Notes to the Financial Statements For the financial year ended 31 December 2024

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(e) Fair value estimation (continued)

The following tables represent the fair value level of the assets and liabilities that are measured at fair value as at reporting date.

	2024				2023			
	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
Group								
Assets								
Financial assets at FVTPL:								
- Trading securities	**49**	**-**	**-**	**49**	35	-	-	35
- Unquoted securities	**-**	**-**	**11,510**	**11,510**	-	-	10,842	10,842
- Non-hedging derivatives	**-**	**2,311**	**-**	**2,311**	-	2,311	-	2,311
- Derivatives used for hedging	**-**	**129,049**	**-**	**129,049**	-	180,866	-	180,866
Financial assets at FVTOCI[1]:								
- Equity securities	**-**	**-**	**25,854**	**25,854**	-	-	114,247	114,247
Assets at FVTPL:								
- Trade and other receivables	**-**	**-**	**62,910**	**62,910**	-	-	71,318	71,318
Total assets	**49**	**131,360**	**100,274**	**231,683**	35	183,177	196,407	379,619
Liabilities								
Financial liabilities at FVTPL:								
- Derivatives used for hedging	**-**	**(63,297)**	**-**	**(63,297)**	-	(16,015)	-	(16,015)
Total liabilities	**-**	**(63,297)**	**-**	**(63,297)**	-	(16,015)	-	(16,015)

[1] Fair value of these instruments are obtained from independent valuations.

(i) Financial instruments in Level 1

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis.

(ii) Financial instruments in Level 2

The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in Level 2.

If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

Specific valuation techniques used to value financial instruments include:

- Quoted market prices or dealer quotes for similar instruments;
- The fair value of cross currency interest rate swaps and interest rate swaps is calculated as the present value of the estimated future cash flows based on observable market curves; and
- The fair value of forward foreign exchange contracts is determined using forward exchange rates at the reporting date, with the resulting value discounted back to present value.

Notes to the Financial Statements For the financial year ended 31 December 2024

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(e) Fair value estimation (continued)

(iii) Financial instruments in Level 3

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques where the underlying assets' significant inputs are not available from observable market data.

(f) Offsetting financial assets and financial liabilities

Financial assets and liabilities are offset and the net amounts are reported in the Statements of Financial Position where the Group and the Company have a legally enforceable right to offset the recognised amounts, and there is intention to settle on a net basis or realise the assets and the liabilities simultaneously.

The following table presents the recognised financial instruments that are offset or subject to enforceable master netting arrangements and other similar agreements, as at financial year end. The column 'Net amounts' shows the impact on the Group's and Company's Statements of Financial Position if all set-off rights were exercised.

	Gross amounts RM'000	Gross amounts of recognised (financial liabilities)/ financial assets set off RM'000	Net amounts RM'000
Group			
2024			
Trade receivables	**833,698**	**(265,319)**	**568,379**
Trade payables	**(2,625,163)**	**265,319**	**(2,359,844)**
2023			
Trade receivables	638,412	(220,144)	418,268
Trade payables	(3,204,935)	220,144	(2,984,791)
Company			
2024			
Amounts due from subsidiaries	**349,781**	**(71,748)**	**278,033**
Amounts due to subsidiaries	**(7,334,555)**	**71,748**	**(7,262,807)**
2023			
Amounts due from subsidiaries	836,315	(205,875)	630,440
Amounts due to subsidiaries	(8,365,374)	205,875	(8,159,499)

Notes to the Financial Statements For the financial year ended 31 December 2024

41. LIST OF SUBSIDIARIES

The list of subsidiaries of the Group as at 31 December 2024 is as follows:

Name of company	Ownership interest directly held by the parent (%)	Ownership interest held by the Group (%)	Ownership interest held by NCI (%)	Principal activities	Country and place of incorporation
Axiata Digital Labs Sdn Bhd[1]	100.00	100.00	-	Provision of services in relation to information technology (IT), including IT solutions development and maintenance, IT related managed services, analytics and technical advisory	Malaysia
Axiata Digital Services Sdn Bhd[1 and 14]	80.00	80.00	20.00	Investment holding	Malaysia
Axiata Enterprise Sdn Bhd[1]	100.00	100.00	-	Provision of international carrier services and enterprise solutions	Malaysia
Axiata Foundation[1 and 7]	-	-	-	Develop and nurture talent pool and foster, develop and improve education	Malaysia
Axiata Investments (Cambodia) Limited[1]	100.00	100.00	-	Investment holding	Federal Territory Labuan, Malaysia
Axiata Investments (Labuan) Limited[1]	100.00	100.00	-	Investment holding	Federal Territory Labuan, Malaysia
Axiata Investments (Singapore) Limited[1]	100.00	100.00	-	Investment holding	Federal Territory Labuan, Malaysia
Axiata Investments (UK) Limited[3]	100.00	100.00	-	Investment holding	United Kingdom
Axiata Investments 1 (India) Limited[1]	100.00	100.00	-	Investment holding	Mauritius
Axiata SPV1 (Labuan) Limited[1, 6 and 16]	100.00	100.00	-	Dormant	Federal Territory Labuan, Malaysia
Axiata SPV2 Berhad[1]	100.00	100.00	-	Financing	Malaysia
Axiata SPV4 Sdn Bhd[1]	100.00	100.00	-	Investment holding	Malaysia
Axiata SPV5 (Labuan) Limited[1]	100.00	100.00	-	To hold securities and financial instruments on a non-trading basis	Federal Territory Labuan, Malaysia
Boost Holdings Sdn Bhd[1, 13 and 14]	77.76	77.76	22.24	Investment holding	Malaysia
EDOTCO Group Sdn Bhd[1]	63.00	63.00	37.00	Investment holding and provision of technical and operations support services in the telecommunications and related industries in local and/or international markets	Malaysia
Subsidiary held through Axiata Enterprise Sdn Bhd					
Xpand Investments (Labuan) Limited[1]	-	100.00	-	Investment holding	Federal Territory Labuan, Malaysia

Notes to the Financial Statements For the financial year ended 31 December 2024

41. LIST OF SUBSIDIARIES (CONTINUED)

The list of subsidiaries of the Group as at 31 December 2024 is as follows: (continued)

Name of company	Ownership interest directly held by the parent (%)	Ownership interest held by the Group (%)	Ownership interest held by NCI (%)	Principal activities	Country and place of incorporation
Subsidiaries held through Axiata Digital Services Sdn Bhd					
Apigate Inc.[3, 6 and 14]	-	80.00	20.00	Dormant	United States of America
Axiata Digital & Analytics Sdn Bhd[1 and 14]	-	50.78	49.22	Investment holding and provision of multimedia advertising services as well as multimedia advertising sales support services	Malaysia
Subsidiary held through Apigate Inc.					
Apigate (Private) Limited[3, 6 and 14]	-	80.00	20.00	Dormant	Sri Lanka
Subsidiary held through Axiata Digital & Analytics Sdn Bhd					
ADA Digital Singapore Pte Ltd[2 and 14]	-	50.78	49.22	Advertising service provider and investment holding	Singapore
Subsidiaries held through Axiata Digital & Analytics Sdn Bhd and Axiata Digital Services Sdn Bhd					
PT Axiata Digital Analytics Indonesia[2 and 14]	-	50.87	49.13	Provision of digital analytics services	Indonesia
Axiata Digital Bangladesh (Private) Limited[3 and 14]	-	50.78	49.22	Advertising service provider	Bangladesh
Subsidiaries held through ADA Digital Singapore Pte Ltd					
AAD Holdings Pte Ltd[2 and 14]	-	50.78	49.22	Investment holding	Singapore
ADA Asia Malaysia Sdn Bhd[1 and 14]	-	50.78	49.22	Provision of multimedia advertising services and creative content, as well as multimedia advertising sales support services	Malaysia
ADA Digital Philippines Inc[2 and 14]	-	50.77	49.23	Provision of technology and software solutions	Philippines
ADA Digital (Thailand) Co., Ltd[2 and 14]	-	50.70	49.30	Provision of IT products and services for online media companies	Thailand
Axiata Digital Analytics Private Limited[3 and 14]	-	50.27	49.73	Provision of technology and software solutions	India
Adknowledge Asia Pacific (India) Private Limited[3, 6 and 14]	-	50.77	49.23	Dormant	India
Komli Network Philippines, Inc[2, 6, 11 and 14]	-	50.78	49.22	Dormant	Philippines
PT ADA Asia Indonesia[2 and 14]	-	50.27	49.73	Provision of multimedia advertising services and creative content, as well as multimedia advertising sales support services	Indonesia
ADA Digital Analytics Kabushiki Kaisha[2 and 14]	-	50.78	49.22	Dormant	Japan

Notes to the Financial Statements For the financial year ended 31 December 2024

41. LIST OF SUBSIDIARIES (CONTINUED)

The list of subsidiaries of the Group as at 31 December 2024 is as follows: (continued)

Name of company	Ownership interest directly held by the parent (%)	Ownership interest held by the Group (%)	Ownership interest held by NCI (%)	Principal activities	Country and place of incorporation
Subsidiaries held through AAD Holdings Pte Ltd					
AADistribution Phils Inc[2 and 14]	-	50.77	49.23	e-commerce distribution business and rendering solutions for clients	Philippines
AAD Indochina Pte Ltd[2 and 14]	-	50.78	49.22	Investment holding	Singapore
Awake Asia Distribution Pte Ltd[2, 6 and 14]	-	50.78	49.22	Dormant	Singapore
Awake Asia Distribution Sdn Bhd[1, 6 and 14]	-	50.78	49.22	Dormant	Malaysia
PT Awake Asia Distribution Indonesia[2 and 14]	-	50.78	49.22	e-commerce distribution business	Indonesia
Subsidiary held through AAD Indochina Pte Ltd					
Thien An Investment Co., Ltd[2 and 14]	-	50.78	49.22	Carrying on business of retail, consignment and service through e-commerce	Vietnam
Subsidiaries held through Boost Holdings Sdn Bhd					
Axiata Digital Capital Sdn Bhd[1 and 14]	-	77.76	22.24	Provide microfinancing, money lending services, micro-insurance and related services, including related technology services	Malaysia
Axiata Digital eCode Sdn Bhd[1 and 14]	-	77.76	22.24	Conducting e-wallet mobile application and other related services	Malaysia
Boost Bank Berhad[1 and 14]	-	46.66	53.34	Digital banking business	Malaysia
Boost Biz Sdn Bhd[1 and 14]	-	77.76	22.24	Outsourcing services	Malaysia
Boost Connect Sdn Bhd[1 and 14]	-	77.76	22.24	Application programming interface, software and mobile applications	Malaysia
PT Creative Mobile Adventure[2 and 14]	-	60.22	39.78	IT-based platform lending	Indonesia
Subsidiary held through Boost Holdings Sdn Bhd and Axiata Digital eCode Sdn Bhd					
PT Axiata Digital Services Indonesia[2 and 14]	-	77.76	22.24	Provision of digital services	Indonesia
Subsidiary held through Boost Holdings Sdn Bhd and Boost Connect Sdn Bhd					
Apigate India Services Private Ltd[2 and 14]	-	77.76	22.24	Support services	India
Subsidiary held through Axiata Digital Capital Sdn Bhd					
Salvare Assets Berhad[9]	-	-	-	Special purpose vehicle for securitisation programme	Malaysia
Subsidiary held through Axiata Digital Capital Sdn Bhd and PT Axiata Digital Services Indonesia					
PT Axiata Digital Capital Indonesia[2 and 14]	-	77.76	22.24	Provision of service in data processing and management consultation	Indonesia

Notes to the Financial Statements For the financial year ended 31 December 2024

41. LIST OF SUBSIDIARIES (CONTINUED)

The list of subsidiaries of the Group as at 31 December 2024 is as follows: (continued)

Name of company	Ownership interest directly held by the parent (%)	Ownership interest held by the Group (%)	Ownership interest held by NCI (%)	Principal activities	Country and place of incorporation
Subsidiary held through Axiata Investments (Cambodia) Limited					
Axiata (Cambodia) Holdings Limited[1]	-	72.48	27.52	Investment holding	Federal Territory Labuan, Malaysia
Subsidiary held through Axiata (Cambodia) Holdings Limited					
Smart Axiata Co., Ltd[2]	-	72.48	27.52	Establishment, operation, expansion and development of a wireless telecommunications system and services including transmission network and other services based on wireless telecommunications technology	Cambodia
Associate held through Smart Axiata Co., Ltd					
EDOTCO (Cambodia) Co., Ltd[2]	-	14.50	5.50	Telecommunication infrastructure and services	Cambodia
Subsidiaries held through Axiata Investments (Labuan) Limited					
Axiata Digital Labs (Private) Limited[3]	-	100.00	-	Develop software and provide IT related services for export and local markets	Sri Lanka
Axiata Investments (Indonesia) Sdn Bhd[1]	-	100.00	-	Investment holding	Malaysia
Axiata Lanka (Private) Limited[3]	-	100.00	-	Property development and letting of property for commercial purposes	Sri Lanka
Dialog Axiata PLC[3 and 13]	-	73.75	26.25	Communication services, telecommunication infrastructure services, media and digital services	Sri Lanka
Robi Axiata PLC[3]	-	61.82	38.18	Mobile telecommunication and IT related services	Bangladesh
Subsidiary held through Axiata Digital Labs (Private) Limited and Axiata Investments (Labuan) Limited					
PT Axiata Digital Labs Indonesia[2]	-	100.00	-	Software development and IT enabled services venture of Axiata Group	Indonesia
Subsidiaries held through Axiata Investments (Indonesia) Sdn Bhd					
PT Link Net Tbk[2 and 14]	-	78.47	21.53	Wired fixed network and internet access services	Indonesia
PT XL Axiata Tbk[2 and 12]	-	66.53	33.47	Telecommunication services, network and/or multimedia services provider	Indonesia

Notes to the Financial Statements For the financial year ended 31 December 2024

41. LIST OF SUBSIDIARIES (CONTINUED)

The list of subsidiaries of the Group as at 31 December 2024 is as follows: (continued)

Name of company	Ownership interest directly held by the parent (%)	Ownership interest held by the Group (%)	Ownership interest held by NCI (%)	Principal activities	Country and place of incorporation
Subsidiaries held through PT XL Axiata Tbk					
PT Hipernet Indodata[2 and 12]	-	33.93	66.07	Managed service provided and information technology services	Indonesia
XL Axiata Singapore Pte Ltd (formerly known as Axiata Global Service Pte Ltd)[2, 12 and 13]	-	66.53	33.47	International operator services and partnership and alliance management	Singapore
Associate held through PT XL Axiata Tbk					
PT Link Net Tbk[2 and 12]	-	13.31	8.22	Wired fixed network and internet access services	Indonesia
Subsidiary held through PT Hipernet Indodata					
PT Data Enkripsi Informasi Teknologi[2, 5 and 12]	-	33.90	66.10	Cybersecurity services	Indonesia
Subsidiaries held through PT Link Net Tbk					
Link Net Global Solution Pte Ltd[2 and 14]	-	91.78	8.22	Dormant	Singapore
PT First Media Television[2 and 14]	-	91.77	8.23	Subscription broadcasting	Indonesia
Subsidiaries held through PT Link Net Tbk and PT First Media Television					
PT Infra Solusi Indonesia[2 and 14]	-	91.78	8.22	Outsourcing services	Indonesia
PT Linknet Fiber Indonesia[2, 5 and 14]	-	91.78	8.22	Dormant	Indonesia
PT Axentec Fiber Indonesia[2, 5 and 14]	-	91.78	8.22	Dormant	Indonesia
Subsidiaries held through Dialog Axiata PLC					
Dialog Broadband Networks (Private) Limited[3 and 13]	-	73.75	26.25	Data and backbone, fixed wireless and transmission infrastructure	Sri Lanka
Dialog Business Services (Private) Limited[3 and 13]	-	73.75	26.25	Provision of manpower for call centre operations	Sri Lanka
Dialog Device Trading (Private) Limited[3 and 13]	-	73.75	26.25	Selling information technology enabled equipment	Sri Lanka
Dialog Finance PLC[3 and 13]	-	73.05	26.95	Provision of financial services	Sri Lanka
Digital Holdings Lanka (Private) Limited[3 and 13]	-	73.75	26.25	Investment holding company for new business areas of Dialog Group	Sri Lanka
Dialog Network Services (Private) Limited[3 and 13]	-	73.75	26.25	Provision of network development, operations and maintenance services	Sri Lanka
Dialog Television (Private) Limited[3 and 13]	-	73.75	26.25	Television broadcasting services and direct-to-home satellite pay television service	Sri Lanka
Subsidiaries held through Dialog Broadband Networks (Private) Limited					
Telecard (Private) Limited[3 and 13]	-	73.75	26.25	Provision of digital credit facilities	Sri Lanka
H One (Private) Limited[3 and 13]	-	73.75	26.25	Provision of software licences	Sri Lanka

Notes to the Financial Statements For the financial year ended 31 December 2024

41. LIST OF SUBSIDIARIES (CONTINUED)

The list of subsidiaries of the Group as at 31 December 2024 is as follows: (continued)

Name of company	Ownership interest directly held by the parent (%)	Ownership interest held by the Group (%)	Ownership interest held by NCI (%)	Principal activities	Country and place of incorporation
Subsidiary held through Digital Holdings Lanka (Private) Limited					
Dialog Axiata Digital Innovation Fund (Private) Limited[3, 8 and 13]	-	69.49	30.51	Venture capital fund	Sri Lanka
Subsidiary held through Digital Holdings Lanka (Private) Limited and Dialog Axiata PLC					
Digital Commerce Lanka (Private) Limited[3, 6 and 13]	-	73.75	26.25	Dormant	Sri Lanka
Subsidiaries held through Digital Holdings Lanka (Private) Limited and Dialog Axiata Digital Innovation Fund (Private) Limited					
Digital Health (Private) Limited[3, 8 and 13]	-	41.67	58.33	Developing and operating a state-of-the-art electronic commerce infrastructure for the healthcare sector	Sri Lanka
Headstart (Private) Limited[3, 10 and 13]	-	72.11	27.89	e-learning products and services	Sri Lanka
Subsidiary held through Dialog Television (Private) Limited					
Communiq Broadband Network (Private) Limited[3, 6 and 13]	-	73.75	26.25	Dormant	Sri Lanka
Subsidiary held through Digital Health (Private) Limited					
My Health Solutions (Private) Limited[3, 6, 8 and 13]	-	30.73	69.27	Dormant	Sri Lanka
Subsidiaries held through Robi Axiata PLC					
AxEnTec PLC[3]	-	61.82	38.18	Sales, distribution and marketing services for connectivity, IT and ICT solutions, digital services, software, applications and hardware	Bangladesh
r ventures PLC[3]	-	61.82	38.18	Provision of digital services, including over-the-top, ticketing and mobile value-added services and investing in startups and digital ventures	Bangladesh
RedDot Digital Limited[3]	-	61.82	38.18	Provision of IT, information and communications technology services to facilitate Robi's non-mobile network operator business activities	Bangladesh
Smart Pay Limited[3]	-	61.82	38.18	Provision of Fintech-driven electronic payments services and other related services	Bangladesh
Subsidiaries held through EDOTCO Group Sdn Bhd					
edotco Holdings (Labuan) Limited[1]	-	63.00	37.00	Investment holding	Federal Territory Labuan, Malaysia
edotco Investments (Labuan) Limited[1]	-	63.00	37.00	Investment holding	Federal Territory Labuan, Malaysia
EDOTCO Malaysia Sdn Bhd[1]	-	63.00	37.00	Telecommunication infrastructure and services	Malaysia

Notes to the Financial Statements For the financial year ended 31 December 2024

41. LIST OF SUBSIDIARIES (CONTINUED)

The list of subsidiaries of the Group as at 31 December 2024 is as follows: (continued)

Name of company	Ownership interest directly held by the parent (%)	Ownership interest held by the Group (%)	Ownership interest held by NCI (%)	Principal activities	Country and place of incorporation
Subsidiary held through EDOTCO Group Sdn Bhd and edotco Investments (Labuan) Limited					
EDOTCO Bangladesh Co. Ltd[3]	-	44.10	55.90	Telecommunication infrastructure and services	Bangladesh
Subsidiary held through EDOTCO Group Sdn Bhd and EDOTCO Malaysia Sdn Bhd					
PT EDOTCO Infrastruktur Indonesia[2]	-	63.00	37.00	Telecommunication infrastructure and services	Indonesia
Subsidiary held through edotco Holdings (Labuan) Limited					
EDOTCO (Cambodia) Co., Ltd[2]	-	50.40	49.60	Telecommunication infrastructure and services	Cambodia
Subsidiaries held through EDOTCO Investments (Labuan) Limited					
EDOTCO Investments Singapore Pte Ltd[2]	-	55.13	44.87	Investment holding	Singapore
edotco Lao Company Limited[4]	-	50.40	49.60	Telecommunication infrastructure and services	Laos
EDOTCO Services Lanka (Private) Limited[3]	-	63.00	37.00	Provision of end to end integrated infrastructure services	Sri Lanka
EDOTCO Towers (Bangladesh) Limited[3]	-	63.00	37.00	Telecommunication infrastructure and services	Bangladesh
EDOTCO Towers, Inc.[2]	-	63.00	37.00	Telecommunication infrastructure and services	Philippines
EDOTCO Towers Pakistan (Private) Limited[2 and 13]	-	63.00	37.00	Telecommunication infrastructure and services	Pakistan
Subsidiaries held through EDOTCO Investments Singapore Pte Ltd					
EDOTCO Myanmar Limited[3]	-	55.13	44.87	Telecommunication infrastructure and services	Myanmar
EDOTCO Urban Infrashare Ltd[3 and 15]	-	55.13	44.87	Telecommunication infrastructure and services	Myanmar
Subsidiary held through EDOTCO Malaysia Sdn Bhd and EDOTCO Group Sdn Bhd					
Tanjung Digital Sdn Bhd[1]	-	50.40	49.60	Investment holding	Malaysia
Subsidiaries held through EDOTCO Malaysia Sdn Bhd					
On Site Services Sdn Bhd[1]	-	63.00	37.00	Provision of wireless telecommunication and equipment services including business of engineering and design, installation, testing and commissioning, network audit and optimisation for telecommunication industry	Malaysia
Alam Mindscape Sdn Bhd (formerly known as Touch Mindscape Sdn Bhd)[1]	-	63.00	37.00	Telecommunication infrastructure and services	Malaysia

41. LIST OF SUBSIDIARIES (CONTINUED)

The list of subsidiaries of the Group as at 31 December 2024 is as follows: (continued)

Name of company	Ownership interest directly held by the parent (%)	Ownership interest held by the Group (%)	Ownership interest held by NCI (%)	Principal activities	Country and place of incorporation
Subsidiary held through Tanjung Digital Sdn Bhd					
Yiked Bina Sdn Bhd[1]	-	50.40	49.60	Telecommunication infrastructure and services	Malaysia
Subsidiaries held through Alam Mindscape Sdn Bhd (formerly known as Touch Mindscape Sdn Bhd)					
Shahzan Alam Muda Sdn Bhd[1]	-	50.40	49.60	Telecommunication infrastructure and services	Malaysia
Alam Matrix Towers Sdn Bhd (formerly known as Touch Matrix Sdn Bhd)[1]	-	63.00	37.00	Telecommunication infrastructure and services	Malaysia
Alam Mindscape (Melaka) Sdn Bhd (formerly known as Touch Mindscape (Melaka) Sdn Bhd)[1]	-	34.65	65.35	Telecommunication infrastructure and services	Malaysia
Alam Mindscape Mobile Sdn Bhd (formerly known as Touch Mobile Sdn Bhd)[1]	-	63.00	37.00	Other business support service activities	Malaysia
Vista Bumiria Sdn Bhd[1]	-	63.00	37.00	Telecommunication infrastructure and services	Malaysia

1 Audited by PricewaterhouseCoopers Malaysia.

2 Audited by member firms of PricewaterhouseCoopers International Limited which are separate and independent legal entities from PricewaterhouseCoopers Malaysia.

3 Audited by a firm other than a member firm of PricewaterhouseCoopers International Limited.

4 No audit is required as allowed by the laws of the respective country of incorporation.

5 Incorporated during the financial year.

6 Inactive as at 31 December 2024.

7 In accordance with IC Interpretation 112 "Consolidation - Special Purpose Vehicles", Axiata Foundation is consolidated in the Group as the substance of the relationship between the Company and the special purpose entity indicates that the entity is controlled by the Company.

8 The Group exercises its controlling power on DADIF via the Investment and Shareholders' Agreement. The ownership interest in DADIF is calculated based on issued and paid-up capital of DADIF including preference shares with no voting rights.

Accordingly, the Group also exercises its controlling power on DH and MyHealth via its subsidiaries, DADIF and Dialog.

9 In accordance with IC Interpretation 112 "Consolidation - Special Purpose Vehicles", Salvare Assets Berhad is consolidated in the Group as the substance of the relationship between the Group and the special purpose entity indicates that the entity is controlled by the Group.

10 The Group exercises its controlling power via its subsidiary, Dialog.

11 On 31 October 2019, Komli Network Philippines Inc commenced the voluntary liquidation and dissolution.

12 Ownership interest in XL is calculated based on issued and paid-up share capital of XL, excluding treasury shares with no voting rights. Based on the total issued and paid-up share capital of XL, including treasury shares, the ownership interest held by the Group and NCI is 66.53% and 33.47%, respectively.

13 Acquisitions, share capital reduction and amalgamation during the financial year as disclosed in Note 5(a)(i) and Note 5(a)(v) to the financial statements.

14 Change in ownership interests due to partial disposal and accretions during the financial year as disclosed in Note 5(a)(ii) and Note 5(a)(iii) to the financial statements.

15 On 30 April 2024, EDOTCO Urban Infrashare Ltd registered for voluntary liquidation and notification of the completion was received on 30 January 2025 as disclosed in Note 46(b) to the financial statements.

16 On 25 June 2024, Axiata SPV1 (Labuan) Limited commenced members' voluntary winding up.

Notes to the Financial Statements For the financial year ended 31 December 2024

42. LIST OF ASSOCIATES

The list of associates of the Group as at 31 December is as follows:

Name of company	Ownership interest held by the Group 2024 (%)	2023 (%)	Principal activities	Country and place of incorporation
CelcomDigi Berhad	**33.10**	33.10	Investment holding	Malaysia
Associate held through Dialog Axiata PLC				
Firstsource - Dialog Solutions (Private) Limited[4]	**19.18**	21.39	Dormant	Sri Lanka
Associate held through Digital Broadband Networks (Private) Limited				
Digital Realty (Private) Limited[4]	**25.81**	28.79	Establish, operate and manage data centre	Sri Lanka
Associate held through Axiata SPV4 Sdn Bhd				
Axiata Digital Innovation Fund Sdn Bhd[1]	**62.19**	62.19	Venture capital fund	Malaysia
Associates held through Smart Axiata Co., Ltd				
Milvik (Cambodia) Micro Insurance PLC	**21.74**	21.74	Micro insurance	Cambodia
Pi Pay International Co. Limited	**19.15**	19.15	Investment holding	Hong Kong
Smart Axiata Digital Innovation Fund[2]	**57.98**	57.98	Venture capital fund	Federal Territory Labuan, Malaysia
Associate held through PT XL Axiata Tbk				
PT Princeton Digital Group Data Centres ("PDGDC")[3]	**7.13**	7.13	Rack server rental	Indonesia

[1] The Group exercised its significant influence via 1 out of 7 votes in the Investment Committee.

[2] The Group exercised its significant influence via 2 out of 5 votes in the Investment Committee.

[3] The Group exercised its significant influence via material transactions entered with the associate.

[4] Change in ownership interest due to dilution during the financial year as disclosed in Note 5(a)(i) to the financial statements.

43. LIST OF JOINT VENTURES

The list of joint ventures of the Group as at 31 December is as follows:

Name of company	Ownership interest held by the Group 2024 (%)	2023 (%)	Principal activities	Country and place of incorporation
Joint venture held through Axiata SPV4 Sdn Bhd				
Merchantrade Asia Sdn Bhd	**19.00**	19.00	Provision of money services business (remittance business and currency business) and payment business	Malaysia
Joint venture held through PT XL Axiata Tbk				
PT One Indonesia Synergy	**33.27**	33.27	Dormant	Indonesia
Joint venture held through Axiata Digital Services Sdn Bhd				
Trust Axiata Digital Limited	**39.20**	47.39	Mobile financial services	Bangladesh

Notes to the Financial Statements For the financial year ended 31 December 2024

44. RELATED PARTY TRANSACTIONS

All related party transactions are entered into in the normal course of business and at prices available at negotiated terms. The names of these related parties, nature of these transactions and their total value have been set out in accordance with the provisions of MFRS 124 - Related Parties Disclosure.

Khazanah Nasional Berhad ("Khazanah") has direct interest of 36.71% in the Company's shares. Khazanah is the sovereign wealth fund of the Government of Malaysia and was incorporated under the Companies Act 2016 on 3 September 1993 as a public limited company.

The Government of Malaysia and bodies controlled or jointly controlled by the Government of Malaysia are related parties of the Group. The Group enters into transactions with many of these bodies, which includes but are not limited to:

- receiving telecommunication services, including interconnection revenue/charges
- purchasing of goods, including use of public utilities and amenities, and
- placing of bank deposits

The Group has established its procurement policies and approval processes for purchases of products and services, which do not depend on whether the counterparties are government-related entities or not.

The Group provides telecommunication services as part of its ordinary operations. The Group has collectively, but not individually significant transactions with Government-related entities. These telecommunication services are carried out on commercial terms that are negotiated and agreed upon between the parties.

Key management personnel are the persons who have authority and responsibility for planning, directing and controlling the activities of the Group or the Company either directly or indirectly. Key management personnel of the Group and the Company include the Senior Leadership Team who report directly to the Group Chief Executive Officer.

Whenever it exists, related party transactions also include transactions with entities that are controlled, joint ventures or significantly influenced directly by any key management personnel or their close family members.

In addition to related party transactions and balances mentioned elsewhere in the financial statements, set out below are significant related party transactions and balances which were carried out on terms and conditions negotiated amongst the related parties.

44. RELATED PARTY TRANSACTIONS (CONTINUED)

		Group		Company	
		2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
(a)	Sale of goods and services to associates:				
	- Telecommunication services	**11,819**	20,402	**-**	-
	- Information technology services	**52,332**	41,279	**-**	-
	- Lease services	**676,160**	596,144	**-**	-
(b)	Purchase of goods and services from associates:				
	- Leaseline charges, maintenance and others	**(38,997)**	(74,464)	**-**	-
(c)	Intercompany service agreement with subsidiaries:				
	- Technical and management services	**-**	-	**51,858**	60,123
(d)	Finance income on amounts due from subsidiaries	**-**	-	**9,154**	23,768
(e)	Finance costs on amounts due to subsidiaries	**-**	-	**(328,899)**	(340,918)
(f)	Interest income on advances to associates	**-**	34,254	**-**	34,254
(g)	Dividends received from subsidiaries	**-**	-	**445,273**	558,000
(h)	Dividends received from an associate	**547,521**	497,041	**547,521**	497,041
(i)	Amounts due from subsidiaries:				
	- Repayments from	**-**	-	**427,773**	347,615
	- Advances to	**-**	-	**(156,353)**	(188,585)
(j)	Amounts due to subsidiaries:				
	- Advances from	**-**	-	**114,948**	111,871
	- Repayments to	**-**	-	**(848,997)**	-
(k)	Receivable from associates	**46,874**	54,981	**-**	-
(l)	Lease receivable from associates	**128,173**	64,191	**-**	-
(m)	Payable to associates	**(16,822)**	(11,336)	**-**	-
(n)	Lease payable to associates	**(88,785)**	(107,922)	**-**	-
(o)	Trademark license fees charged to a related party	**-**	-	**12,566**	-
(p)	Payment on behalf	**-**	-	**(120,739)**	(83,640)

Notes to the Financial Statements For the financial year ended 31 December 2024

44. RELATED PARTY TRANSACTIONS (CONTINUED)

(q) Key management compensation short term employee benefits:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
- Salaries, allowances and bonus	**39,019**	38,179	**39,019**	38,179
- Contribution to EPF	**1,956**	1,681	**1,956**	1,681
- Estimated money value of benefits	**15**	13	**15**	13
- Other staff benefits	**337**	86	**337**	86
- Share-based compensation expense	**12,364**	4,695	**12,364**	4,695
- Fees and allowances of Non-Executive Directors of the Company ("NEDs")	**3,555**	3,615	**3,555**	3,615
- Estimated money value of benefits of NEDs	**757**	822	**757**	822

Included in key management compensation is the Directors' remuneration of the Company as disclosed in Note 7(e) to the financial statements.

45. DIVIDENDS

	Tax exempt dividend under single tier system					
	2024			2023		
	Type	Per ordinary share Sen	Total RM'000	Type	Per ordinary share Sen	Total RM'000
In respect of financial year ended 31 December:						
- 2022	**-**	**-**	**-**	Interim	5.0	458,948
- 2023	**-**	**-**	**-**	Interim	5.0	458,954
- 2023	**Interim**	**5.0**	**459,096**	-	-	-
- 2024	**Interim**	**5.0**	**459,096**	-	-	-
			918,192			917,902

The Board of Directors had, on 26 February 2025, declared a tax exempt dividend under single tier system of 5.0 sen per ordinary share of the Company in respect of the financial year ended 31 December 2024 amounting to RM459.1 million.

46. EVENTS AFTER REPORTING PERIOD

(a) Incorporation of ADA Data AI Solutions LLC ("ADA US")

ADA Digital Singapore Pte Ltd, had on 21 January 2025 completed the incorporation of ADA US. ADA US was incorporated with an initial subscription of USD10,000 (RM44,965). The principal activities of ADA US are provision of data analytics, consulting services, digital marketing services and all businesses incidental or related to each of the preceding items.

(b) Voluntary liquidation of EDOTCO Urban Infrashare Ltd ("EUIL")

EUIL, a subsidiary of the Company held via EDOTCO, had on 30 April 2024, registered the voluntary liquidation of EUIL with Directorate of Investment and Company Administration, Myanmar ("DICA") and in relation thereto, a liquidator was appointed. Subsequently, EUIL has registered the completion of the voluntary liquidation process with the DICA with effect from 27 January 2025 and the notification of the completion of the voluntary liquidation of EUIL was received by EUIL on 30 January 2025.

(c) Proposed merger of PT XL Axiata Tbk ("XL") and PT Smartfren Telecom Tbk ("Smartfren") ("Proposed Merger")

On 15 May 2024, the Company had entered into a non-binding Memorandum of Understanding with PT Wahana Inti Nusantara ("WIN"), PT Global Nusa Data ("GND") and PT Bali Media Telekomunikasi ("BMT") ("collectively referred as Sinar Mas") to mutually explore a proposed merger of XL and Smartfren ("Proposed Merger"), where both the Company and Sinar Mas intend to remain as joint controlling shareholders of the merged entity.

Subsequently, the Company had, on 10 December 2024, entered into the following agreements in relation to the Proposed Merger:

(i) A conditional merger agreement ("CMA") with Smartfren, PT Smart Telecom (a subsidiary of Smartfren) ("ST"), XL, WIN, GND, BMT and PT Gerbangmas Tunggal Sejahtera ("GTS") (where WIN, GND, BMT and GTS are collectively referred to as "Sinar Mas Shareholders"), Axiata Investment (Indonesia) Sdn Bhd ("AII") and PT Sinar Mas Tunggal ("SMT"), where, among others, AII and the Sinar Mas Shareholders agree to, subject to the terms and conditions of the CMA, effect a merger of the businesses of Smartfren and XL by way of a statutory merger of Smartfren, ST and XL in accordance with Indonesian laws ("Proposed Business Combination"). XL will be the surviving legal entity ("MergeCo") and will maintain its listing on the Indonesia Stock Exchange following the completion of the Proposed Business Combination.

(ii) A shareholder deed with the Sinar Mas Shareholders, AII and SMT, where the parties agree to undertake certain obligations with respect to the Proposed Merger.

(iii) A conditional share purchase agreement with BMT, AII and SMT, where AII agrees to transfer certain shares in MergeCo to BMT, such that, immediately following the completion of the Proposed Business Combination, AII and BMT will each own an equal number of shares in MergeCo; and

(iv) A shareholders agreement with AII, WIN, GND, BMT, GTS and SMT which will become effective upon the completion of the Proposed Business Combination, in order to, among others, establish their respective rights and obligations with respect to the activities and governance of the MergeCo and its subsidiaries and ownership post completion of the Proposed Merger.

The shareholders of the Company, XL, Smartfren and ST have approved the Proposed Merger via:

(i) the extraordinary general meeting ("EGM") held by the Company on 24 March 2025; and
(ii) the EGM held by XL, Smartfren and ST respectively on 25 March 2025.

Statement By Directors Pursuant to Section 251(2) of the Companies Act 2016

We, Tan Sri Shahril Ridza Ridzuan and Vivek Sood, two of the Directors of Axiata Group Berhad, do hereby state that, in the opinion of the Directors, the financial statements set out on pages 44 to 204 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as of 31 December 2024 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with their resolution dated 26 March 2025.

TAN SRI SHAHRIL RIDZA RIDZUAN
DIRECTOR

VIVEK SOOD
DIRECTOR

Statutory Declaration Pursuant to Section 251(1) of the Companies Act 2016

I, Nik Rizal Kamil Nik Ibrahim Kamil, the officer primarily responsible for the financial management of Axiata Group Berhad, do solemnly and sincerely declare that the financial statements set out on pages 44 to 204 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act, 1960.

NIK RIZAL KAMIL NIK IBRAHIM KAMIL
(MIA No: 50894)

Subscribed and solemnly declared by the above named Nik Rizal Kamil Nik Ibrahim Kamil at Kuala Lumpur on 26 March 2025, before me.

COMMISSIONER FOR OATHS

PESURUHJAYA SUMPAH
W 864
MAZLEE BIN ISMAIL
01.01.2025 - 15.10.2027
MALAYSIA

79-1, First Floor, Sri Bunus,
Off Jalan Masjid India,
50100 Kuala Lumpur

Independent Auditors' Report To the Members of Axiata Group Berhad

(Incorporated in Malaysia)
Registration No. 199201010685 (242188-H)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Our opinion

In our opinion, the financial statements of Axiata Group Berhad ("the Company") and its subsidiaries ("the Group") give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

What we have audited

We have audited the financial statements of the Group and of the Company, which comprise the statements of financial position as at 31 December 2024 of the Group and of the Company, and the statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 44 to 204.

Basis for opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the "Auditors' responsibilities for the audit of the financial statements" section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and other ethical responsibilities

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Our audit approach

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements of the Group and of the Company. In particular, we considered where the Directors made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters, consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the financial statements as a whole, taking into account the structure of the Group and of the Company, the accounting processes and controls, and the industry in which the Group and the Company operate.

Independent Auditors' Report To the Members of Axiata Group Berhad

(Incorporated in Malaysia)
Registration No. 199201010685 (242188-H)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current financial year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matters	How our audit addressed the key audit matters
Goodwill impairment assessment in the Group's financial statements Refer to Note 3(b)(i) – Material accounting policy information – Goodwill, Note 4(b)(i) – Critical accounting estimates and judgements – Critical accounting estimates and assumptions – Impairment assessment of goodwill and Note 24 – Intangible assets.	
As at 31 December 2024, the Group's goodwill amounted to RM6,815.5 million was allocated to the Group's cash generating units ("CGU") identified according to the Group's operating segments. The Group is required to test goodwill for impairment annually based on the requirements of MFRS 136 "Impairment of Assets". Management's assessments of the recoverable amounts involved significant estimates and assumptions about future cash flows, discount rates and terminal growth rates. These estimates and assumptions are inherently uncertain. We focused on the above as the assumptions made by the Group in determining the recoverable amounts are inherently uncertain, require significant estimates and are sensitive to changes.	We performed the following audit procedures: • Assessed the appropriateness of the methodology adopted by management for the impairment assessments in accordance with MFRS 136 "Impairment of Assets" with the assistance of our valuation expert; • Evaluated the reasonableness of key assumptions used in the impairment assessments including the discount rates, terminal growth rates, revenue growth rates, capital expenditure ("capex") to revenue ratios and EBITDA margins by comparing these assumptions against publicly available macroeconomic and industry data, historical data and market expectations from industry reports, where available; • Assessed the reliability of management's forecast by comparing prior year forecast against actual results; • Checked the sensitivity analysis performed by management by stress testing the discount rates, terminal growth rates, revenue growth rates, capex to revenue ratios and EBITDA margins for the respective CGUs; and • Checked the appropriateness of disclosures in the financial statements. Based on the procedures performed above, we did not identify any material exceptions.

Independent Auditors' Report To the Members of Axiata Group Berhad

(Incorporated in Malaysia)
Registration No. 199201010685 (242188-H)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

Key audit matters (continued)

<table>
<tr><th>Key audit matters</th><th>How our audit addressed the key audit matters</th></tr>
<tr><td>Contingent liabilities

Refer to Note 3(y) – Material accounting policy information – Contingent liabilities and contingent assets, Note 3(n) – Material accounting policy information – Provisions, Note 4(a)(ii) – Critical accounting estimates and judgements – Critical judgements in applying the Group's and the Company's accounting policies – Legal, regulatory and taxation claims and disputes and Note 38(d) – Contingencies and Commitments.

There are a number of ongoing legal, regulatory and taxation claims and disputes across the Group. The accounting treatment for contingent liabilities is based on the Group's view of the expected outcome of these contingencies. These outcomes are assessed in consultation with legal counsel for litigation cases and internal and external experts of the Group for regulatory and taxation matters in the ordinary course of business. Provisions are recorded if it is probable that an outflow of economic benefits will be required to settle the obligation, and the amount can be estimated reliably.

We considered the measurement of provisions and contingent liability disclosures to be a key audit matter due to the uncertainties surrounding the outcome of the ongoing legal, regulatory and taxation claims and disputes and the degree of estimation and judgements needed in assessing the outcomes.

Any change in the expected outcome of ongoing legal, regulatory and taxation claims and disputes and in the estimation and judgement applied in assessing the outcomes could materially impact the financial statements of the Group.</td><td>We performed the following audit procedures:

• Obtained an understanding of management's process to identify new contingent liabilities and provisions and changes in existing contingent liabilities and provisions for the compliance with the Group's policy and the requirements of MFRS 137 Provisions, Contingent Liabilities and Contingent Assets;

• Analysed significant changes in material contingent liabilities and provisions from prior periods, if any, and obtained a detailed understanding of these changes and assumptions applied;

• Reviewed the exchanges between the Group and its legal and tax advisors and assessed their replies to our enquiries. We considered developments up to the issue date of our report; and

• Assessed the appropriateness of disclosures to the financial statements of the Group.

Based on the procedures performed above, we did not identify any material exceptions.</td></tr>
<tr><td>Accuracy of revenue recorded given the complexity of systems

Refer to Note 3(q) – Material accounting policy information – Revenue and Note 6 – Revenue.

The Group's revenue from contracts with customers totalling RM20.6 billion during the financial year ended 31 December 2024 comprised primarily mobile services of RM15.4 billion.

We focused on this area because there is an inherent risk around the accuracy of revenue recorded, given the complexity of the systems and the impact of various pricing models for different revenue products. Revenue processed by billing systems is complex and involves large volume of data on different products and services sold and price changes.</td><td>We performed the following audit procedures:

• Evaluated the relevant IT systems and the design of controls, and tested the operating effectiveness of controls over the:
- capturing and recording of revenue transactions;
- authorisation of rate changes and the input of this information into the billing systems; and
- accuracy of calculation of amounts billed to customers;

• Obtained supporting evidence such as customer contracts, invoices and relevant supporting documents to test the accuracy of revenue recognition on a sampling basis;

• Read and understood the key terms and conditions of revenue agreements entered into during the financial year and modifications to existing contracts, if any, to check the accuracy of revenue recognition; and

• Examined material non-standard journal entries and adjustments posted to revenue accounts.

Based on the procedures performed above, we did not identify any material exceptions.</td></tr>
</table>

Independent Auditors' Report To the Members of Axiata Group Berhad

(Incorporated in Malaysia)
Registration No. 199201010685 (242188-H)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

We have determined that there are no key audit matters to report for the Company.

Information other than the financial statements and auditors' report thereon

The Directors of the Company are responsible for the other information. The other information comprises the Directors' Report and Statement on Risk Management and Internal Control, which we obtained prior to the date of this auditors' report, and Axiata Integrated Annual Report 2024 Suite, which is expected to be made available to us after that date. Other information does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the financial statements

The Directors of the Company are responsible for the preparation of the financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the Directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

(a) Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

(b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.

(c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

(d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.

(e) Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.

Independent Auditors' Report To the Members of Axiata Group Berhad

(Incorporated in Malaysia)
Registration No. 199201010685 (242188-H)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

Auditors' responsibilities for the audit of the financial statements (continued)

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also: (continued)

(f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current financial year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 41 to the financial statements.

OTHER MATTERS

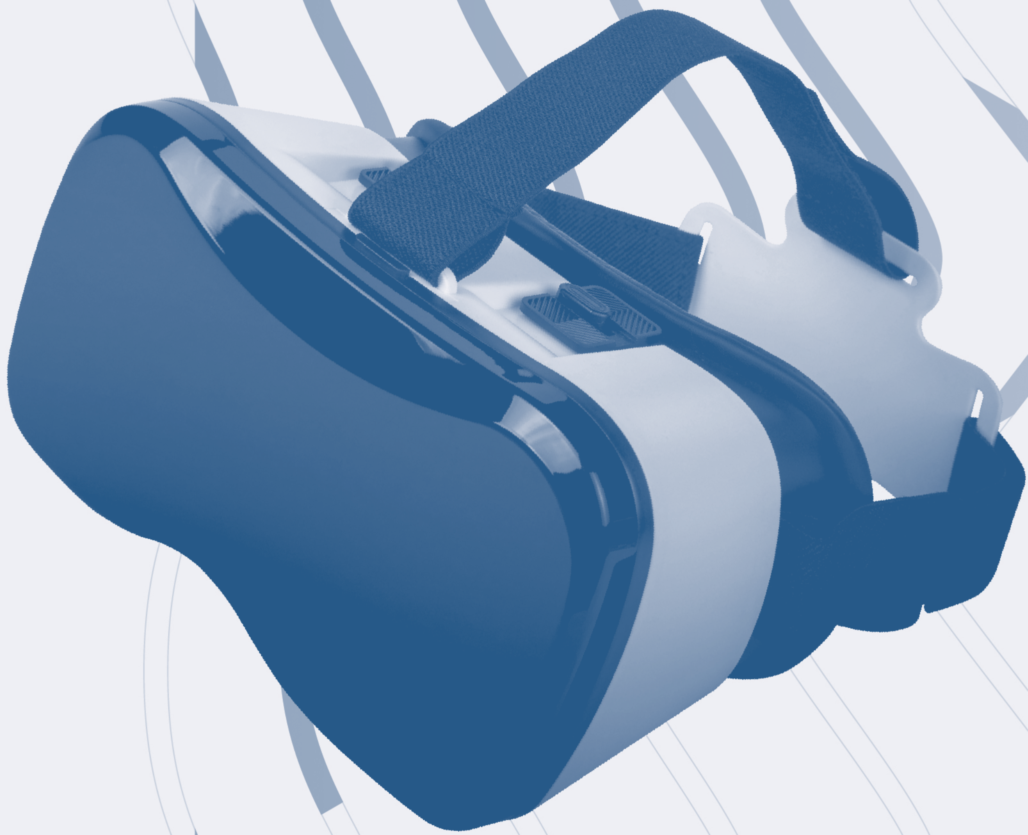
This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

PricewaterhouseCoopers PLT

PRICEWATERHOUSECOOPERS PLT
LLP0014401-LCA & AF 1146
Chartered Accountants

NURUL A'IN BINTI ABDUL LATIF
02910/02/2027 J
Chartered Accountant

Kuala Lumpur
26 March 2025



OTHER INFORMATION

Shareholding Statistics As at 31 March 2025

ANALYSIS OF SHAREHOLDINGS

Issued Shares:
- 9,185,471,582 Ordinary shares
- Voting Right : 1 vote per shareholder on a show of hands
  1 vote per ordinary share on a poll

Total No. of Shareholders:
- 26,884

DISTRIBUTION OF SHAREHOLDINGS
(without aggregating the securities from different securities accounts belonging to the same Depositor)

	Shareholders				Shares			
	Malaysian		Foreign		Malaysian		Foreign	
Size of Shareholdings	No.	%	No.	%	No.	%	No.	%
Less than 100	2,488	9.66	34	2.99	47,227	0.00[1]	943	0.00[1]
100 – 1,000	6,767	26.28	100	8.79	4,364,595	0.05	56,875	0.00[1]
1,001 – 10,000	12,874	50.00	224	19.68	48,981,768	0.60	963,518	0.09
10,001 – 100,000	3,130	12.16	270	23.73	85,552,275	1.05	12,059,285	1.13
100, 001 – 459,273,578 (less than 5% of issued shares)	483	1.88	510	44.81	2,061,490,490	25.40	1,055,111,391	98.78
459,273,579 and above (5% and above of issued shares)	4	0.02	0	0.00	5,916,843,215	72.89	0	0.00
Total	25,746	100.00	1,138	100.00	8,117,279,570	100.00	1,068,192,012	100.00

Note:
[1] Less than 0.01%

CATEGORY OF SHAREHOLDINGS

Category of Shareholders	No. of Shareholders	% of Shareholders	No. of Shares Held	% of Issued Shares
Individuals	19,893	74.00	142,566,082	1.55
Bank/Finance Companies	50	0.19	2,123,474,803	23.12
Investments Trusts/Foundations/Charities	14	0.05	267,311	0.00[1]
Industrial and Commercial Companies	199	0.74	10,618,283	0.11
Government Agencies/Institutions	12	0.04	3,368,909,156	36.68
Nominees	6,714	24.97	3,539,628,889	38.54
Others	2	0.01	7,058	0.00[1]
Trustee	0	0.00	0	0.00
Total	26,884	100.00	9,185,471,582	100.00

Note:
[1] Less than 0.01%

Shareholding Statistics As at 31 March 2025

SUBSTANTIAL SHAREHOLDERS (HOLDING 5% & ABOVE)

(as per Register of Substantial Shareholders)

		Direct Interest		Indirect/ Deemed Interest		Total Interest	
No.	Name	No. of Shares Held	% of Issued Shares	No. of Shares Held	% of Issued Shares	No. of Shares Held	% of Issued Shares
1.	Khazanah Nasional Berhad	3,371,238,617	36.70	-	-	3,371,238,617	36.70
2.	Citigroup Nominees (Tempatan) Sdn Bhd - Employees Provident Fund Board	1,623,891,993	17.68	-	-	1,623,891,993	17.68
3.	AmanahRaya Trustees Berhad - Amanah Saham Bumiputera	1,146,703,787	12.48	-	-	1,146,703,787	12.48

DIRECTORS' DIRECT AND INDIRECT INTERESTS IN THE COMPANY AND ITS RELATED CORPORATIONS

The Directors' direct and/or indirect interest in the Company based on the Register of Directors' Shareholdings are as follows:

	Number of Ordinary Shares					
	Direct Interest		Indirect Interest		Total Interest	
Interest in the Company	No. of Shares Held	% of Issued Shares	No. of Shares Held	% of Issued Shares	No. of Shares Held	% of Issued Shares
Vivek Sood	1,821,600	0.020	-	-	1,821,600	0.020

	PBLTIP/RSA/RSP over number of Ordinary Shares					
	Direct Interest		Indirect Interest		Total Interest	
Interest in the Company	No. of Shares Held	% of Issued Shares	No. of Shares Held	% of Issued Shares	No. of Shares Held	% of Issued Shares
Vivek Sood - PBLTIP	2,488,400	0.027	-	-	2,488,400	0.027

Save as disclosed above, none of the Directors of the Company has any interest direct or indirect in the Company and its related corporations.

Shareholding Statistics As at 31 March 2025

LIST OF TOP THIRTY LARGEST SHAREHOLDERS

(without aggregating the securities from different securities accounts belonging to the same Depositor)

No.	Name	No. of Shares Held	% of Issued Shares
1.	Khazanah Nasional Berhad	3,343,841,357	36.40
2.	AmanahRaya Trustees Berhad *Amanah Saham Bumiputera*	1,146,703,787	12.48
3.	Citigroup Nominees (Tempatan) Sdn Bhd *Employees Provident Fund Board*	954,440,172	10.39
4.	Citigroup Nominees (Tempatan) Sdn Bhd *Employees Provident Fund Board (Islamic)*	471,857,899	5.14
5.	Kumpulan Wang Persaraan (Diperbadankan)	271,530,696	2.96
6.	Citigroup Nominees (Tempatan) Sdn Bhd *Exempt An for AIA Bhd*	188,872,067	2.06
7.	AmanahRaya Trustees Berhad *Amanah Saham Malaysia*	126,428,574	1.38
8.	Permodalan Nasional Berhad	119,903,481	1.31
9.	AmanahRaya Trustees Berhad *Amanah Saham Malaysia 2 – Wawasan*	113,172,143	1.23
10.	Lembaga Tabung Haji	100,128,300	1.09
11.	AmanahRaya Trustees Berhad *Amanah Saham Malaysia 3*	93,320,562	1.02
12.	HSBC Nominees (Asing) Sdn Bhd *JPMCB NA for Vanguard Total International Stock Index Fund*	62,962,135	0.68
13.	*HSBC Nominees (Asing) Sdn Bhd* *JPMCB NA For Vanguard Emerging Markets Stock Index Fund*	59,262,749	0.65
14.	DB (Malaysia) Nominee (Asing) Sdn Bhd *Exempt An For State Street Bank & Trust Company (WEST CLT OD67)*	59,229,500	0.64
15.	Citigroup Nominees (Tempatan) Sdn Bhd *Urusharta Jamaah Sdn Bhd (1)*	58,830,000	0.64
16.	Citigroup Nominees (Tempatan) Sdn Bhd *Employees Provident Fund Board (AHAM AM)*	52,296,571	0.57
17.	AmanahRaya Trustees Berhad *Amanah Saham Bumiputera 3 – Didik*	46,384,354	0.50
18.	Citigroup Nominees (Tempatan) Sdn Bhd *Employees Provident Fund Board (ASIANISLAMIC)*	45,355,551	0.49
19.	Citigroup Nominees (Tempatan) Sdn Bhd *Great Eastern Life Assurance (Malaysia) Berhad (Par 1)*	45,196,925	0.49
20.	Cartaban Nominees (Tempatan) Sdn Bhd *PAMB for Prulink Equity Fund*	37,323,748	0.41
21.	Citigroup Nominees (Asing) Sdn Bhd *UBS AG*	36,685,310	0.40
22.	UBS Securities Malaysia Sdn Bhd *CLR For Employees Provident Fund Board*	35,000,000	0.38
23.	HSBC Nominees (Asing) Sdn Bhd *JPMCB NA For Vanguard Fiduciary Trust Company Institutional Total International Stock Market Index Trust II*	32,761,000	0.36
24.	Citigroup Nominees (Asing) Sdn Bhd *Exempt An for Citibank New York (Norges Bank 14)*	30,873,700	0.34
25.	Cartaban Nominees (Tempatan) Sdn Bhd *PAMB For Prulink Equity Focus Fund*	29,018,020	0.32
26.	Cartaban Nominees (Tempatan) Sdn Bhd *Prudential Assurance Malaysia Berhad For Prulink Strategic Fund*	27,826,400	0.30
27.	Citigroup Nominees (Asing) Sdn Bhd *CBNY For Norges Bank (FI 17)*	27,529,915	0.30
28.	Citigroup Nominees (Tempatan) Sdn Bhd *Employees Provident Fund Board (CIMB PRIN)*	21,983,735	0.24
29.	Cartaban Nominees (Asing) Sdn Bhd *BNYM SA/NV For People's Bank Of China (SICL ASIA EM)*	21,319,685	0.23
30.	AmanahRaya Trustees Berhad *Amanah Saham Bumiputera 2*	20,421,573	0.22
TOTAL		**7,680,459,909**	**83.62**

List Of Top Ten Properties

For the financial year ended 31 December 2024

No	Address / Location	Freehold land and/or buildings	Current usage of land and buildings	Approximate age of buildings (years)	Date of acquisition / capitalisation	Land area (sq. meter)	Built-up area (sq. meter)	Net book value as at 31 Dec 2024 RM'000
1	Office Building - 475, Union Place Colombo 02, Sri Lanka	Freehold building	Telecommunication, operation, network offices and transmission station	9	31.08.2015	-	13,713	23,177
2	Welivita Road, Malabe, Sri Lanka	Freehold land	Transmission stations	-	31.12.2013	163,895	15,000	7,880
3	Centennial Tower Ground Floor, Jl. Gatot Subroto Kav. 24 & 25, Karet Semanggi, Setiabudi, Indonesia	Freehold building	Office building and data centre	7	27.01.2021	-	934	7,562
4	Centennial Tower 26th Floor, Jl. Gatot Subroto Kav. 24 & 25, Karet Semanggi, Setiabudi, Indonesia	Freehold building	Office building	7	31.07.2021	-	757	7,370
5	No. 24 Foster Lane, Union Place Colombo 02, Sri Lanka	Freehold land and building	Office building	9	30.06.2015	10,482	61,266	5,942
6	Jl. Bulevar Gajah Mada, Lippo Cyber Park No. 2170, 2172, 2176, 2178, 2180 & 2182, Panunggangan Barat, Cibodas, Indonesia	Freehold building	Office building	27	30.06.2020	-	2,100	4,599
7	Jl. Padang No. 21, RT 005/RW0 08, Pasar Manggis, Setiabudi, Indonesia	Freehold building	Office building	19	18.08.2021	-	469	3,790
8	CDC Building, 21 Samarakoon Mawatha, Piliyandala, Sri Lanka	Freehold land and building	Telecommunication, operation, network offices and transmission station	1	31.01.2021	400	2,554	3,538
9	Jl. Kusuma Bangsa No. 106, Tambaksari, Indonesia	Freehold building	Office building and data centre	1	31.01.2020	-	600	3,428
10	Jl. Bulevar Gajah Mada, Lippo Cyber Park No. 2005, 2007, 2009, 2038 & 2050, Panunggangan Barat, Cibodas, Indonesia	Freehold building	Office building	27	21.08.2020	-	1,750	3,297

Net Book Value Of Land & Buildings For the financial year ended 31 December 2024

Location	Freehold		Net book value of land	Net book value of buildings
	No. of Lots	Area ('000 sq ft)	RM'000	RM'000
1. **Malaysia**				
(a) Selangor	1	6	490	-
(b) Perak	1	1	254	-
(c) Johor	1	295	350	-
2. **Indonesia**	17	49	3,173	104,781
3. **Sri Lanka**	39	1,027	12,123	59,302
4. **Bangladesh**	264	1,400	10,957	31,689
5. **Cambodia**	-	-	-	5,922
Total	**323**	**2,778**	**27,347**	**201,694**

Glossary

ABAC
Anti-Bribery and Anti-Corruption

ABIC
Axiata Board Investment Committee

ACFC
Axiata Cyber Fusion Centre

ADIF
Axiata Digital Innovation Fund Sdn Bhd

APLE
Action Pour Les Enfants

ARMC
Annual Report Management Committee

B40
Bottom 40% (income group)

BAC
Board Audit Committee

BAMS
Branding, Advertising, Marketing and Sponsorship

BCI
Bursa's Common Indicator

BCP
Business Continuity Programme

BEE
Board Effectiveness Evaluation

BEEP
Basic Education Equivalency Programme

BNRC
Board Nomination and Remuneration Committee

BRCC
Board Risk and Compliance Committee

BSC
Board Sustainability Committee

BVCM
Beyond Value Chain Mitigation

CAC
Computer-Aided Cooling

CD
Continuous Delivery

CG Report
Corporate Governance Report

CI
Continuous Integration

CMMI
Capability Maturity Model Integration

COC
Code of Conduct

COI
Conflict of interest

CoPA
Coverage of Populated Area

CREST
Council of Registered Ethical Security Testers

CRM
Customer Relationship Management

CSAM
Child Sexual Abuse Material

CSF
Cybersecurity Framework

CT
Continuous Testing

CX/ CE
Customer Experience

DADIF
Dialog Axiata Digital Innovation Fund (Private) Limited

DC-HSPA
Dual-Carrier High-Speed Packet Access

DIA
Dedicated Internet Access

DIB
Digital Inclusion Benchmark

DLP
Data Leakage Prevention

DOCSIS
Data Over Cable Service Interface Specification

DPIA
Digitised Data Privacy Impact Assessments

DPO
Data Protection Officer

DPS
Dividends Per Share

DSR
Data Subject Rights

DTH
Direct-to-Home

EDs
Executive Directors

EES
Employee Engagement Survey

EESG
Environmental, Economic, Social, and Governance

eKYC
e-Know Your Customer

ERM
Enterprise Risk Management

ESG
Environment, Social and Governance

ESH
Environmental, Safety, and Health

e-SIM/ eSIM
Embedded Subscriber Identity Module

FIRST
Forum of Incident Response and Security Teams

F&P Policy
Fit & Proper Policy

FTTH
Fibre to the Home

G20
Group of Twenty

GCEO
Group Chief Executive Officer

GDP
Gross Domestic Product

GDPR
General Data Protection Regulation

GDS
Gifts, Donations & Sponsorship

GeSI
Global Enabling Sustainability Initiative

GET
Green Electricity Tariff

GHG
Greenhouse Gas

GHs
Group Heads

GLC
Government-Linked Company

GSMA
Global System for Mobile Communications Association

HFC
Hybrid Fiber-Coaxial

HRT
High-Risk Transaction

HSE
Health, Safety & Environment

HSPA
Evolved High-Speed Packet Access

IAR
Integrated Annual Report

IAX
India-Asia Expressway

IEA
International Energy Agency

IFRS
International Financial Reporting Standards

ILO
International Labour Organization

INED
Independent Non-Executive Directors

IPTV
Internet Protocol Television

IPv6
Internet Protocol version 6

ISO
International Organization for Standardization

ISSB
International Sustainability Standards Board

ITU
International Telecommunication Union

IVR
Interactive Voice Response

KPIs
Key performance indicators

KRI
Key Risk Indicators

LOA
Limits of Authority

LTE-A
Long-Term Evolution Advanced

LTIR
Lost Time Incident Frequency Rate

M&A
Mergers and acquisitions

MACC
Malaysian Anti-Corruption Commission

MAP
Mandatory Accreditation Programme

MCCG
Malaysian Code on Corporate Governance

MCPTT
Mission Critical Push-To-Talk

MDeC
Malaysia Digital Economy Corporation

MDM
Mobile Device Management

MFS
Mobile Financial Services

MoU
Memorandum of Understanding

MSME
Micro, Small, and Medium-sized Enterprises

Glossary

NACSA
National Cyber Security Agency

NED
Non-Executive Directors

NINED
Non-Independent Non-Executive Directors

NIST
National Institute of Standards and Technology

NPS
Net Promoter Score

NSRF
National Sustainability Reporting Framework

NTC
National Tower Company

OHS
Occupational Health & Safety

PAM
Privileged Access Management

PbD
Privacy by Design

PCU
Power Control Unit

PWD
Persons with Disabilities

PETs
Privacy Enhancing Technologies

PMS
Performance Management System

PPA
Power Purchase Agreement

PUE
Power Usage Effectiveness

PV
Photovoltaic

QoS
Quality of Service

RAN
Radio Access Network

RCMC
Risk & Compliance Management Committee

RCO
Risk and Compliance Officer

REC
Renewable Energy Certificate

RFPs
Requests for Proposals

RMS
Remote Monitoring System

SADIF
Smart Axiata Digital Innovation Fund

SBTi
Science Based Targets Initiative

SCOC
Supplier Code of Conduct

SIA
Service Interaction Assistant

SIEM
Security Information and Event Management

SLA
Service Level Agreement

SLT
Senior Leadership Team

SOC
Service Operation Centre

SORMIC
Statement on Risk Management and Internal Control

SPII
Sensitive Personally Identifiable Information

SR
Sustainability Report

SRM
Sustainability Reporting Manual

SRv6
Segment Routing over IPv6

Steering Committee
Axiata Sustainability Steering Committee

TCFD
Task Force on Climate-related Financial Disclosures

TechCo
Technology Company

Telco
Telecommunications Company

TM Forum
TeleManagement Forum

TPDD
Third-Party Due Diligence

TPRM
Third-Party Risk Management

TVET
Technical and Vocational Education

TVM
Threat & Vulnerability Management

UN SDGs
United Nations Sustainable Development Goals

UN WEP
United Nations Women's Empowerment Principles

UN Women
United Nations Entity for Gender Equality and the Empowerment of Women

UNESCO
United Nations Educational, Scientific and Cultural Organization

UNGCMYB
United Nations Global Compact Network Malaysia & Brunei

USO
Universal Service Obligation

USSD
Unstructured Supplementary Service Data

VAPT
Vulnerability Assessment and Penetration Testing

VDP
Vendor Development Programme

W20
Women 20

WAMA
The Women of Axiata and Male Allies

WBA
World Benchmaking Alliance

WiBAS
Wireless Broadband Access Systems

WIN
Women's Inspiring Network

Summary of average and closing rates used for FY2023 and FY2024 are as follows:

FY2023

Local Currency:	Average	Closing
1 BDT: RM	0.042248	0.041780
1 INR: RM	0.055194	0.055185
1 LKR: RM	0.013973	0.014205
1 THB: RM	0.131014	0.134309
1 USD: RM	4.558479	4.590000
1 SGD: RM	3.393948	3.478700
1 IDR: RM	0.000299	0.000298
1 PKR: RM	0.016390	0.016460
1 PHP: RM	0.081957	0.082882

FY2024

Local Currency:	Average	Closing
1 BDT: RM	0.039761	0.037247
1 INR: RM	0.054706	0.052270
1 LKR: RM	0.015529	0.015270
1 THB: RM	0.129689	0.131500
1 USD: RM	4.575762	4.472000
1 SGD: RM	3.423653	3.291900
1 IDR: RM	0.000289	0.000277
1 PKR: RM	0.016437	0.016059
1 PHP: RM	0.079928	0.077117

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