![axiata - advancing asia]

SUSTAINABILITY & NATIONAL CONTRIBUTION REPORT 2023

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OUR BUSINESS

DIGITAL BANKING

FINANCIAL MANAGEMENT

ada

CASHLESS PAYMENT

boost

AXIATA DIGITAL LABS

BASIS OF THIS REPORT

Welcome to Axiata's 12th Sustainability & National Contribution Report (SNCR or Report) 2023

This Report conveys vital sustainability information and performance for Axiata Group Berhad (the Group, Axiata or Axiata Group) and its overall business operations. To understand the value we create for our stakeholders, we recommend reading the Report alongside the Axiata Integrated Annual Report 2023 and the Governance and Audited Financial Statements 2023.

Our Reporting Suite

Integrated Annual Report 2023
- Printed Version
- Online Version

Governance & Audited Financial Statements Report 2023
- Printed Version
- Online Version

Sustainability & National Contribution Report 2023
- Online Version

Reporting Period

This Report encompasses the reporting period from 1 January to 31 December 2023, unless specified otherwise. In line with our reporting suites, relevant information may include significant events up to 31 March 2024.

This SNCR is produced annually and was published in April 2024. The last SNCR was published in April 2023.

Scope and Boundary

The Report covers the Group's material sustainability performance across our operating footprint in ASEAN and South Asia and, where possible, our extended value chain. Axiata's business and sustainability presence spans across Malaysia, Indonesia, Sri Lanka, Bangladesh, Cambodia, Pakistan, Myanmar, Laos and the Philippines.

The businesses included are those in which Axiata exercises significant operational control with over 50% ownership ('Operating Companies' or 'OpCos').

These reports do not include reviews of CelcomDigi Berhad, as it became a Key Associate Company on 1 December 2022, and Ncell Axiata, sold on 1 December 2023. The financial review of both companies is provided in the Governance & Audited Financial Statements 2023 (GAFS).

Digital Telco

XL axiata   Dialog   robi   Smart   celcomdigi
Key Associate Company

Infrastructure

EDOTCO   linknet

Digital Businesses

Boost   ada   AXIATA DIGITAL LABS

We acknowledge that the operational contexts of our OpCos may vary across different markets. Nevertheless, we have made best efforts to highlight various accomplishments and milestones relevant to each OpCo throughout the report based on applicable material matters.

In this context, OpCos have developed their sustainability reports, highlighting their robust sustainability agendas. To offer readers a thorough perspective on the sustainability endeavours of Axiata and our OpCos, we have incorporated links to OpCos' reports and websites, where applicable, throughout this report.

XL axiata IAR SR
Dialog AR SR
robi IAR SR
Smart SR
linknet AR SR
celcomdigi IAR
EDOTCO SR
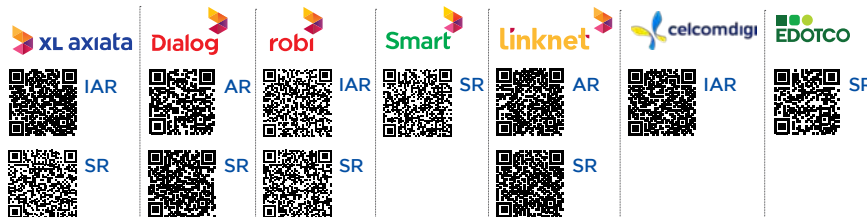
Frameworks, Standards and Guidelines

This SNCR and its contents align with these recognised global and local sustainability reporting frameworks, standards and guidelines:

- Bursa Malaysia Main Market Listing Requirements
- Bursa Malaysia Sustainability Reporting Guide (3rd edition)
- Global Reporting Initiative (GRI) Universal Standards 2021
- United Nations Sustainable Development Goals (UN SDGs)
- Task Force on Climate-related Financial Disclosures (TCFD) Recommendations
- Greenhouse Gas (GHG) Protocol
- UN Global Compact's (UNGC) 10 Principles
- GSMA ESG Metrics for Mobile Sector

This Report also contains historical data for comparison purposes, where relevant and available.

As a UNGC signatory committed to the 10 Principles, this Report complements our Communication on Progress (CoP), submitted to the UNGC. It reflects our continuous efforts to align our business practices with the 10 Principles, UN SDGs and the Paris Agreement. We have also joined the Science Based Targets initiative (SBTi) Business Ambition for 1.5°C campaign, which guides us to establish science-based targets and pathways to achieve our net-zero commitments.

Furthermore, we based our disclosures on key performance indicators derived from global ESG ratings and benchmarks, including the Carbon Disclosure Project (CDP) Worldwide, S&P Global Corporate Sustainability Assessment (CSA), FTSE4Good Bursa Malaysia, MSCI and Digital Inclusion Benchmark (DIB).

Reporting Principles

This Report adheres to the GRI Standards Reporting Principles, ensuring quality information and disclosures:

- Accuracy – maintaining precise and detailed information to facilitate impact assessments
- Balance – presenting unbiased information reflecting both negative and positive impacts
- Clarity – ensuring information is accessible and easy to understand

BASIS OF THIS REPORT

- Comparability – selecting, compiling and reporting information consistently to analyse how our impacts have changed over time, benchmarked against other organisations
- Completeness – providing sufficient information for impact assessment during the reporting period
- Sustainability Context – presenting how our impacts fit into the broader context of sustainable development
- Timeliness – reporting information promptly for timely decision-making
- Verifiability – collecting, recording, compiling and analysing information to facilitate examination and determine its quality

Forward-Looking Statements

Some statements in this SNCR may be forward-looking, discussing our financial and non-financial position, future priorities, strategies and growth opportunities. These are based on reasonable assumptions and do not guarantee future results. Actual results may differ significantly from the projections in these forward-looking statements as a result of events, risks, uncertainties and other factors.

Statement of Assurance

PricewaterhouseCoopers PLT, Malaysia, was engaged to provide independent limited assurance for the following seven key ESG indicators based on International Standard on Assurance Engagement (ISAE) 3000 (Revised). "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information".

The assured indicators in this Report are related to Digital Telcos, Infrastructure and Corporate Centre, unless stated otherwise. For details on the subject matter and scope of assurance, please refer to the Independent Limited Assurance Report on pages 138 to 139.

ESG Indicator	Bursa Malaysia Common Indicator	GRI Standards
Proportion of senior management hired from the local community		GRI 202-2
Proportion of spending on local suppliers	✓	GRI 204-1
Total energy consumption (excluding renewable energy)		GRI 302-1
Scope 1 emissions	✓	GRI 305-1
Scope 2 emissions	✓	GRI 305-2
Total training hours by employee category	✓	GRI 404-1
Percentage of employees receiving regular performance and career development reviews		GRI 404-3

Board Approval

The Board, represented by the BSC, has reviewed and approved this Report. The BSC oversees Axiata's reporting suite, ensuring credibility by reviewing and approving reporting quality, disclosure levels, structure and design to align with the Group's vision and strategy for stakeholder engagement.

Feedback

Feedback is crucial for enhancing our sustainability and reporting practices. We encourage stakeholders to share their feedback and views on this Report or any aspect of our sustainability performance. All feedback can be addressed to Group Sustainability at sustainability@axiata.com.

NAVIGATION ICONS

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

Cross References:

📄 Refer to **IAR**, **SNCR** and **GAFS**   🌐 Refer to website here

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

Stakeholders

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

Capitals

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

Material Matters

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

5 Vectors of Value Creation

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

5 Strategic Priorities

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

THIS IS AXIATA

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

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

Our Purpose	Our Vision	Our Aspiration
ADVANCING ASIA	The Next Generation Digital Champion	Axiata as a Sustainable Dividend Company

AXIATA 5-BY-5 STRATEGY

5 Vectors of Value Creation

V1 Synergies Delivery in CelcomDigi
celcomdigi

V2 Structural Transformation in Indonesia
XL axiata
linknet

V3 Business Resilience in Frontier Markets
Dialog
robi
Smart

V4 Sustainable Value Creation for InfraCo
EDOTCO

V5 Value Illumination of Digital Businesses
boost
ada
AXIATA DIGITAL LABS

5 Strategic Priorities

SP1 Operational Excellence

SP2 Telco-TechCo Journey

SP3 Portfolio Optimisation & Value Illumination

SP4 New Engagement & Operating Model

SP5 Winning Culture

OUR SUSTAINABILITY FRAMEWORK

AXIATA SUSTAINABILITY FRAMEWORK
We aspire towards advancing a digital future, where people, planet and our business can collectively thrive

ADVANCING DIGITAL SOCIETIES
Enable all to thrive in a digitally-connected world

ADVANCING OUR PEOPLE & COMMUNITIES
Create positive social impact for our people and society

DRIVING GOVERNANCE & RISK
Adopt responsible and fair practices across our value chain

ADVANCING GREEN ECONOMY
Promote climate action and circular economy across our markets

THIS IS AXIATA

SHAREHOLDING STRUCTURE
As at 31 March 2024

36.72
Khazanah Nasional Berhad

18.34
Permodalan Nasional Berhad

18.13
Employees Provident Fund Board

16.09
Other Malaysian Shareholders

10.72
Foreign Shareholdings

OUR BUSINESS MODEL AND FOOTPRINT ACROSS ASEAN AND SOUTH ASIA

Key Associate Company:

Digital Telcos

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

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

Infrastructure

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

IAR, Our Triple Core Business on pages 70 to 73

Digital Businesses

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

IAR, Our Triple Core Business on pages 74 to 79

Malaysia

Indonesia

Sri Lanka

Bangladesh

Cambodia

Pakistan

Myanmar

Laos

Philippines

REFLECTIONS FROM OUR BOARD SUSTAINABILITY COMMITTEE

"

The Group continues to bring to life Axiata's purpose of Advancing Asia through its sustainability agenda despite shifting operating landscapes and rising ESG demands. It demonstrated efforts towards advancing a digital future where people, planet and the business can collectively thrive.

"

From left to right:
Thayaparan S Sangarapillai (Chairman) (INED),
Vivek Sood (GCEO & MD), Eysa Zulkifli (Non-INED),
Khoo Gaik Bee (INED)

As the Board Sustainability Committee (BSC), we provide enhanced oversight and deliberation on matters relating to sustainability management as a Group-wide agenda, including climate-related matters and the preparation of the Group's Integrated Annual Report (IAR). The BSC Chairman provides regular updates to the Axiata Board of Directors, ultimately responsible for the Group's sustainability agenda, ensuring that the Board is kept abreast of the latest developments. In 2023, sustainability matters were raised five times for discussion and deliberation by the Board.

Our roles include advising and guiding the Group in the implementation of Axiata's ESG framework to support its long-term goals, while directing the Group on organisation and strategic alignment.

In addition, we guide the Group in the implementation of Axiata's Net-Zero Carbon Roadmap to achieve its commitment to net-zero no later than 2050, and in delivering intermediate targets, consistent with the science-based approach. In 2023, we received progress updates on Axiata's net-zero rollout, Scope 1, 2 and 3 emission and Axiata's science-based targets that were submitted for validation to SBTi.

A key priority for us in 2023 was to promote accountability and to ensure strategic alignment throughout the OpCos by leveraging the Board Risk and Compliance Committee (BRCC) of each OpCo. The terms of reference of the Group and the OpCos' BRCCs have been expanded to determine that robust processes are in place for identifying, assessing and monitoring ESG risks, enabling sound governance.

On behalf of the Board of Directors, we continue to uphold the quality of reporting, the level of disclosure, and the design and structure of the IAR suite, which reflects Axiata's vision and strategy for engaging with its stakeholders. Our responsibilities include reviewing and approving the IAR suite, ensuring that Axiata's disclosures comply with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and other recognised ESG frameworks. This complements the need to ensure Axiata's regular communication with external stakeholders on the Group's sustainability approach, priorities and performance as we continue to promote transparency to build trust and enable Axiata's stakeholders to make informed decisions.

Overall, Axiata has made good progress on its sustainability agenda and is advancing key practices. As the sustainability landscape continues to transform, we will maintain our role of overseeing and guiding the Management, ensuring that Axiata's path is clear towards Advancing Asia and creating long-term value for people, planet and the business.

🌐 Refer to the roles and responsibilities of the BSC here

Priorities for 2024

The BSC will maintain its oversight of Axiata's sustainability performance and activities in 2024. This entails monitoring Axiata and its OpCos' progress towards meeting our near-term net-zero targets through the decarbonisation strategy rolled out within Axiata's Net-Zero Carbon Roadmap to reduce carbon emissions (Scope 1, 2 and 3) alongside the adoption of TCFD recommendations. An additional priority in 2024 will include monitoring ESG KPIs across the Group (including Bursa Malaysia's Common Indicators) and ensuring Axiata is prepared for regulatory developments and ESG reporting requirements. These include IFRS S1 and IFRS S2, which are aligned with the TCFD framework that we have adopted.

Activities in 2023

The BSC met 10 times in 2023 and carried out the following:

- Approved the IAR suite for FY2022, Axiata's SBTi targets for validation and FY2023's material sustainability matters

- Reviewed Axiata's sustainability performance and activities, communication plans used to appraise Group and OpCos' BRCC on sustainability initiatives, FY2023 sustainability assurance plan and progress on meeting TCFD recommendations

- Received updates and provided guidance for the post-campaign report of the IAR and SNCR for FY2022, the outcomes from FY2022 sustainability assurance, progress on ESG KPI reporting and on the Group's net-zero agenda

📄 **IAR**, BSC Report on page 99

A CONVERSATION WITH OUR LEADERSHIP

The new normal has seen Axiata Group Berhad (Axiata) asserting its role of providing connectivity and digitalisation to empower societies, address stakeholders' needs and respond to the planet's needs more urgently. The Group has responded with enhancing its Environmental, Social and Governance (ESG) practices.

Tan Sri Shahril Ridza Ridzuan
Chairman

Vivek Sood
Group Chief Executive Officer and Managing Director

Q1   How did Axiata continue to drive its sustainability agenda despite the challenging year given the macroeconomic and geopolitical volatility/headwinds?

Amidst the challenges posed by macroeconomic and geopolitical volatility, Axiata remained resolute in advancing its sustainability agenda. We are committed to embedding sustainability into our strategic Telco-TechCo transformation journey. This entails advancing sustainability and corporate responsibility, guided by our Sustainability Framework. Our efforts are supported by the principles of Winning Culture, which have evolved from Uncompromising Integrity and Exceptional Performance. This framework accentuates three core values: Obsession for Customers, Courage for Change and Passion for Collaboration.

To adapt to market volatility and evolving ESG landscapes, we enhanced our sustainability governance through Board Committees. ESG strategy, framework and material matters are governed by the Board Sustainability Committee (BSC) and OpCo's Board Risk and Compliance Committee (BRCC), ensuring robust processes are in place for identifying, assessing and monitoring of ESG risks and performance. This allows sustainability to be seamlessly integrated across the Group, fostering a holistic approach to governing the sustainability agenda. The Group's Board and Management maintain oversight of ESG matters and are accountable for determining priorities in identifying, assessing, monitoring and managing ESG risk.

Our OpCos have been instrumental in ensuring our commitment to serve people, the planet and societies within their respective markets. In 2023, Digital Businesses stepped up by strengthening their sustainability governance, which will serve to complement their value illumination.

Q2   In becoming The Next Generation Digital Champion, Advancing Digital Societies is essential to enable people and businesses to collectively thrive. What were the highlights in enabling digital inclusion?

We aspire to advance a digital future where people, the planet and business can collectively progress. We remain focused on digital inclusion to advance digital societies and align with our culture's goal of promoting diversity, equity and inclusion (DEI). Our initiatives provide equal access to the digital world and opportunities, bridging the gap by connecting people to vital services such as banking, education and healthcare.

Our efforts to build digitally inclusive communities have once again led to us receiving the Digital Inclusion Benchmark recognition by the World Benchmarking Alliance for the fourth year in a row. We were ranked 22nd best-performing company among the top 200 technology and communications companies worldwide that were evaluated in 2023.

We remain a strong supporter of the EDISON Alliance and uplifted 19.3 million lives to date against the target of improving 23 million lives from 2022 to 2025 in healthcare, education and financial inclusion.

However, we understand that bridging the digital divide may pose social consequences. For example, the increased adoption of data to access content may affect children's wellbeing and development. Recognising this, we have taken measures to protect children and make the Internet safer. In November 2023, Axiata Group became an Internet Watch Foundation (IWF) member. This independent not-for-profit child protection organisation aims to minimise and stop the availability of child sexual abuse images and videos online. By joining forces with the IWF, we aim to increase public awareness of the impact of Child Sexual Abuse Material (CSAM) and prevent the spread of child pornography through URL blocking, ensuring a safer Internet environment for all communities, especially minors.

A CONVERSATION WITH OUR LEADERSHIP

Q3 **2023 was officially the hottest year on record. How is Axiata progressing on its climate action and net-zero agenda?**

The recognition of 2023 as the warmest year on record highlights the urgent need for more substantial climate action. Axiata will continue to promote climate action and the circular economy across our markets, aligned with our commitment to become net-zero no later than 2050. We will continue to push our climate agenda through the Net-Zero Carbon Roadmap, outlining three key objectives, aligned with science-based targets.

By 2030, we aim to reduce absolute greenhouse gas (GHG) emissions of Scopes 1, 2 and 3 against a 2022 baseline. The reduction target has been submitted to SBTi for validation. We acknowledge that there is still much to do to enhance our data collection and monitoring, especially for Scope 3, but this is a start. We have enhanced our strategy to include a Scope 3 decarbonisation pathway, which will be incorporated into the latest version of our Net-Zero Carbon Roadmap. This is where our supply chain and partnerships must be elevated to support our decarbonisation journey.

Across the OpCos, we are already seeing decarbonisation of the network. For instance, Dialog and Smart have installed solar power panels to increase renewable energy usage and reduce reliance on purchased electricity. Our Infrastructure business, EDOTCO, continues to solarise its towers and has adopted lithium batteries, reducing dependency on grid power.

We are currently in the second year of adopting the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to better inform our shareholders and stakeholders of our climate-related risks and financial disclosures. In 2023, we focused on strengthening the integration of climate-related risks into Axiata's Enterprise Risk Management (ERM) Framework. Concurrently, the identification of climate-related opportunities continues to be a focus on identifying potential business or strategic opportunities that align with a low-carbon economy and create value. This will allow us to better manage matters that may arise, through our strategic and financial planning.

🗐 **SNCR**, Climate Change on pages 55 to 63

Q4 **Please share how Axiata has helped people and communities thrive as part of its purpose of Advancing Asia?**

As an integral component of our Winning Culture, we uphold respectful and professional communication standards to promote trust, collaboration and innovation. This exemplifies our commitment to one of our core values, Passion for Collaboration. Recently, we have revised and updated our Code of Conduct to align with the Ways of Working, highlighting the significance of effective communication in all interactions, extending beyond our workplace to our marketplace and communities.

Our robust corporate culture, which includes driving DEI and wellbeing advocacy are fundamental to our dedication to giving back to communities. Corporate social responsibility (CSR) initiatives remain a core focus as we strive to fulfil our purpose of Advancing Asia through our Axiata Foundation. This includes nurturing the younger generation to become future leaders through providing access to education and supporting the underserved and underprivileged. Across the Group, we have community investments of up to RM27 million that benefitted more than 28 million individuals. Through Axiata Foundation alone, RM16.5 million was invested in the community, which benefitted more than 13,400 individuals.

Our business presence in nine countries in ASEAN and South Asia enables us to create economic impact and value in the markets and communities we serve, contributing to sustainable development. The impact across ASEAN and South Asia is disclosed in our annual National Contribution Report, which highlights our key contributions. Aligned to our Telco-TechCo journey, this year, we have improved further by moving beyond telecommunications, and highlighting our Malaysian portfolio of digital businesses supported by activities at Group headquarters.

🗐 **SNCR**, Fair, Diverse & Inclusive Employment on page 67, Community Development on page 78, and National Contribution Report on page 105

Q5 **Given the dynamic and continuously evolving nature of cyber threats and global data breaches, how is Axiata ensuring integrity and cyber resilience while protecting its data?**

Digitalisation brings with it the threat of cyber security breaches, and we must prioritise the preservation of digital trust and integrity. Our Digital Trust & Resilience (DT&R) 2023 strategy ensures strong governance of cyber and data privacy strategy, overseen by the Board Risk and Compliance Committee. The strategy guides us to manage current and emerging cyber security threats and respond to attack vectors, in line with our cyber security vision to inspire trust and confidence. In 2023, we:

- Integrated cyber security and data privacy performance metrics into OpCos' KPI scorecards to drive home the Group's commitment to strengthening cyber security
- Effectively implemented the initiatives outlined in the DT&R 2023 plan, achieving the targeted outcomes ahead of schedule. This led to enhanced data protection and strengthened cyber resilience
- Strengthened public-private partnerships with government agencies and regulators to address emerging threats. These collaborations led to knowledge sharing and leveraging expertise of Axiata Cyber and Privacy

Our Cyber Fusion Centre further supports our DT&R strategy by strengthening internal capabilities, promoting awareness and fostering partnerships to strengthen cyber resilience in the region. We are currently looking at extending some of our expertise to our customers, who have shown a strong interest in our Cyber Fusion Centre. As a testament to the state-of-the-art facility centre, it was honoured with the Cybersecurity Project of the Year Award by Cybersecurity Malaysia in 2023. For the Group, there is always more to be done to strengthen cyber resilience in this evolving digital world and open technologies. Cyber security is identified as high risk and the resilience programme is closely monitored by the Board committee.

🗐 **SNCR**, Digital Integrity on page 90

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

Q6 **Looking ahead, what are Axiata's plans?**

As we look ahead, having the proper operating structure, leadership team and culture coupled with sustainability at the core will help us deliver on our purpose, aspiration and commitments while building resilience towards emerging sustainability issues. The Board is committed towards our sustainability journey and fully engaged with the Management on how Axiata can progress.

In 2024, we will continue with our climate agenda by working on a pathway based on the approved SBTi targets. This will involve refining our Scope 3 inventory, and although a challenging endeavour, we must work closely with our business partners, suppliers and other stakeholders across our value chain to reach our targets.

We remain dedicated to creating long-term value through partnerships within and beyond the industry as we seek to contribute to the UN Sustainable Development Goals (UN SDGs). Our support for the 17 global goals is aligned with our EDISON Alliance pledge to impact 23 million lives across Asia from 2022 to 2025. This includes striving to realise our aspiration of advancing a digital future where people, planet and business can collectively thrive. Our digital inclusion agenda involves ensuring universal, secure internet access, particularly for children and other vulnerable communities, which is among some of our initiatives to foster the trustworthy use of technology. This is important as we continue providing digital access to all, leaving no one behind in a digitally connected world.

🗐 **IAR**, In Conversation With Our GCEO on page 13

SUSTAINABILITY YEAR IN REVIEW

Advancing Digital Societies

- Ranked **#22** among technology and communications companies worldwide in the Digital Inclusion Benchmark
- Joined the **Internet Watch Foundation** to ensure a safer Internet environment for all, especially children
- **#1** telco in **3** of our markets based on the Net Promoter Score (NPS)
- Developed Group-level **AI Governance & Ethics Standards**

Advancing Green Economy

- **Submitted near-term and net-zero targets to SBTi** based on a 2022 baseline for validation
- **Climate Action Winner** for Large Corporations by UNGC Malaysia & Brunei
- **Integrated climate risk into the ERM Policy** and conducted preliminary quantification of climate-related opportunities

Advancing Our People & Communities

- Rolled out **People Quality Framework Group-wide**
- Logged in **238,578^** training hours in 2023
- More than **28** million beneficiaries for investments made across communities we operate in
- **11** volunteers trained under Axiata Foundation for disaster preparedness with the Malaysia Relief Agency

Driving Governance & Risk

- Successfully **completed all activities identified in the 3-year ABAC Plan FY2021-2023** and achieved a strong maturity and effectiveness in its compliance programme
- Axiata Cyber Fusion Centre recognised as **Cybersecurity Project of the Year Award** by Cybersecurity Malaysia
- **69%^** proportion of spending on local suppliers Group-wide

Our Impact on ASEAN & South Asia[1]

- Total GDP contribution **USD8.7** billion
- Supported **0.6 million** jobs across our markets
- Invested a total of **USD4.8** billion in capex + opex
- Total taxes and fees paid to governments **USD1.3** billion

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

    ^   This data was subjected to external independent limited assurance. Refer to the independent limited assurance report on pages 138 to 139

SUSTAINABILITY AWARDS & ACCOLADES

In 2023, we showed steady improvements overall and met significant milestones in our sustainability journey due to enhanced reporting and impactful initiatives. This growth and maturity can be seen in improvements in our ESG Ratings and awards won.

ACCOLADES

Silver Award for **Telecommunications & Media at The Edge Malaysia ESG Awards 2023 – Equity Awards**

National Annual Corporate Report Awards (NACRA) 2023

Gold for Excellence Award - Companies with more than RM10 billion in market capitalisation

Silver for Best Sustainability Reporting

ARC Awards International
Silver - Best PDF Version of Annual Report: Combined Annual and Sustainability Report

United Nations Global Compact Malaysia & Brunei **Forward Faster Sustainability Awards 2023**

Climate Action – Winner for Large Company Category

Partnership For the Goals Recognition – Axiata Foundation's Axiata Young Talent Programme (AYTP)

ESG RATINGS

Constituent of the **FTSE4Good Bursa Malaysia Index and FTSE4Good Bursa Malaysia Shariah Index** with 3-star ESG Grading Band (under Bursa's ESG Ratings of PLCs assessed by FTSE Russell)

Improved score of **3.6** from the previous 3.4 in the **FTSE Russell ESG Rating**

Maintained AA (Leader) rating by MSCI ESG Ratings

Performed in the **top third** in the Telecommunication Services Industry in the 2023 S&P Global Corporate Sustainability Assessment (with an improved score 39/100)

Maintained CDP Score C (Awareness) (2023) (improved from D in 2021)

Digital Inclusion Benchmark Top Quartile with rank 22/200

OUR SUSTAINABILITY APPROACH

AXIATA SUSTAINABILITY FRAMEWORK

In maintaining sustainable practices and upholding our core values, we remain guided by our Sustainability Framework, which is the bedrock of our value creation journey.

The framework reflects our commitment to prioritising sustainability and managing material matters that are significant to us. In line with the current demand for positive ESG impacts from corporate organisations, our robust Sustainability Framework has considered the various levels of sustainability maturity within the Group apart from the worldwide drive towards ESG initiatives.

> " Our robust Sustainability Framework has guided us in remaining resilient amidst the evolving macroeconomic volatility and ESG landscape. It sets out a pathway for us to embed ESG into the core of Axiata's business strategy, enabling us to deliver on our purpose of Advancing Asia. "
>
> **Vivek Sood**
> Group Chief Executive Officer and Managing Director

Advancing Digital Societies
Enable all to thrive in a digitally connected world with a focus to improve the lives of people through technology whilst ensuring digital inclusion

Advancing Green Economy
Promote climate action and circular economy across our markets. This links to our target to become net-zero no later than 2050

Advancing Our People & Communities
Create positive social impact on our people (talent) and society. Internally, this links to our agenda for Fair, Diverse & Inclusive Employment

Driving Governance & Risk
Adopt responsible and fair practices across our value chain to build long-term digital trust and enhance cyber security and data protection

ADVANCING DIGITAL SOCIETIES
Enable all to thrive in a digitally-connected world

ADVANCING GREEN ECONOMY
Promote climate action and circular economy across our markets

ADVANCING OUR PEOPLE & COMMUNITIES
Create positive social impact for our people and society

DRIVING GOVERNANCE & RISK
Adopt responsible and fair practices across our value chain

AXIATA SUSTAINABILITY FRAMEWORK
We aspire towards advancing a digital future, where people, planet and our business can collectively thrive

AXIATA SUSTAINABILITY FRAMEWORK

Public Sustainability Targets

As the conversation for corporate transparency increases, there is a corresponding rise in the anticipation for publicly disclosed sustainability objectives. At Axiata, establishing and communicating our sustainability targets signifies our commitment to transparency. Disclosing our targets not only enables us to mitigate and manage risks, but also helps us monitor our performance and ESG impacts.

We have established a set of sustainability targets to measure our progress against our goals and address any areas that need improvement. This ensures that we are on track to fulfil our sustainability commitments while keeping our stakeholders updated and enabling the Group to make informed decisions. We will review and enhance our targets to focus on key areas and align with the evolving sustainability and regulatory landscape and stakeholder expectations.

Legend for status: ● Achieved   ● Making Progress   ● Needs More Effort

	Targets	FY2023 Progress	Status
Advancing Digital Societies	Impact the lives of around 23 million people between 2022 and 2025 in the areas of healthcare, education and financial inclusion (inclusive of digital skills)[1]	19.3 million lives impacted to date with 15.7 million in 2023 across the areas of healthcare, education and financial inclusion	●
Advancing Green Economy	Become net-zero no later than 2050		
	• The near-term target and revised baseline for Scope 1 and 2 (from 2020 to 2022) are pending SBTi validation	Scope 1: 28,767.76 tCO$_2$eˆ (6.5% reduction versus 2022) Scope 2: 1,094,612.60 tCO$_2$eˆ (8.5% increase versus 2022)	●
	• Set baseline and target for Scope 3 by end 2023	Scope 3 emissions determined and baseline set for 2022. Scope 3 near-term target with 2022 baseline is pending SBTi validation	●
Advancing Our People & Communities	30% women in Axiata Group Berhad (Holding Company) senior leadership team by 2025	27% women's representation (as of 31 December 2023)	●
Driving Governance & Risk	Build Digital Trust & Resilience to ensure the protection of customer information and the security of critical infrastructure		
	• Rank among the top 25th percentile in the ASEAN region on the National Institute of Standards and Technology (NIST)[4] maturity industry benchmark by 2025	Continue to rank in the top 30th percentile in the ASEAN region on NIST's maturity industry benchmark with an aggregate of 3.4 out of 5 for the Group's Cyber Security Maturity	●
	Create long term value by fostering a winning culture based on integrity, ethics and compliance achieved through mandatory training and awareness programmes for people and broader stakeholders[5]	Training completion across the Group: • ABAC: 98.5% • Data Privacy: 98.2% • Cyber Security: 98.5%	●
	• 90% training completion for Anti-Bribery & Anti-Corruption (ABAC), Whistleblowing, Data Privacy & Cyber Security yearly		
	30% women's representation in Axiata Group Berhad (Holding Company) Board of Directors (BOD) by 2025[6]	27.3% women's representation (as of 31 December 2023)	●

Notes:
1. Covers identified programmes by Axiata's Digital Telcos and Boost with the aim to serve communities where we operate beyond our subscriber base. Target beneficiaries are people from lower incomes, micro-SMEs, women and girls, youth and students and people living in rural areas
2. As part of the SBTi validation, Axiata reviewed and updated the Scopes 1 & 2 emissions baseline to 2022. This aligns with SBTi Criteria v5.1, which requires the submission of a recent-year inventory, specifying no earlier than 2021
3. Refers to the senior leadership/senior management team at the Axiata Group Berhad (Holding Company) level and excludes senior leadership/senior management teams of our OpCos

4. To learn more about NIST please go to www.nist.gov/about-nist
5. Employees refer to all employees across Axiata; and broader stakeholders refers to suppliers and vendors at the Axiata Group Berhad level only and excludes OpCo suppliers
6. Refers to the Axiata Group Berhad's (Holding Company) BOD only and excludes BODs of our OpCos
^ This data was subjected to external independent limited assurance. Refer to the independent assurance report on pages 138 to 139
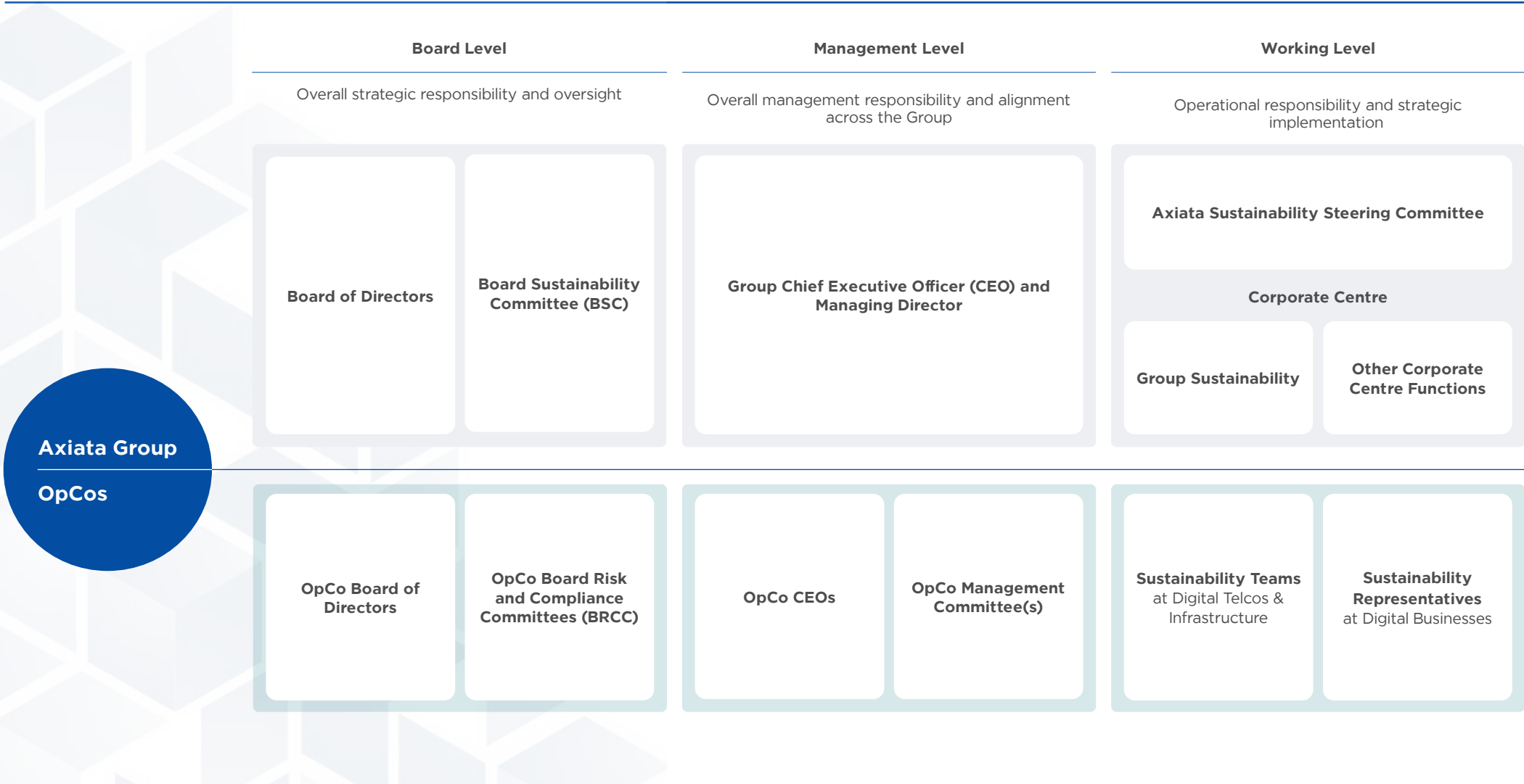
SUSTAINABILITY GOVERNANCE

We consistently review and refresh our sustainability governance on a periodic basis to improve our sustainability management and approach. In 2023, the Group continued to deliver on its commitment and collaborated with the Board Risk and Compliance Committee (BRCC) of each OpCo to enhance strategic alignment and accountability. We will continue to ensure effective management of our sustainability performance and improve the credibility of our initiatives by regularly updating the roles and responsibilities of the relevant Axiata Committees. Our goal is to strengthen Group oversight of OpCos to continue guiding them in achieving our strategic objectives together.

TCFD

📋 **SNCR**, Climate Change on pages 55 to 63

	Board Level		**Management Level**		**Working Level**	
	Overall strategic responsibility and oversight		Overall management responsibility and alignment across the Group		Operational responsibility and strategic implementation	

Axiata Group

Board Level: Board of Directors | Board Sustainability Committee (BSC)

Management Level: Group Chief Executive Officer (CEO) and Managing Director

Working Level: Axiata Sustainability Steering Committee

Corporate Centre: Group Sustainability | Other Corporate Centre Functions

OpCos

Board Level: OpCo Board of Directors | OpCo Board Risk and Compliance Committees (BRCC)

Management Level: OpCo CEOs | OpCo Management Committee(s)

Working Level: Sustainability Teams at Digital Telcos & Infrastructure | Sustainability Representatives at Digital Businesses

SUSTAINABILITY GOVERNANCE

Board Level

Axiata's Board holds ultimate responsibility of the Group's sustainability agenda and provides oversight of the integration of ESG matters in Axiata's corporate strategy with the aim of balancing stakeholder interests while ensuring that we grow responsibly and create long-term value.

To keep the Board up to date and ensure that it understands the sustainability issues relevant to the Group, the Board receives regular Board Sustainability Committee (BSC) reports from the BSC Chairman. Additionally, the Board schedules a minimum of two sustainability updates in a year, during which issues relating to the matter are presented, deliberated and resolved in an appropriate manner.

Board Sustainability Committee (BSC)

The BSC provides oversight of strategic guidance to the Group and resolves matters relating to sustainability management as a Group-wide agenda. The BSC also has oversight of climate-related matters, including climate risks and opportunities.

The BSC also has the authority to appoint external counsels or advisers and obtain independent professional advice or services in managing sustainability practices. The BSC reviews and evaluates its performance at least once a year to ensure that it has carried out its responsibilities. In the year under review, the BSC met 10 times.

📑 **SNCR**, Reflections From Our Board Sustainability Committee on page 6

📑 **IAR**, Transparency and Accountability - Board Committees - Board Sustainability Committee on page 99

Management Level

The overall management responsibility and oversight of sustainability-related matters lies with our Group Chief Executive Officer (GCEO) and Managing Director. The GCEO and Managing Director is supported by the Group Chief Corporate Officer, who oversees Group Sustainability, and other senior management within their areas of responsibility. For accountability, sustainability-related KPIs including climate change performance linked to our net-zero commitment are embedded in Axiata's and OpCos' Senior Leadership Teams' (SLTs) annual remuneration-linked KPIs. Additionally, all OpCo CEOs are also authorised to sign off on sustainability-related governance as part of internal control assurance.

Working Level

Axiata Sustainability Steering Committee (Steering Committee)

Chaired by the Group Chief Corporate Officer, the Steering Committee consists of representatives from Group Sustainability, OpCo Sustainability teams and representatives, and selected Heads or nominees from key Group corporate functions. The Steering Committee is responsible for supporting the management of ESG matters and ensuring collaboration to streamline the approach within the Group and promote sharing.

Group Sustainability

Group Sustainability leads the development of the overall strategy and framework to drive sustainability initiatives and programmes across the Group in a structured and cohesive way. Its responsibilities include monitoring and managing business sustainability practices and targets, keeping abreast of the sustainability development landscape and ensuring management of the Group's ESG risks and opportunities are assessed and evaluated. The team also provides advisory support and capacity building for the sustainability teams in all OpCos and receives sustainability progress updates.

OpCos

On all OpCo Boards and Board Committees, Axiata Group is represented by its Directors or senior management representatives. This enables alignment and oversight from the Group to OpCos, including ensuring the integration of sustainability across the organisation.

Each OpCo has its own sustainability governance, where sustainability-related matters are escalated to the OpCo Board, Board Committee, CEO or Management Committee by Sustainability Teams or representatives.

For FY2023, a key priority was to promote accountability and ensure strategic alignment throughout the OpCos by leveraging the BRCC of each OpCo. With guidance and support from OpCo BRCCs, the BSC was able to support the Group's and OpCos' sustainability agenda including compliance with ESG-related regulatory requirements.

OpCos are responsible for the governance, daily management and operations, programme implementation and data collection for the Group's identified sustainability material matters, as well as their own sustainability matters or practices.

CONSIDERING WHAT MATTERS

Materiality Assessment

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

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

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

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

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

Materiality Matrix

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

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

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

INFLUENCE ON STAKEHOLDER ASSESSMENTS AND DECISIONS

HIGH / LOW

SIGNIFICANCE OF AXIATA'S SUSTAINABILITY IMPACTS

LOW / HIGH

WHAT MATTERS TO US

Legend: 🫶 Customers   💬 Media   👥 Industry Bodies   🧑‍🤝 Suppliers & Business Partners   👥 Shareholders, Investors & Analysts   🤝 Community & Civil Society Organisations   🏛 Regulators and Government   👥 Employees, Management & Board

Material Matters	Descriptions	Importance to the Group	Importance to Stakeholder Groups	Bursa Malaysia's Common Sustainability Matters*
Advancing Digital Societies				
Network Quality & Connectivity	Enhancing network quality, coverage and connectivity through continuous improvements in efficiency, availability and reliability.	We are committed to continuously enhancing our network quality and connectivity through advancement in technology, e.g. 5G networks and IoT. This is important to maintain customer trust and remain competitive in the market.	🫶 🤝 🧑‍🤝 As a regional mobile telecommunications and digital conglomerate, our customers, business partners and communities trust us in providing them with the best quality of network with a wide range of coverage and connectivity to navigate through the digital age.	N/A
Customer Experience	Delivering a differentiated user experience for customers, offering the most affordable products and services relative to customer promise in our highly competitive markets.	We place customer experience and satisfaction as a top priority by delivering personalised experiences and providing seamless products and services to maintain long-term customer loyalty in markets where we operate to remain competitive.	🫶 Understanding our customers' dynamic requirements is crucial for us to offer them products and services that go beyond meeting their current needs.	N/A
Digital Inclusion	Ensuring everyone, including vulnerable members of the community, has access to affordable and innovative products to participate in the digital economy, leaving no one behind.	We are committed to empowering our customers and communities by enabling everyone to thrive in the digitally connected world through accessibility to our affordable and innovative products and services.	🏛 🤝 In supporting the national aspirations in bridging the digital gap, we continuously improve and expand our network access to ensure everyone, especially remote and vulnerable members of the community, is included.	N/A
Sustainable Business Growth	Promoting direct and indirect value creation in our strategic investment decisions to ensure sustainable growth for our business and enhance our shareholder returns, taking into consideration the ever-changing operating landscape, e.g. global recession.	Our investment and partnership strategies guide our Group towards long-term sustainable business growth by ensuring operational performance growth and continuous positive value creation to all our stakeholders.	👥 🧑‍🤝 Our focus on long-term sustainable business growth enables us to create value and enhance shareholder returns, national contributions, and employee and value chain livelihood.	N/A
Digitisation & Innovation	Adopting technological innovation to enhance key internal business functions, improve process efficiency and effectiveness, and promote innovation and business continuity.	In achieving our vision to become The Next Generation Digital Champion, we prioritise technological innovation in enhancing the efficiency and effectiveness of our internal business processes.	🧑‍🤝 🫶 👥 Digitisation and innovation enables the digital transformation journey in businesses, allowing them to grow and deliver meaningful business outcomes.	N/A

Notes: * *All 11 Bursa Common Matters have been mapped to Axiata's Material Matters*

WHAT MATTERS TO US

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

Material Matters	Descriptions	Importance to the Group	Importance to Stakeholder Groups	Bursa Malaysia's Common Sustainability Matters*
Advancing Green Economy				
Climate Change	Implementing internal controls and monitoring mechanisms to manage climate risks and opportunities in alignment with achieving our net-zero carbon commitment, to embark on our Task Force on Climate-related Financial Disclosures (TCFD) journey and to benefit through a climate-positive enablement effect.	In line with our net-zero carbon commitment, we are committed to reducing our operational carbon emissions and closely monitoring and managing the climate impacts of our business operations.	Responding to the global calls for action on climate change, we endeavour to provide innovative digital solutions to enable and encourage our customers and communities to transition towards a low-carbon economy.	Energy Management, Emissions Management
Environmental Management	Managing environmental impacts through effective waste management, water consumption and biodiversity conservation in our aspiration towards a circular economy within our operations.	While maintaining our social licence to operate, we will conduct our activities sustainably through water-use efficiency, effective waste management and biodiversity conservation.	We commit to operating responsibly by managing our consumption of natural resources to minimise adverse impacts on the environment in markets we operate. We will work progressively, together with our partners across our value chain, to uphold the same level of environmental management practices.	Waste Management, Water
Advancing Our People & Communities				
Fair, Diverse & Inclusive Employment	Fostering fair recruitment practices by embracing a diverse and inclusive culture in the workplace and offering employees fair compensation and benefits.	Establishing an inclusive working environment for all employees promotes a healthy and productive work culture which boosts employees' morale that translates into enhanced operational performance.	By promoting a diverse, fair and inclusive work environment, we create a winning culture for our employees to feel safe and included in the workplace.	Diversity, Labour Practices and Standards
Talent Development & Attraction	Promoting development and uplifting competencies of employees to respond to the rapidly changing and complex business environment.	In building a modern, agile and digital talent factory, our specialised development programmes enhance our employees' competitive edge in responding to the rapidly changing and complex business environment, while also attracting new talent to our organisation.	With our specialised talent development programme, we develop competencies and empower our employees, enabling them to progress in their careers.	Labour Practices and Standards
Community Development	Paving the way to a digitally inclusive future where communities thrive through our financial and non-financial contributions as we continue to support, uplift and nurture local communities, the underprivileged and underserved groups.	As a responsible corporate citizen, Axiata is committed to creating positive impacts on and purposeful contributions to the local communities where we operate for long-term sustainable community development.	Through our community investment initiatives, we engage closely with the communities, understand their needs, provide them with basic utilities and uplift their living standards.	Community/Society

Notes: * All 11 Bursa Common Matters have been mapped to Axiata's Material Matters

WHAT MATTERS TO US

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

Material Matters	Descriptions	Importance to the Group	Importance to Stakeholder Groups	Bursa Malaysia's Common Sustainability Matters*
Advancing Our People & Communities (continued)				
Emergency & Disaster Response	Providing support to society in times of emergency and disaster through our business operations and contributions.	We ensure that we are always prepared with the right tools, infrastructure and resources to support improved access to communities and contribute to humanitarian response in times of calamities and disasters.	Society's dependence on connectivity imposes high trust on telcos' business resilience to ensure access to communication and information during times of crisis.	Community/Society
Employee Health, Safety & Wellbeing	Providing for the health, safety and wellbeing of our employees in the workplace in ways that address key challenges while bringing value to their livelihood.	We commit to complying to all applicable environmental, health and safety laws and regulations to ensure that we provide a healthy working environment that promotes physical and mental health and safety.	Our employees entrust us in providing them with a conducive workplace with safety regulations and protocols that keep them away from health and safety hazards, and ensuring rapid and appropriate action is taken when incidents occur.	Health and Safety
Driving Governance & Risk				
Digital Integrity	Strengthening data privacy and protecting information and intellectual property against cyber security breaches, to ensure our consumers' safety and security from threats and online exploitation.	We continue to strengthen our cyber security practices to safeguard our customers' data from cyber security threats and breaches to maintain their confidence in us and to ensure the long-term viability of our business.	In view of the heightened risks of data breaches, data privacy has become one of the top concerns of customers.	Data Privacy and Security
Business Ethics & Governance	Maintaining strict business ethics and compliance with all applicable laws, regulatory requirements and policies across our markets of operation in regard to bribery and corruption, tax transparency, anti-competitive practices, human rights and freedom of expression, through business integrity and good corporate governance.	Maintaining strict business ethics as top priority for Axiata by establishing strong governance and ensuring that all business conduct adheres to the Code of Conduct that conforms to the T.R.U.S.T principles defined in the Malaysian Anti-Corruption Commission (MACC) Act.	With Axiata's strong ethical culture, we continue to establish and nurture relationships with transparency, mutual trust and integrity with our stakeholders.	Anti-corruption
Sustainable Supply Chain	Incorporating Economic, Environmental, Social and Governance (EESG) considerations across our supply chain management and processes, while ensuring supply chain continuity.	Our supply chain plays a vital role in maintaining the quality of our services and developing innovative products and services that address our customers' needs. Hence, it is crucial for us to hold our suppliers to high standards of business conduct, including sustainable practices.	We provide support and empower our supply chain, where needed, to build their capabilities in managing the EESG factors within their business operations.	Supply Chain Management
Regulatory & Political Risk	Monitoring and management of evolving changes in the regulatory landscape and political context.	As we operate our business in countries across the ASEAN and South Asia region, which remain highly regulated, it is crucial for Axiata to closely monitor and respond to the rapidly evolving regulatory and political landscape to ensure long-term business growth.	We maintain close relationships with regulators and the government to ensure that we always uphold a high level of compliance with regulatory requirements and meet their expectations.	N/A

Notes: * All 11 Bursa Common Matters have been mapped to Axiata's Material Matters

STAKEHOLDER ENGAGEMENT

● Ongoing   ● As needed   ● Quarterly   ● Annually   ● Monthly   ● Throughout the year

Customers

Why They Are Important
Our customers encompass both individual and enterprise customers. We value each of our customers and prioritise their experience on our network, as well as the impact of our solutions and services. We are committed to delivering optimal performance to meet our customers' expectations and enhance their user experience.

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

- Customer surveys
- Engagements and activities

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

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

Suppliers & Business Partners

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

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

- Direct engagements and meetings
- Tenders and bidding

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

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

Community & Civil Society Organisations (CSO)

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

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

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

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

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

Shareholders, Investors, Analysts

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

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

- Quarterly results calls with analysts
- Investor conferences
- Annual General Meetings
- Analyst and Investor Day
- Shareholder and investor engagements
- Analyst engagements
- ESG questionnaires

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

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

STAKEHOLDER ENGAGEMENT

● Ongoing   ● As needed   ● Quarterly   ● Annually   ● Monthly   ● Throughout the year

Media

Why They Are Important
The media provides a platform to communicate with our key stakeholders and local communities. Media channels allow us to promote new products and services, make corporate announcements and share thought leadership ideas, opinions and insights.

How We Engage
We engage with the media through interviews, press releases, conferences and other engagement activities.

- Media releases and interviews
- Regular updates to key regional and international editorial contacts
- Advertorial placements
- Media-hosted panel events
- Media enquiries
- Quarterly media engagement during the release of financial results
- Media briefings and press kits
- Internal events
- AGM media briefing session

Topics Raised:
- Providing updates on internal corporate developments and changes
- Sharing financial results and market performance
- Industry trends and issues (e.g. GSMA Open Gateway deployment, INsights@Axiata)
- Communicating our technology breakthroughs

Axiata's Response and Results
- Provide regular performance updates, corporate activities and updates on new investments
- Facilitate interaction between the media and senior leadership during AGM and provide full-year and quarterly results via media briefing sessions
- Respond to regional and global media queries promptly
- Communicate Axiata's strategy to boost its performance and drive profitability in its geographic footprint by maximising the potential of its OpCos, encompassing digital telcos, digital business and infrastructure segments, through focused capital allocation

Regulators and Government

Why They Are Important
Our regulators and authorities specify the national laws and regulations that determine the licence and scope of our activities in our respective market operations. They grant operating licences to our OpCos and impose regulatory measures that may have potential cost implications for the Group.

How We Engage
We proactively engage with country regulators and authorities through industry meetings, leadership platforms and capacity building workshops to support and enable the digital ecosystem.

- National Regulatory Authority
- Top leadership, e.g. Prime Minister-level, President-level
- Heads of regulatory agencies
- Ministers responsible for ICT and digital sectors
- Ministers related to investments, trade, foreign affairs and finance

Topics Raised:
- Discussing spectrum management and allocations, and licensing matters such as fees
- Regulatory fairness, including Network Fair Contribution
- Competition policy, including digital competition
- Taxation and the industry's long-term sustainability
- Regulatory compliance (telecommunication services, financial services)
- Information security and data protection
- IR 4.0 and digitalisation towards the Digital Economy
- National contribution for nation building
- Integrating ESG matters into business operations, particularly climate change

Axiata's Response and Results
- Invest in the development of local telecommunications infrastructure
- Contribute directly and indirectly to the development of the local and regional digital economy
- Support digital innovation initiatives to drive the development of local and regional digital ecosystems
- Deploy world-class cyber security and data privacy practices
- Actively engage in dialogue with regulators and government agencies to foster collaboration, address telco concerns and respond to ESG regulations or disclosure requirements

Industry Bodies

Why They Are Important
As a regional industry player in the telecommunications sector, we collaborate and partner with other industry bodies within and related to our sector, aligning with key areas of interest.

How We Engage
We engage with relevant industry bodies through regular discussions and business roundtables to continuously improve the telecommunications industry.

- Meetings, discussions and roundtables with industry bodies such as United Nations Global Compact Malaysia & Brunei (UNGCMYB) and GSMA

Topics Raised:
- Ensuring business continuity by capitalising on opportunities
- Establishing partnerships and collaborations
- Peer and knowledge sharing
- Engaging in discussions on emerging sustainability topics

Axiata's Response and Results
- Roundtables with UNGCMYB, GSMA and industry players on sustainability-related matters including renewable energy
- As part of our thought leadership, we actively engage with industry bodies to foster collaboration, address industry/market concerns, and anticipate and adequately respond to ESG regulations or disclosure requirements
- Engage in industry proceedings and policies aimed at improving the industry to benefit communities and society

Employees, Management & Board

Why They Are Important
Our innovative and diverse talent pool is essential for delivering the best digital experience to our customers. We cultivate a culture of high performance and accountability, which attracts, develops and retains the best talent to execute our business.

How We Engage
Axiata conducts an annual Employee Engagement Survey and regular townhalls, and utilises a range of digital platforms to stay engaged with employees across the Group.

- Updates are broadcasted on television channels
- Updates via Scoop (our intranet platform) and ad hoc information
- Townhalls
- Employee engagement survey

Topics Raised:
- Sharing Axiata's long-term business strategy and performance
- Highlighting career and talent development opportunities
- Ensuring work-life balance and employee wellbeing support
- Embedding diversity and inclusivity

Axiata's Response and Results
- Provide job opportunities to local talents
- Implement Group and OpCo Talent Development programmes
- Enable our talents to become the next generation digital champions
- Foster a Diversity, Equity and Inclusion (DEI) work environment

MEMBERSHIPS & ASSOCIATIONS

Our dedication to remaining at the forefront of industry trends is unwavering, as we understand the vital role played by our memberships and associations in fostering valuable connections. These affiliations not only keep us informed about regulatory changes but also serve as platforms for industry engagement, facilitating networking opportunities, knowledge exchange, resources and tools, and access to specialised expertise, amplifying our collaborative efforts within the industry.

GSMA

As a Board member of GSMA, a global organisation dedicated to driving innovation in the mobile ecosystem for positive societal impact, we collaborate with industry players on regional initiatives to promote social and digital inclusivity through the following main initiatives:

Humanitarian Connectivity Charter

Improving humanitarian access and response during crises. 160 Mobile Network Operators across 112 countries have signed, including Axiata, pledging to minimise the impact of crises and save lives by enhancing access to communication and information.

⊕ Refer to website here

Climate Action Taskforce

Achieving net-zero carbon emissions by 2050 with over 60 operator groups worldwide. The Taskforce advocates for climate policy frameworks, shares best practices and conducts research on how mobile tech can mitigate and adapt to climate change.

⊕ Refer to website here

Connected Women Commitment Initiative

Closing the gender gap in mobile internet and mobile financing services to provide more opportunities for women. Mobile operators, with support from the Connected Women team, are working to increase female participation in their mobile internet and/or mobile money service customer base. Dialog and Robi have committed to this initiative.

⊕ Refer to website here

▢ **SNCR**, For other work we do with GSMA on page 85

TM Forum

Since 2010, the Group has been a member of TM Forum, a collaborative alliance comprising over 850 global enterprises dedicated to dismantling technological and cultural barriers among digital service providers, technology suppliers, consultancies and systems integrators. In 2019, we affirmed our commitment to the Open API & Open Digital Architecture Manifesto.

⊕ Refer to website here

The CEO Action Network (CAN)

CAN is a closed-door peer-to-peer informal network of CEOs and board members focused on sustainability advocacy, capacity building, action and performance. With a dedicated Working Group, workstreams and active members driving tailored initiatives, CAN aims to catalyse its members toward shaping future-ready and ESG-integrated business models and ecosystems.

Axiata is one of the 70 members of CAN. We have also confirmed our active participation in its Policy Advocacy workstream.

As a member, we provided insights as part of the CAN Peer Sharing: Sustainability Disclosures and TCFD in December 2023.

⊕ Refer to website here

Internet Watch Foundation (IWF)

Axiata and its group of companies joined forces with the IWF in December 2023 to increase public awareness of the impact of Child Sexual Abuse Material (CSAM). The aim is to help prevent the spread of CSAM through URL blocking and ensuring a safer Internet environment for all to use, especially children.

⊕ Refer to website here

30% Club

The 30% Club aims to promote gender balance in senior decision-making roles. In Malaysia, the focus has been to promote a minimum of 30% women representation on the boards of public listed companies. Axiata Group Berhad, ADA, EDOTCO and Boost are members.

⊕ Refer to website here

UN WEP

In 2023 we became a signatory to the United Nations Women's Empowerment Principles (WEP). We are committed to fostering an inclusive workplace environment that celebrates diversity, promotes gender equality and empowers women in the workplace, ensuring all employees have equal opportunities for growth and development.

⊕ Refer to website here

Business Integrity Alliance

As a member, we are actively engaged in collaborative efforts aimed at combatting corruption and promoting business integrity. We contribute to the Alliance's activities by hosting and participating in best practice sharing sessions, fostering connections among industry practitioners and advocating the use of data analysis and automation of compliance to ensure efficiency and accuracy of data. We also support various events focused on reducing the costs and risks associated with corruption in business.

⊕ Refer to website here

FIRST
(Forum of Incident Response and Security Teams)

Axiata Group Berhad strengthens its incident response and cyber security resilience by becoming a member of FIRST in 2019. As a member, we benefit from knowledge sharing, global collaboration, timely threat alerts and connecting with incident response teams worldwide, fostering diverse perspectives and exposure to cyber security insights.

⊕ Refer to website here

CREST

We became a member of CREST and attained CREST accreditation in 2023. CREST is an international not-for-profit membership body representing the global cyber security industry. CREST accreditation represents companies that are recognised as offering the highest quality and most professional cyber security services. As a member, we have access to independent and verifiable quality assurance and the opportunities to influence governments and regulators through CREST engagements and policy inputs globally. We also benefit from regular networking and roundtable events.

⊕ Refer to website here

MEMBERSHIPS & ASSOCIATIONS

Journey Towards Sustainable Development:
Axiata's Partnership with UNGC

Affiliated Subsidiaries

In November 2022, **Axiata Group Berhad** solidified our dedication to sustainable business practices by becoming a member of the United Nations Global Compact (UNGC), reaffirming our pledge to uphold ethical standards and contribute positively to global sustainability efforts.

As the largest corporate sustainability initiative globally, the UNGC focuses on promoting ethical business conduct concerning human rights, labour, the environment and anti-corruption efforts. By aligning with the UNGC's Ten Principles, Axiata integrates these values into its business strategies, operations and corporate culture.

Driven by its purpose of Advancing Asia, Axiata sees its membership in the UNGC as a significant step towards becoming The Next Generation Digital Champion in the markets it serves. This commitment underscores Axiata's increased responsibility to contribute positively to society and the environment while enhancing the quality of its services.

Together, we work towards the common goal of promoting sustainable and responsible business practices. Through the following initiatives with the UN Global Compact Network Malaysia & Brunei (UNGCMYB), Axiata has actively contributed to advancing sustainability in the region:

UNGCMYB Science-Based Targets Initiative (SBTi) Symposium 2023 - Panelist

On 6 June 2023, the SBTi Symposium 2023 brought together sustainability practitioners and industry leaders to raise awareness and offer strategic guidance, encouraging businesses to commit to setting science-based targets aimed at limiting temperature rise to below 1.5°C.

UNGCMYB Peer-to-Peer Sharing on Advancing Green Economy - Speakers

UNGCMYB Peer-to-Peer Sharing is a platform to enable collective actions and to foster collaboration and knowledge exchange within the member companies of the network.

Members of UN Global Compact Network Malaysia & Brunei gained insights on sustainability at Axiata and how they are Advancing to Zero through Axiata's refreshed Sustainability Framework and Net-Zero Carbon Roadmap, as well as Axiata's experience as an SBTi signatory and its TCFD journey.

UNGCMYB's Young Executive's Sustainability Summit 2023 - Panelist

In conjunction with International Youth Day in August, the Young Executive's Sustainability Summit (YESS) convened young professionals to gain insights on sustainable best practices across industries and societies, explore innovative solutions for enhancing organisational and community sustainability, and engage in networking opportunities with like-minded professionals dedicated to promoting sustainability in the workplace.

The Power of Collaboration: Driving Sustainable Development in Malaysia through Public-Private Partnership - Roundtable

Co-organised by UNGCMYB and Bloomberg LP, the Roundtable session congregated Heads of Sustainability and Key Policymakers to pinpoint crucial challenges and opportunities in fostering public-private sector collaboration in Malaysia, while also delving into innovative solutions implementable through Public-Private Partnerships.

By collaborating with the UNGC and engaging in meaningful initiatives, Axiata continues to actively engage with other organisations to collaboratively pave the way for sustainable business practices in in Malaysia and the region.

🌐 Refer to website [here](#)

> " We appreciate Axiata's involvement in various sustainability-focused engagements with us. Throughout their participation in UNGCMYB, Axiata actively shares their experiences with other participants, contributing to a culture of knowledge exchange in the network.
>
> Their participation not only demonstrates their support for sustainability but also encourages connections with like-minded organisations and experts within the UNGCMYB network and its activities.
>
> As we remain committed to supporting our participants, we look forward to working together with Axiata towards tangible progress in creating a more sustainable and resilient future. "
>
> **Faroze Nadar,**
> Executive Director of UNGCMYB

SUPPORTING THE UN SDGs

Embracing the UN SDGs enable companies like Axiata to contribute towards national agendas and foster regional collaboration on sustainable development. Furthermore, as Axiata is operating within the ICT sector, we can play an enabling role by providing connectivity, digital solutions and infrastructure to drive sustainability.

Our Sustainability Framework and initiatives across the Group align with the SDGs. We strive to bridge the digital divide, champion climate action, promote circularity, foster positive social impact and embrace responsible and equitable practices throughout our value chain.

Axiata has identified and prioritised nine SDGs that reflect the Group's stance, beliefs, aspirations and activities that will generate the most impacts. While our prioritised SDGs focus on specific areas, it is important to recognise that we still contribute indirectly to other SDGs, although to a lesser extent. Our contributions encompass Digital Telcos, Digital Businesses and Infrastructure, in addition to our influential role as a responsible corporate citizen.

Legend: ● Advancing Digital Societies   ● Advancing Green Economy   ● Advancing Our People & Communities   ● Driving Governance & Risk

4 QUALITY EDUCATION
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Sustainability Pillar: ● ●

Snapshots of Our Contribution

- RM115 million pledged to Axiata Foundation's Education Pillar over 10 years (2022-2031) to promote accessible quality education and nurture young Malaysian talents (pg 81)
- OpCos continued to provide access to education (vital services) via digital tools and platforms (pg 40). For instance, Dialog's Nenasa ecosystem consisting of its Educational App, Smart School and TV Programme continued to benefit Sri Lankan students and teachers
- Provided training for digital skills via programmes such as Smart's Digital Literacy Programme to bridge the digital skills gap in our markets, focusing on supporting local communications, students and MSMEs (pg 42)
- Offered tailored digital solutions for individuals and entrepreneurs, such as through Robi's bdapps programmes which provides training on digital skills and enables women to develop apps (pg 45)

5 GENDER EQUALITY
Achieve gender equality and empower all women and girls

Sustainability Pillar: ● ●

Snapshots of Our Contribution

- Committed to 30% women in Axiata Group Berhad senior leadership team (FY23: 27%) and the Board of Directors (FY23: 27.3%) by 2025 (pg 13)
- Participated as a member of the 30% Club and became a signatory to the UN Women's Empowerment Principles (pg 22 and 68)
- Continued to provide inclusive digital initiatives to empower women to enhance their digital skills and online presence, such as through XL's award-winning Sisternet programme which has a target of digitising approximately one million Indonesian female MSMEs by 2025 (pg 45)

8 DECENT WORK AND ECONOMIC GROWTH
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Sustainability Pillar: ● ●

Snapshots of Our Contribution

- Achieved impact on GDP of USD8.7 billion and paid total taxes and fees of USD1.3 billion to governments (pg 105)
- Employed more than 10,800 employees across the Group and supported around 0.6 million jobs across Asia (pg 105)
- Enabled fair, non-discriminatory working conditions that promote individual growth in compliance with health and safety standards via the Employee Code of Conduct and DEI Framework (pg 67)
- Received zero cases of reports concerning human rights issues across the Group via the Speak Up channel or other channels (pg 98)
- Trained more than 5,000 employees on health and safety standards (pg 75)

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

Sustainability Pillar: ● ●

Snapshots of Our Contribution

- Axiata's digital financial services are aimed at enabling communities to participate in the digital economy and improve their livelihoods (pg 44)
- Boost continued to drive financial inclusion via its merchant solutions platform with >630,000 merchant touchpoints in Malaysia and expansion to Cambodia with Smart (pg 44)
- OpCos continued to invest in and promote R&D to enhance products and solutions such as XL's X-Camp (AI and IoT-based solution incubator) and EDOTCO's MoU for R&D on sustainable bamboo telco towers (pg 49)
- Shutting down 3G in all our markets and re-farming the spectrum to 4G and ensuring 5G-ready network architecture across OpCos (pg 31)

SUPPORTING THE UN SDGS

Legend: ● Advancing Digital Societies ● Advancing Green Economy ● Advancing Our People & Communities ● Driving Governance & Risk

10 REDUCED INEQUALITIES — Reduce inequality within and among countries

Sustainability Pillar: ● ● ●

Snapshots of Our Contribution

- The Axiata Equity-in-Education Fund (AEiEF) provided educational support and financial assistance to top-performing students from low-income backgrounds through Back-to-School, Edutuition and All-Star Bestari Scholarship (pg 82)
- Axiata Foundation's Jalinan Kasih Bakti's programmes provide for underserved communities in Malaysia – including the B40 urban and rural poor, single mothers, senior citizens, persons with disabilities and orphans – with basic essential needs, digital connectivity, and upskilling and reskilling training (pg 83)
- Axiata, Dialog and Robi upgraded its corporate websites to feature accessibility widgets for Persons with Disabilities (PWDs), enabling equal access to digital touchpoints (pg 46)
- Robi's Project Khadija provided digital skills training to over 60 female Madrasa students on app development with 20 participants who have each earned an average of 5,000 Taka and collectively amassed a total of one lakh Taka in earnings within one month of training completion (pg 45)

12 RESPONSIBLE CONSUMPTION AND PRODUCTION — Ensure sustainable consumption and production patterns

Sustainability Pillar: ● ●

Snapshots of Our Contribution

- Dialog's e-Kunu enabled an end-to-end internationally and locally certified mobile and e-waste disposal chain with 537kg of e-waste collected in 2023 (pg 65)
- Axiata's Supplier Code of Conduct incorporated minimum ESG expectations on suppliers (pg 102)
- Raised awareness among students and youth via projects under Axiata Foundation's Environmental pillar such as the SayNo2Waste projects, Green Bean and Green Wira (pg 84)

13 CLIMATE ACTION — Take urgent action to combat climate change and its impacts

Sustainability Pillar: ●

Snapshots of Our Contribution

- Signed the SBTi Business Ambition Pledge for 1.5°C and is pending validation from SBTi on submitted targets (pg 55)
- Increased solar sites by 25% against 2022 (pg 55)
- Accelerated our TCFD journey by integrating climate risk into the ERM Policy and identifying climate-related opportunities (pg 59)
- Continued with climate advocacy in markets we operate in such as Bangladesh where Robi co-organised a roundtable to advocate for an urgent need for a Net-Zero emission approach (pg 63)
- Increased awareness on climate change among children and youth via projects under Axiata Foundation's Change4Climate (pg 84)

16 PEACE, JUSTICE AND STRONG INSTITUTIONS — Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Sustainability Pillar: ●

Snapshots of Our Contribution

- 100% of operations across the Group were assessed for corruption-related risks with no confirmed incidents of corruption and actions taken across the Group (pg 97)
- Axiata Anti-Bribery and Anti-Corruption Plan (ABAC) Plan was completed for 2021-2023 with recommendations to maintain the existing plan for 2024-2026 (pg 96)
- Achieved an annual target of >90% training for Anti-Bribery & Anti-Corruption, Whistleblowing and Data Privacy & Cyber Security (pg 97)

17 PARTNERSHIPS FOR THE GOALS — Strengthen the means of implementation and revitalise the global partnership for sustainable development

Sustainability Pillar: ● ● ● ●

Snapshots of Our Contribution

- Continued to be active in industry engagements under various memberships and associations including with the UNGCMYB and GSMA (pg 22-23)
- Axiata's Cyber Fusion Centre promoted public-private partnerships to bolster cyber resilience in the region (pg 93)

OUR VALUE CREATION MODEL

OUR SIX CAPITAL INPUTS

FC Financial Capital
- Market capitalisation at **RM21.8 billion**
- Gross Debt/EBITDA ratio of **3.8x**[1]
- Net Debt/EBITDA ratio of **3.4x**[1]
- Debt Equity ratio of **1.3x**[2]
- Capital expenditure of **RM5.1 billion**

HC Human Capital
- **> 10,800** employees from **37** nationalities
- **238,578** training hours logged in 2023

IC Intellectual Capital
- Data privacy, cyber security and information security initiatives
- Investment in digitisation and modernisation initiatives

SRC Social & Relationship Capital
- 2023 Brand Power Results:
  - **#1** in Sri Lanka & Cambodia
  - **#2** in Indonesia & Bangladesh

MC Manufactured Capital
- **34,961** towers owned by EDOTCO
- **23,642** towers managed by EDOTCO
- Group-wide Base Transceiver Stations (BTS) infrastructure
- Group Plant, Property and Equipment (PPE) value of **RM27.4 billion**

NC Natural Capital
- Direct energy consumption of **0.40 million GJ**
- Indirect energy consumption of **5.79 million GJ**

Material Matters

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

IAR, Considering What Matters on page 26

BUSINESS ACTIVITIES

Our Purpose
Advancing Asia

Our Vision
The Next Generation Digital Champion

Our Aspiration

AXIATA AS A SUSTAINABLE DIVIDEND COMPANY

Triple Core Business

- **Digital Telcos**
- **Infrastructure**
- **Digital Businesses**

Five Vectors of Value Creation

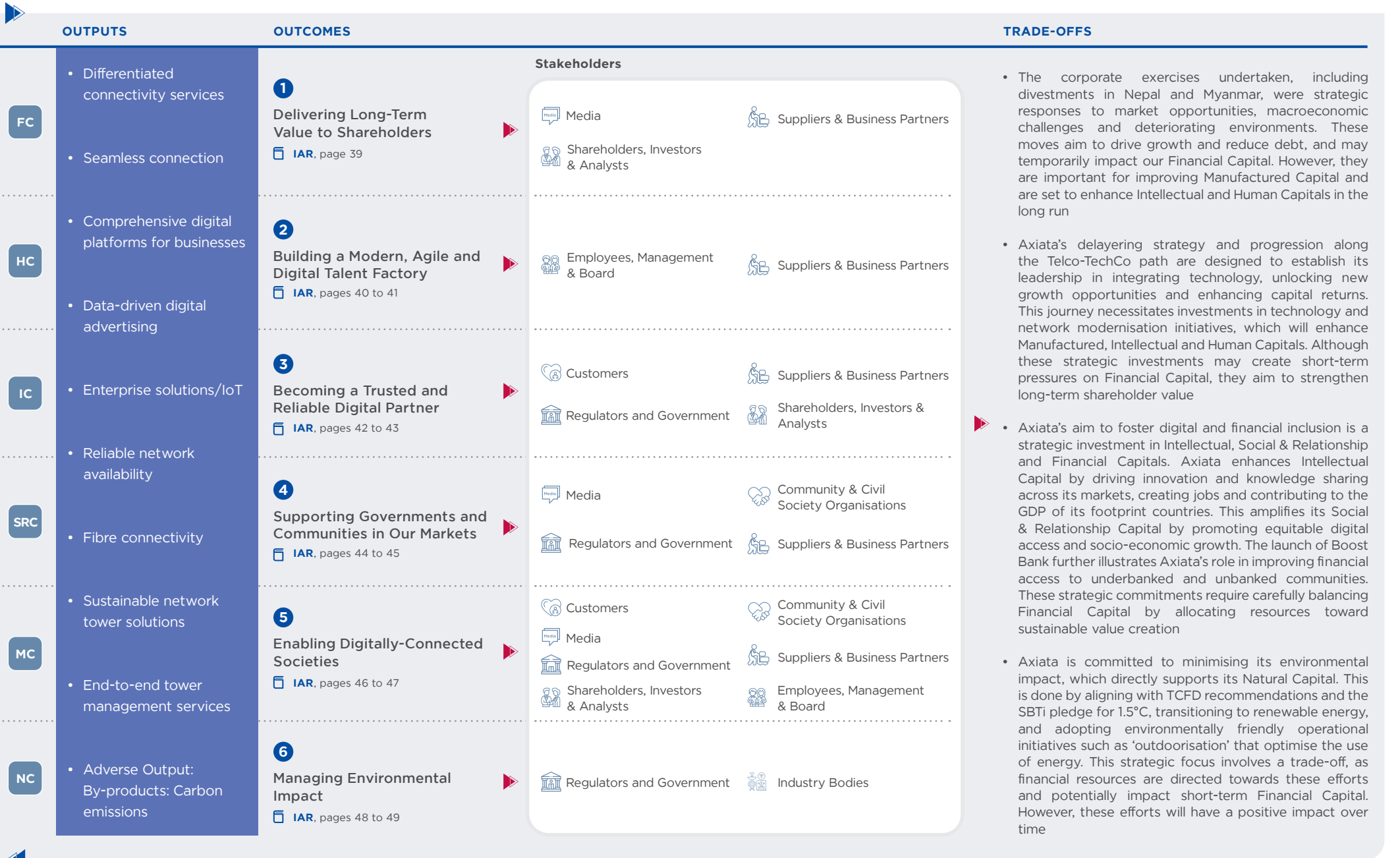| V1 | Synergies Delivery in CelcomDigi | V2 | Structural Transformation in Indonesia |
| V3 | Business Resilience in Frontier Markets | V4 | Sustainable Value Creation for InfraCo |
| V5 | Value Illumination of Digital Businesses | | |

In Alignment with Axiata Sustainability Framework

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

SNCR, Axiata Sustainability Framework on pages 12 to 13

Note:
[1] *Excludes Ncell and EDOTCO Myanmar EBITDA contribution and EDOTCO Myanmar's Debt*
[2] *Excludes EDOTCO Myanmar's Debt*

OUR VALUE CREATION MODEL

OUTPUTS

FC
- Differentiated connectivity services
- Seamless connection

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

IC
- Enterprise solutions/IoT

SRC
- Reliable network availability
- Fibre connectivity

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

NC
- Adverse Output: By-products: Carbon emissions

OUTCOMES

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

2 Building a Modern, Agile and Digital Talent Factory
🗐 IAR, pages 40 to 41

3 Becoming a Trusted and Reliable Digital Partner
🗐 IAR, pages 42 to 43

4 Supporting Governments and Communities in Our Markets
🗐 IAR, pages 44 to 45

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

6 Managing Environmental Impact
🗐 IAR, pages 48 to 49

Stakeholders

Media — Suppliers & Business Partners

Shareholders, Investors & Analysts

Employees, Management & Board — Suppliers & Business Partners

Customers — Suppliers & Business Partners

Regulators and Government — Shareholders, Investors & Analysts

Media — Community & Civil Society Organisations

Regulators and Government — Suppliers & Business Partners

Customers — Community & Civil Society Organisations

Media — Suppliers & Business Partners

Regulators and Government

Shareholders, Investors & Analysts — Employees, Management & Board

Regulators and Government — Industry Bodies

TRADE-OFFS

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

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

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

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

ADVANCING DIGITAL SOCIETIES

What This Means to Us

We believe in the transformative potential of digitisation to drive societal advancement. We are deeply committed to bridging the digital divide, striving for full participation in the digital ecosystem, encompassing both connectivity and usage aspects. Axiata consistently provides digital services in education, healthcare, commerce and entertainment to its 150 million customers, dedicated to enhancing the lives of communities across Asia.

Material Matters

▶ **Sustainable Business Growth - page 29**
- Rolled out refreshed corporate strategy
- Surpassed headline targets with 7.8% revenue growth and 18.4% EBIT growth

▶ **Network Quality & Connectivity - page 31**
- Shutting down 3G in all our markets and re-farming the spectrum to 4G
- XL Axiata collaborated in 5G Private Network projects with Huawei
- EDOTCO enabled 500 of its existing 4G towers with 5G connectivity

▶ **Customer Experience - page 36**
- Digital Reputation Score: #1 in three markets
- Net Promoter Score: #1 in three markets

▶ **Digital Inclusion - page 39**
- 19.3 million lives impacted to date under the EDISON Alliance commitment
- Four funds across our markets funding more than 40 start-ups
- Joined the Internet Watch Foundation in December 2023

▶ **Digitisation & Innovation - page 49**
- AI Governance and Ethics Guidelines published, and readiness assessment completed for all OpCos
- 93 Cloud Certified Professionals across 16 certification levels and seven certification platforms in ADL
- More than 173,000 enterprise customers, enabling us to build new capabilities and generate opportunities

Prioritised UN SDGs

SUSTAINABLE BUSINESS GROWTH

To drive sustainable business growth, we consider the benefits of our strategic investments, sustainability efforts and changing operational conditions to achieve long-term business growth. As we seek to provide steady and sustainable returns for our shareholders, we prioritise long-term planning, and understanding the needs and expectations of our stakeholders.

Why Is This Important

Sustainable business growth promotes direct and indirect value creation in our strategic investment decisions. It enhances our shareholder returns, taking into consideration the ever-changing operating landscape such as global recession. Our investment and partnership strategies guide our Group towards long-term sustainable business growth by ensuring operational performance growth and continuous positive value creation to all our stakeholders.

Outlook

Our strategic direction for 2024 is to drive the execution of Axiata's five portfolio vectors and five business strategies, centred around reinforcing our position in the market and setting the stage for future growth. The immediate aim is to reinforce foundational strengths and ensure we continue to meet the evolving needs of the market efficiently. This also involves a cultural shift within the Group to adapt to the changing landscape and aspirations. The Group will continue to explore market and industry consolidation opportunities to strengthen our competitive edge and market standing. Looking to the future, Axiata continues to lay the groundwork for long-term sustainability. Axiata's five portfolio vectors and five business strategies will drive our transformation journey along the Telco-TechCo continuum, which is synonymous with innovation, digital services and next-generation solutions.

Our Approach

Axiata is on a transformative journey with clear targets to enhance our performance, accelerate value creation, and increase long-term shareholder value. This includes reshaping our portfolio to unlock value and build long-term sustainable businesses. Axiata's five portfolio vectors and five business strategies will guide us on our journey towards becoming the Next Generation Digital Champion, aligned with an aspiration to be recognised as a Sustainable Dividend Company and a digital and technology leader by transitioning from Telco to Telco-TechCo and giving consistent returns to shareholders.

The Axiata 5-by-5 Strategy is anchored on five portfolio vectors that provide a focused framework to create value for achieving our goals. Underpinning the five Vectors of Value Creation are five strategic priorities aimed at achieving operational excellence, enhancing cash flow and driving technological progress.

Our Vision

The Next Generation Digital Champion

Our Aspiration

Axiata as a Sustainable Dividend Company

AXIATA 5-BY-5 STRATEGY

TRIPLE CORE STRATEGY

Digital Telcos — XL axiata, Smart, Dialog, robi, celcomdigi

Infrastructure — EDOTCO, linknet

Digital Businesses — boost, ada, AXIATA DIGITAL LABS

5 STRATEGIC PRIORITIES

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

5 VECTORS OF VALUE CREATION

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

SUSTAINABLE BUSINESS GROWTH

Our Progress

Strengthening Financial Position

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

▢ **IAR**, Outcome 1 on page 39

Delivering Sustainable Value[3]

+ 9.9%	+ 11.7%	+ 94.1%
Revenue	EBITDA	Normalised PATAMI[4]
RM22.0 billion	**RM9.6** billion	**RM0.3** billion

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

Delivering on M&A Synergies

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

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

National Contributions to the Countries We Operate In[5]

At Axiata, our endeavours have a significant impact on the economies and communities of the nine ASEAN and South Asian countries where we operate in. We strive to provide job opportunities, nurture talent and continuously invest in the telecommunications sector by developing infrastructure talent. Additionally, Axiata contributes to the local governments where we operate through tax payments and fees. Furthermore, we contribute to societal welfare through our ESG and philanthropic programmes, empowering communities around us.

US8.7 billion Total GDP contribution	**USD4.8 billion** Total capex + opex Investment	Employed more than **10,600** employees across Asia
Supported around **0.6 million** jobs across Asia		Total taxes and fees paid to governments **USD1.3 billion**

▢ **SNCR**, National Contribution Report on pages 105 to 125

Notes:
1. Based on constant rate using FY2022 average forex rate
2. Excludes Ncell and EDOTCO Myanmar EBITDA contribution and EDOTCO Myanmar's Debt
3. All financial data are based on continuing operations
4. Excludes goodwill/assets impairment, PPA amortisation, foreign exchange losses and derivatives and one-off regulatory fees and penalties
5. National contribution figures include (i) 6 OpCos [XL, Link Net, Dialog, Robi, Smart, EDOTCO (excluding EDOTCO Myanmar)]; (ii) Axiata's operations in Malaysia for 7 entities as part of Malaysia's Digital Ecosystem (ADA Malaysia, Axiata Digital Labs Malaysia, Boost Malaysia, EDOTCO Malaysia, Axiata Group Berhad, Axiata Foundation, Axiata Enterprise); and (iii) CelcomDigi which is a material Key Associate Company of Axiata, proportioned to Axiata's share of CelcomDigi which is 33.1%

NETWORK QUALITY & CONNECTIVITY

Axiata aspires to be more customer-focused to drive the growth and success of the Group. We strive to boost connectivity and connect communities in rural and underserved areas by providing reliable, robust and continuous connectivity. We believe that our initiatives to drive connectivity will contribute to the nation's economy and meet the evolving lifestyle needs of our consumers.

Why Is This Important

Axiata aims to continually improve network quality and connectivity by enhancing our technology, such as 5G networks and IoT, to gain customer trust and enhance competitiveness in the market. As a regional mobile telco and digital conglomerate, our customers, business partners and communities rely on us to deliver high-quality network coverage to meet their digital needs.

Outlook

Axiata will continue to improve its network operational efficiency by adopting the best technology strategy, architecture and network plans. Additionally, network automation and programmability are key considerations of the strategy for achieving operational efficiency. This will help to strike a good balance between network cost and customer experience. We aim to achieve our financial goals by boosting value and obtaining significant savings in capital expenditures by 2026. Our Network Cost Excellence initiatives will also help in maintaining flat Network OPEX, ensuring sustainable growth and efficiency. We remain committed to providing reliable and high-quality telecommunications access through mobile networks and fixed broadband services.

Our Approach

Axiata is dedicated to realising its vision of becoming The Next Generation Digital Champion by prioritising enhancements in its network and operations. We seek to develop these enhancements to provide reliable, affordable and resilient connectivity, ensuring uninterrupted service for consumers. Our Group's Network Transformation Programme and future network strategy have enabled us to pioneer sectoral technological advancements like 5G.

Additionally, our network transformation strategy underscores simplification and cost optimisation, embracing a cloud core infrastructure, capacity optimisation, 5G deployment, fiberisation rollout, network sharing exploration, open network architectures and rural connectivity expansion. The following key areas will support our Telco-TechCo journey and network transformation, which is discussed extensively in the IAR 2023.

How the Network Transformation Strategy Supports Axiata's Telco-TechCo Ambitions

Network Cost Excellence

- Shutting down 3G in all our markets and re-farming the spectrum to 4G
- Sweating the existing assets to carry more traffic while improving the customer experience via continuous optimisation of the network
- Ensure implementation of best practices through planning guidelines and quarterly project reviews
- Radio Access Network (RAN) feature standardisation and implementation for gaining continuous efficiency improvements
- Site solarisation and outdoorisation for reducing power cost and carbon footprint
- Business case-based network modernisations to improve network efficiency and continuity

ServeCo & FiberCo Delayering Between XL & Link Net

- The delayering exercise redefined XL as a ServeCo, positioning it as a converged mobile, fixed broadband and content service provider
- Link Net focused on core expertise in network development, as it strengthens its position as a leading FibreCo
  - Added around 430,000 FTTH home passes and rebuilt nearly 300,000 home passes from HFC to FTTH cable

IAR, XL Review on pages 62 to 63 and Link Net Review on pages 72 to 73

Key Focus Areas for 2023

Simplified, Cost-optimised and Futuristic Network Architecture

- Review network architecture to ensure all OpCos have flexible, agile, cost-optimised and futuristic architecture
- Ensure continuous fiberisation following a master plan
- Ensure 5G-ready network architecture across OpCos
- Ensure network is gradually evolved into a programmable network

Enhancement in Radio Planning

- Introduction of a Value Based Planning (VBP) Tool to ensure capex is spent in the right place and at the right time
- Develop right spectrum implementation strategy together with the OpCos to optimise capex spendings

IAR, In Conversation with Our GCEO on page 17

NETWORK QUALITY & CONNECTIVITY

Our Progress

The following shows our network coverage across our operating markets:

❶ XL axiata

Country
Indonesia

Nature of Business
Mobile

Customers
57.5 million

Technology Deployed
Mobile: GSM, GPRS, EDGE, 3F, HSPA+, DC-HSPA+, 4G LTE, 4, 5G, e-SIM

No. of BTS
2G : 55,131
4G : 104.993

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

Scan the QR code to visit XL's website

❷ Dialog

Country
Sri Lanka

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

Customers
16.9 million

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

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

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

Scan the QR code to visit Dialog's website

EDOTCO

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

- **34,961** towers owned by EDOTCO
- **23,642** towers managed by EDOTCO

Scan the QR code to visit EDOTCO's website

❸ linknet

Country
Indonesia

Nature of Business
Internet Service Provider

Customers
0.8 million

Technology Deployed
Fixed-line Fibre Broadband

Network Coverage
(by population coverage)
3.5 million home passes

Scan the QR code to visit Link Net's website

❹ Smart

Country
Cambodia

Nature of Business
Mobile Telecom Operator

Customers
8.2 million

Technology Deployed Mobile:
GSM/EDGE, LTE/ LTE-A, e-SIM

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

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

Scan the QR code to visit Smart's website

❺ robi

Customers
58.7 million

No. of BTS
2G BTS : 16,564
3G BTS : 2,417
4G BTS: 16,814

Country
Bangladesh

Nature of Business
Mobile Telecom Operator

Technology Deployed
Mobile:
GSM/EDGE, 3G/HSPA+, LTE/LTE-A, VoLTE, e-SIM

Network Coverage
(by population coverage)
2G : 99.78%
3G : 47.77%
4G : 98.79%

Scan the QR code to visit Robi's website

❻ celcomdigi   **Key Associate Company**

Country
Malaysia

Nature of Business
Mobile Telecommunications

Customers
20.6 million

Network Coverage
(by population coverage)
4G LTE : 97%
4G LTE+ : 91%

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

NETWORK QUALITY & CONNECTIVITY

Connecting People Through Smart Innovations

In our steadfast commitment to enhancing digital services and connectivity throughout the ASEAN and the South Asia region, Axiata and its OpCos have implemented a wide spectrum of initiatives to expand and improve network coverage. Through these efforts, we aim to bridge the digital divide, empower communities and foster socioeconomic development in the countries where we operate.

XL axiata

- Collaborated in 5G Private Network projects with Huawei
- Continued to improve mobile network coverage, evident in the growth of subscriber traffic (9,638 Pb) from 57.5 million subscribers
- Emphasised convergence, resulting in an additional 235,000 Fibre to the Home (FTTH) subscribers connected and expanded coverage in 86 cities
- Continued rural connectivity programme in collaboration with BAKTI
- Implemented key initiatives to improve network quality:
  - Enhanced reliability of transport network by adding AG Distributions and expanding and modernising Multiprotocol Label Switching (MPLS) for increased reliability with auto re-routing capabilities
  - Aggressively improved network access with extensive network coverage enhancements
  - Expanded core network to enhance user experience

Dialog

- On 15 November 2023, the 3G network was completely shut down, marking the completion of the 3G Sunset Project with considerable energy savings from legacy equipment
- Following the shutdown, the spectrum used for 3G was re-allocated to enhance the 4G-MBB, improving user throughput and experience across the network
- While the 5G trial has been extended to 2024, Dialog has successfully trialled Voice over New Radio (VoNR) 5G services for the first time in Sri Lanka during the year under review
- Transitioning the core network from legacy data centres to modern, energy-efficient facilities has led to a reduction in energy consumption and carbon footprint

robi

- Successfully completed 3G network shutdown in most parts of the country except Dhaka
- Successfully implemented New Site deployment and L2600 co-location project:
  - Deployed approximately 1,000 new sites, increasing nationwide basic indoor coverage from 90% to 92%
  - Integrated 3,500 L2600 co-location sites into the network, resulting in over 50% improvement in user experience

Smart

- Improving connectivity and reducing the digital divide by connecting the unconnected with high-speed 4G and 4.5G connectivity
- Allocated a major portion of its capex to increase coverage and connect more people with high-speed data connectivity
- Collaborated with the Telecommunication Regulator of Cambodia to enhance the quality of service and improve coverage
- Developed a long-term roadmap aimed at enhancing the quality of service at 357 sites, starting with central regions and completed 162 QoS sites by the end of 2023
- Upgraded its fibre optic infrastructure and launched a multi-year workplan to boost backbone capacity, enhancing transmission resiliency by closing open-backhauling rings and incorporating redundancy to minimise interruptions

linknet

- Enhanced capacity and range
- Upgraded HFC bandwidth from 3.2MHz to 6.4MHz to enable more capacity for HFC customers
- Expanded network capacity by adding hub and Cable Modern Termination System (CMTS) to all areas
- Conducted regular Technology Quality Assurance inspections on capacity for all Fibernodes to maintain optimal levels and prevent network congestion

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EDOTCO

Advancing Rural and 5G Connectivity Across Malaysia

In its commitment to extend the network in Malaysia to unconnected and under-connected areas, in support of an initiative by the Malaysian Communications and Multimedia Commission (MCMC), EDOTCO has made significant strides in advancing Malaysia's digital aspirations. This involved two components; the first is providing rural connectivity by completing 223 sites in Project Jendela and the fiberisation of 12 towers under Clawback-19 project, laying 103km of fibre in rural areas.

The second component involves the 5G rollout, which is a significant milestone in our commitment to advancing Malaysia's digital landscape. In a major step forward for the nation's 5G vision, EDOTCO successfully enabled 500 of its existing 4G towers with 5G connectivity in 2023.

Since 2021, EDOTCO has been instrumental in expanding Malaysia's 5G infrastructure, completing a total of 1,695 5G sites nationwide, the highest in the country. This endeavour demonstrates EDOTCO's dedication to supporting Malaysia's 5G rollout, aligning with the government's goal of achieving 80% 5G coverage in populated areas nationwide by the end of the year through Digital Nasional Berhad.

The transition of these 4G towers to 5G reflects EDOTCO's commitment to advancing its infrastructure, supporting Malaysia's broader 5G connectivity vision. This achievement not only improves access to high-speed internet, driving economic growth and fostering innovation nationwide but also enhances digital infrastructure, benefitting businesses, communities and individuals. Furthermore, in line with its sustainability efforts, EDOTCO ensures that upgrading these existing towers to 5G reduces the need for additional structures, promoting eco-friendly practices and energy efficiency.

NETWORK QUALITY & CONNECTIVITY

Network Convergence, Digitisation and Automation

Modern telecommunications and network convergence streamline connectivity across devices and applications, enhancing efficiency and reducing costs for businesses. Digitisation converts analog processes to digital, improving efficiency. Automation mechanises repetitive tasks, conserving resources and boosting operational efficiency.

Axiata believes that these advancements drive digital transformation, enabling us to adapt to evolving market dynamics and delivering exceptional customer experiences in today's dynamic digital landscape.

Greening the Future with the GigaGreen Radio Solution

With the growing demand from users and traffic, network-wide expansion is an ongoing endeavor at Smart, driven by a commitment to uphold top-notch service quality and enhance user experiences through cutting-edge technology. In collaboration with Huawei, a global ICT provider, Smart has introduced the world's first FDD Tri Mid-Band 8T, ushering in a new era in customer experience. This initiative enhances service quality and provides a better end-user experience within the same infrastructure footprint, promoting environmental friendliness.

Objective, Goals & Targets:

- Improve service quality and alleviate network congestion to accommodate the surge in 4G traffic in high-density areas
- Enhance customer experience
- Achieve energy savings and promote energy efficiency

Impact:

- Increased speed by 2.5 times and boosted site traffic by approximately 30% (resulting in improved service quality)
- Reduced energy consumption

Smart takes pride in being the first mobile network operator in Cambodia and the region to adopt GigaGreen technology, placing priority on customer satisfaction and environmental sustainability.

XL Axiata and Huawei: Mapping the Future with the Network Digital Map

XL Axiata, a leading converged operator in Indonesia, and Huawei have successfully completed live network trials and commenced commercial use of the Network Digital Map in the Asia Pacific region. This milestone is based on end-to-end (E2E) SRv6 network architecture and software-defined networking (SDN) automation technology. Additionally, the digital map enables traffic optimisation and automatic load balancing, which improves bandwidth efficiency. It also rapidly addresses latency issues, enhancing the user experience for 4G/5G services and XL Axiata's convergence business consumers.

For premium SRv6 private line services, differentiated Service Level Agreement (SLA) assurance is provided to support the growth of private line services and monetise premium packages. The formal contract signing signifies the commitment of both parties to deploy an automated, intelligent, converged IP transport network across XL Axiata, aligning with Axiata Group's journey towards autonomous networks. The CTO of XL further emphasised that the network infrastructure construction is fundamental to digital transformation, aligning with its three core strategies: network convergence, digitalisation and automation, and a customer-centric approach.

XL Axiata and Huawei will continue to work together to strengthen the digital infrastructure and expand the widespread adoption of the Network Digital Map + E2E SRv6 automation to enhance customer satisfaction. Together, they strive to provide seamless and intelligent converged IP transport services, leading the transformation in the Asia-Pacific region and establishing a standard for the global digital economy.

NETWORK QUALITY & CONNECTIVITY

Network Resilience and Reliability

At Axiata, we understand the paramount importance of network resilience in keeping people connected, maintaining business operations and supporting critical infrastructure such as transportation, healthcare and energy. A robust and dependable network is also indispensable during emergencies and disasters. It facilitates prompt and effective communication among emergency responders, law enforcement and medical services, thereby safeguarding the safety and welfare of individuals.

Ensuring Resilient Connectivity

robi

Bangladesh is ranked as the seventh extreme disaster risk-prone country in the world, according to the report from the Global Climate Risk Index 2021[1]. The country is vulnerable to natural disasters and exposed to climate change, which can cause network reliability issues. Network reliability is crucial for communication during natural disasters and it is imperative that disrupted networks are restored at the fastest pace.

During the year under review, there were four incidents caused by natural disasters that disrupted networks and led to service interruptions. On three accounts, atmospheric disturbances resulted in cyclones which impacted Robi's services. In response, Robi implemented the following corrective measures:

Incident	Corrective Measures
Cyclone Mocha - 215 sites of Cox's Bazar (Chittagong South) were down and restored gradually along with power.	To ensure effective restoration of its networks, Robi pre-deployed its portable generators (PG) and field force on top of the round-the-clock monitoring that was conducted in its monitoring cell. Robi also refuelled its diesel generators (DG). The disruption caused by the disaster only lasted for a day.
Cyclone Hamoon – 736 sites down, with services impacted mainly in Cox's Bazar, Maheshkhali and surrounding areas.	To remedy the disruption that took place for over two days, Robi took precautionary measures by deploying its PG dimensioning scheme revamp to avoid any outage impact to counter the interruption.
Cyclone Midhili – a severe interruption of up to 3,524 sites, impacting services in Barisal, Cumilla, Chandpur, Noakhali, Chittagong Metro, Chittagong North/South/Outer, Sylhet South.	Due to the high number of sites which were down and disrupted services for three days, Robi took precautionary measures by redefining strategic sites in every district to avoid blackouts. Additionally, Robi conducted a PG dimensioning scheme revamp to avoid outage impact and identified 509 battery back-up sites for back-up improvement before summer.

Apart from the incidents above, a flood that struck Chittagong caused service disruption for 20 days, fully impacting 12 thanas in Chittagong South, while 10 thanas were partially impacted in Chittagong North. To remedy the situation, Robi meticulously planned its corrective action, including:

1. Raising the base of flood impact sites – to be completed before the beginning of summer
2. New site rollout – to take into consideration the flood impact on the base level
3. Flood precautions – to better manage sites in the event of future occurrences, Robi aims to conduct:

   • DG refuelling
   • Pre-deployment of PG and field forces
   • 24/7 monitoring cell
   • Engage and gain support from the local authorities and landowners

Notes: [1] *https://www.undp.org/bangladesh/publications/climate-vulnerability-index-draft*

Providing Unparalleled Network Reliability

Dialog

As one of the leading telco companies in Sri Lanka, Dialog strives to manage systemic risks stemming from technology disruptions by undertaking significant initiatives to enhance network quality and reliability. These initiatives include the implementation of a solar power project, resulting in a 33% reduction in the number of operational electrical generators within the network. Additionally, Dialog increases its number of base stations and coverage year on year. During the year, Dialog also upgraded battery banks in the network, bolstering its ability to endure prolonged power outages and sustain network availability. Furthermore, Dialog achieved reductions in portable generator usage, resulting in cost savings from LKR2.5 million to LKR7.5 million. There were zero reported cases of network interruptions/disruptions in the year under review.

To ensure reliable coverage, Dialog implemented measures to address business continuity risks, such as those related to technology disruptions caused by technical failures, programming errors, cyberattacks, weather events, natural disasters or hosting facilities. To mitigate such risks, Dialog implemented these measures:

• Conduct regular disaster recovery drills at critical nodes
• Execute emergency handling drills with vendor support
• Maintain a detailed disaster recovery plan with recovery strategies for each node, reviewing it annually to assess impacts on peer systems
• Perform a comprehensive annual health audit of systems and address any identified issues
• Implement an automated backup mechanism for all critical nodes
• Conduct quarterly security vulnerability assessments on critical nodes, addressing trending vulnerabilities within pre-agreed SLAs
• Perform penetration tests and Telecommunication Security Assessment (TSA)

CUSTOMER EXPERIENCE

We cater to over 173 million users across our markets, delivering an exceptional customer experience to meet the diverse needs of our customers.

Why Is This Important

Customer experience plays a crucial role in business value creation, as it strongly correlates with financial outcomes. Enhancing customer experience to meet customer expectations will enable us to optimise economic value creation and mitigate the risk of revenue loss.

Outlook

We acknowledge that customer experience of the future will be AI driven, as the advancement of AI will narrow the gap between human-like meaningful dialogue and machine interaction in voiceBOTs. This will include identifying customer needs and behaviour through AI to meet customer expectations. Enhancing customer experience will also be driven largely by our commitment to becoming a socially and environmentally conscious business with shared values.

Our Approach

In our operating companies throughout the region, we have advanced significantly in developing a comprehensive Customer Experience (CX) framework. This framework enhances the delivery of exceptional customer experiences by integrating both digital and traditional touchpoints to meet individual needs and ensure convenience. Our Customer Charter is dedicated to garnering positive feedback, employing surveys at various interactional touchpoints. Metrics such as Relative NPS, touchpoint NPS, Customer Effort Score, Net Trust Score, Digital Reputation Score, Customer Satisfaction Score, First Call Resolution and Customer Lifetime Value help us gauge our effectiveness.

Embodying Axiata's core values of customer intimacy and obsession, our strategy promotes uniformity across all OpCos through a robust CX governance model. This model encompasses regular evaluations, knowledge exchange and cooperative efforts, allowing all Axiata OpCos to develop leading-edge CX practices, benchmarks, standards and measures. Such practices not only boost transparency but also fortify customer loyalty, positioning us as the preferred brand in the markets we serve.

We are also enhancing our customer management capabilities by investing in cutting-edge technologies like generative AI, ChatGPT, Data Privacy and Security Enhancements, Data Analytics, AI & ML, AR, VR and MR. These investments are geared towards continuously refining our service offerings, providing our customers with more consistent and swift solutions that deliver superior value and satisfaction.

Customer Experience

Voc, Customer Insight & Understanding	Customer Experience Strategy	Customer-Centric Culture
Organisational Adoption & Accountability	Metric, Measurement & Return on Investment	Experience Design, Improvement & Innovation

The Six Pillars of Great CEx

Personalisation
Using individualised attention to drive emotional connection

Resolution
Turning a poor experience into a great one

Integrity
Being trustworthy and engendering trust

Time & Effort
Minimising customer effort and creating frictionless processes

Expectations
Managing, meeting and exceeding customer expectations

Empathy
Achieving an understanding of the customer's circumstances to drive deep rapport

To provide a distinctive experience for customers, an organisation must unite around the goal of meeting their true needs. Done well, the effort can power a vast amount of innovation

Aspiration	Achieve & maintain #1 position in CEx	DCEx Maturity L5	App Rating 4.5	Chatbot Maturity L4

The Six Core Competencies of Customer Experience, CXPA

CUSTOMER EXPERIENCE

Our Progress

Customer Satisfaction

We closely monitor our customer satisfaction scores and performance indicators across OpCos to ensure that we are meeting the needs of consumers in our operational areas. The CX Key Performance Indicators (KPIs) for our OpCos are established annually and benchmarked against industry peers, while their performance is reviewed quarterly. By leveraging the strengths of our networks, platforms, services and personnel, we uphold our brand promise, enhancing our customer experience metrics.

Many of our OpCos lead their respective markets in all three score categories. We plan to sustain this trend and ensure that our customers remain satisfied with our services.

How We Measure and Communicate Our Value

Digital Reputation Score 2023

#1 in 3 markets
Dialog   robi   Smart

#2 in 1 market
XL axiata

2022

#1 in 6 markets
celcom   XL axiata   Dialog

robi   Smart   Ncell

Brand Power Results 2023

#1 in 2 markets
Dialog   Smart

#2 in 2 markets
XL axiata   robi

2022

#1 in 3 markets
Dialog   Smart   Ncell

#2 in 3 markets
celcom   XL axiata   robi

Net Promoter Score 2023

#1 in 3 markets
Dialog   robi   Smart

#2 in 1 market
XL axiata

2022

#1 in 3 markets
celcom   Dialog   Smart

#2 in 3 markets
XL axiata   robi   Ncell

Customer Satisfaction Performance (Digital Business)

Boost

Boost continued to expand its fintech ecosystem in the lead up to the digital bank launch, by expanding its product offerings to include wider PayLater solutions, including Boost PayFlex and the Beyond Card.

ada

Achieved a remarkable NPS score of 41.5, a notable 66% year-on-year increase, by understanding customers' challenges and delivering value-driven solutions that foster partner growth.

AXIATA DIGITAL LABS

Provided support for enterprise solutions, digitisation, analytics and enhanced digital customer experience throughout the Axiata ecosystem. Achieved an average customer satisfaction score of 4.26 in FY2023, with a project delivery response rate exceeding 85%.

Enhancing Customer Experience

To ensure a seamless and engaging experience, we implemented initiatives to enhance customer experience, including digitisation, to support the development of our products and services. In 2023, our OpCos executed the initiatives below with supportive results:

Dialog
- MyDialog App was the most downloaded communication app with over eight million users
- Dialog Digital Care achieved a 64% increase in customer experience
- Dialog's customer loyalty programme, Star Points, won the Gold Award for Best Loyalty Strategy in the Telecommunications category in Asia at the 2023 Loyalty and Engagement Awards in Singapore

robi
- E-Bill penetration drive - Reduced carbon emissions and promoted paperless billing, achieving 97.5% subscription rate among postpaid customers
- Doorstep service expansion - Launched Doorstep service to 21 new areas, increasing coverage to 101 areas
- Incorporated retailer top queries in RedCube to enhance retailers' self-service capabilities. This has reduced dependency on assisted service, leading to a 61% reduction in query calls

Smart
- Retail operations - Improved service time operation in Smart Shop, enhancing customer and employee satisfaction
- Enhanced customer experience with Smart eSIM, digital vouchers and dynamic balance updates, resulting in an increase of 49.4% of users since 2022
- Enhanced the Data Balance presentation in the SmartNas app and introduced a Data Balance History feature to increase transparency for customers
- Home Internet Enabler in SmartNas App - Enables access to booking and managing the new expanded business segment, including Home Internet Fixed Wireless Broadband (FWBB) and Fibre to the X (FTTx)

Boost
- Boost continued to expand its fintech ecosystem in the lead up to the digital bank launch, by expanding its product offerings to include wider PayLater solutions, including Boost PayFlex and the Beyond Card
- Enhanced its electronic know your customer (eKYC) process and operational efficiency in financing

CUSTOMER EXPERIENCE

Customer Feedback and Complaints

Axiata captures customer feedback and gathers real-time data at touchpoints to enhance the interaction between users and digital platforms through a human-centric approach. Complaints, feedback and requests are logged through various self-care channels and assisted care channels. These are processed based on category, priority and set Service Level Agreements (SLAs) to address customer pain points, contributing to positive customer experience and upholding business values. OpCos like Dialog and Robi allow customers to track the status of complaint resolutions.

Mitigating Customers' Concerns

As Axiata endeavours to provide safe, accessible and user-friendly products and services, we remain committed to listening to our customers and understanding the challenges they face with our products. Axiata is aware that there may be shortcomings in its product and service delivery, and therefore, we strive to identify areas for improvement and fill gaps to give our customers what they need and deserve.

The following are some of our OpCos' customers key concerns along with actions taken to resolve them:

- **Bonus Offers for MFS Products** – Robi received feedback that many customers did not receive bonus offers promptly. This led to a cross-functional collaboration between Customer Experience, Product and Tech, launching an instant bonus disbursement, which resulted in a daily average reduction of 400 query calls/complaints
- **Frequent Price Increase and Product Changes** – Many customers expressed dissatisfaction and requested for data products with a shorter validity period and lower pricing. To mitigate this issue, Robi promoted available packages and benchmarked the value of these packages against alternative products, successfully neutralising the negative impact

- Responding to increased data usage demands, Smart introduced a new tariff plan with larger data packages and streamlined the SmartNas app interface to improve transparency of balance information
- **Network Service Quality** – Smart received feedback on network service quality and resolved to improve the complaints management process internally and by engaging a third party to achieve better resolution times
- Implemented performance tracking for complaint resolutions across call centres, back office support, service operation centres and vendors:
  - 97.87% of complaints resolved within 24 hours
  - 98.56% of complaints resolved within 48 hours

- **Responsible Financing** - In October 2023, Boost partnered with CelcomDigi and Mastercard to launch the Beyond Card, Malaysia's first global prepaid card which enables PayLater at over 100 million merchants worldwide. By offering responsible Shariah-Compliant financing through individual affordability assessments, Boost is able to mitigate industry concerns and safeguard customers from excessive debt burdens, as a responsible and regulated fintech player

Providing Customers Access to Complaint Status

Robi spearheaded an initiative by introducing a real-time customer complaint dashboard, enabling immediate tracking of complaints, automatic alerts and escalation of issues to relevant personnel for resolution. In 2023, Robi enhanced its omni-channel customer complaint journey and channel capabilities, enabling customers to submit and monitor their complaints and status across any channel. As a result, complaint submissions through the digital self-care channel increased by 9% compared to 2022.

Case Study

Dialog, a subsidiary of Axiata Group, has established itself as a customer-centric telecommunication service provider by prioritising exceptional customer experiences through both digital and traditional mediums and resolving customer issues more effectively.

With a robust customer trouble ticket system, Dialog ensures that customer concerns are addressed promptly and efficiently. Through a centralised system, Dialog records and prioritises complaints received from various touchpoints, aiming to resolve them during the initial contact. If a complaint requires further attention, it is escalated to relevant channels. Procedures are in place for higher management levels' involvement, enabling customers to directly reach out to the senior leadership if their concerns remain unaddressed. Customers can easily track the status of their trouble tickets through the MyDialog App, providing transparency and peace of mind. To enhance the complaint resolution process, Dialog employs a 'closed-loop process' that monitors the resolution efficacy from the customer itself and triggers customer effort survey to gauge customer satisfaction.

Daily customer experience dashboards and monthly forums enable Dialog to address feedback from Voice of the Customer (VoC) analysis, ensuring continuous improvement.

Leveraging the power of technology, Dialog has implemented an AI-powered Virtual Digital Assistant (DIA), which offers a seamless and autonomous virtual assistant experience. With features like first-contact resolution, intelligent ticket classification and trilingual support, DIA simplifies problem escalation and significantly reduces effort required for resolution. By the end of 2023, DIA captured nearly 100% more chat resolutions, enhancing the customer experience.

Dialog's commitment to resolving network and coverage issues is evident through empowering its Customer Interaction Centre (CIC) and Customer Resolution Centre (CRC) employees. By directly tackling these issues and providing first contact resolutions, Dialog has achieved a remarkable 30% reduction in network and coverage-related complaint tickets handled through CRC. The company's digital platforms have also experienced growth, with increased transactions through the MyDialog App and enhanced community engagement communications. Dialog's Cost Rescaling Strategy (CRS) has been successful, with the implementation of Lean Six Sigma initiatives and CRS-specific initiatives resulting in substantial savings of USD8.3 million.

Dialog's dedication to customer satisfaction has been recognised with the prestigious **Forester 'Customer-Obsessed Enterprise Award - APAC Region 2023'**. This accolade highlights Dialog's strategic deployment of digital initiatives to foster growth, retain customers and engage employees. Through its customer-centric approach, advanced technology and continuous improvement efforts, Dialog is committed to empowering both customers and employees, resolving complaints efficiently and delivering a seamless connectivity experience.

DIGITAL INCLUSION

The digital landscape is expanding, yet a significant number of individuals remain on the fringes, unable to fully participate. This digital divide is complex and pervasive, encompassing issues from access and connectivity to the ability to use digital tools for meaningful purposes.

Why Is This Important

As our operations are based in the South Asian and ASEAN regions with emerging markets, it is essential for us to strive to overcome obstacles to enhance digital availability, affordability, readiness and relevance. Providing digital access to all segments of community, including the underserved and marginalised, does not only unlock the vast economic potential technology offers but also ensures a more inclusive digital future for everyone.

Outlook

Axiata is dedicated to creating a profound and enduring effect on the lives of consumers by championing digital inclusion, guided by multi-year objectives aimed at fostering significant progress. Our commitment revolves around crafting products, services, projects and initiatives designed to empower communities and deliver lasting benefits. Looking ahead, our efforts will be focused on three critical sectors: enhancing digital literacy, expanding access to digital financial services and improving healthcare services. In all our endeavours, user safety remains a paramount concern, ensuring that we provide impactful and secure solutions to those who stand to benefit the most.

Our Approach

At Axiata, our mission is to introduce technology to underserved communities, enabling them to harness the myriad opportunities it presents for fostering more equitable, prosperous and sustainable societies. We collaborate extensively with partners, governments and various stakeholders to support the most vulnerable groups. Our approach emphasises not just the accessibility of technology but its meaningful application, continuously raising awareness and deepening our comprehension of both existing and emerging challenges to bridge the digital divide effectively.

Our approach towards digital inclusion is driven by four pillars:

Inclusive Access	Training for Digital skills	Innovation & Inclusive Services	Safe & Responsible Use of Technology
Ensuring everyone has access to broadband communication in urban and rural areas, especially schools, as well as access to learning content and healthcare.	Providing the basis for digital literacy, intermediate skills on the use of productivity and digital marketing tools to advance employable skills for future professions.	Powering innovation in local ecosystems through our digital innovation funds, digital financial inclusion and digital services for business, and improving the lives of marginalised communities through technology, especially women and girls.	Mitigating harm by protecting users and promoting the responsible use of technology.
• Connectivity • Access to Vital Services	• Digital Skills	• Innovation for Social Impact • Digital Financial Inclusion • Digital Services for Business • Empowering Marginalised Communicaties	• Mitigating Harm & Responsible Use

Target Segments: Segments targeted include Lower Income Groups, Women and Girls, Seniors Individuals, Rural Communities, Individuals with Disabilities and Individuals with Lower Levels of Education.

Our Progress

Digital Inclusion Benchmark

The Digital Inclusion Benchmark (DIB) is conducted by the World Benchmarking Alliance and evaluates the top 200 technology and communications companies worldwide. In 2023, we maintained our position in the top quartile for the fourth consecutive year, achieving a rank of 22 out of 200.

The assessment found that we performed well in relation to disclosures regarding our:
• Initiatives surrounding digital technology access and use
• Direct and indirect economic impacts, comprising tax payments and employment in different countries of operation
• Digital skills development initiatives
• A clear group privacy policy
• Various programmes to foster the tech startup ecosystem

Ranking position	Total Score
#22/200	**51.4/100**

Measurement Area	Rank (0-200)
Access	#7
Skills	#25
Use	#21
Innovation	#62
Core Social Indicators	#61

DIGITAL INCLUSION

EDISON Alliance

The EDISON Alliance aims to improve lives globally through its 1 Billion Lives Challenge by ensuring affordable access to digital solutions across healthcare, finance and education by 2025. Axiata became part of the EDISON Alliance in December 2022, pledging to improve the lives of around 23 million people between 2022 and 2025 in the areas of healthcare, education and financial inclusion (inclusive of digital skills) across Asia.

As of the end of 2023, the Group has collectively and cumulatively benefitted around 19.3 million people.

| 12.6 million in healthcare | 5.7 million in education | 1.0 million in financial services |

The cumulative progress is based on 13 programmes across XL, Dialog, Smart, Robi and Boost.* In 2024, we will relook at the shortlisted programmes with the aim of expanding both the scope and number of programmes across OpCos.

Note: *   At the time of the pledge in December 2022, there were 18 programmes inclusive of Celcom-Digi and Ncell. Both are no longer OpCos of Axiata Group

Inclusive Access

Together with our Digital Telcos, we invest in network infrastructure to facilitate broadband communication access to connect communities, especially those in rural areas and educational institutions. Our primary focus is to improve access to vital services in healthcare and education, harnessing digital tools, technology and online platforms to benefit students, remote communities and the wider population.

Connectivity

Gerakan Donasi Kuota (GDK)/Quota Donation Movement

An ongoing initiative led by XL Axiata, GDK allows users to donate their Internet quota through Unstructured Supplementary Service Data Menu Browser (UMB) to educational institutes in Indonesia, such as schools and Islamic boarding schools. In 2023, over 6.9 million users donated their Internet quota and over 600,000 gigabytes Internet quota were collected. Going forward, XL Axiata will move the donation platform from UMB to digital apps.

Access to Vital Services

Our main goal is to make education and healthcare services more accessible with digital tools and platforms. Digital advancements can quickly broaden the reach of these services, including telemedicine and digital healthcare solutions, going beyond conventional methods and improving accessibility.

📖 Education

Nenasa
- The Nenasa Educational App is a platform that offers all primary and secondary school students equal access to top-notch educational materials. As a free app, it has attracted over 35,000 users

Nenasa Smart School
- Since its launch in 2017, the initiative aims to digitally transform Sri Lanka's education sector by creating a smart ecosystem and training teachers to be ambassadors in their respective schools
- In 2023, Dialog concluded its support for the programme, which has impacted 750,000 students and 20,000 teachers

Nenasa TV Network
- Provides free, uninterrupted access to educational content for students who are preparing General Certificate of Education (GCE) Ordinary Level (O/L) examinations, with no data charges
- The platform has expanded to eight dedicated channels, with 100% geographical coverage in over 3,000 participating schools for free of charge, benefitting over 1.8 million viewers with credible educational content produced by the National Institute of Education
- Connected over 458 schools in rural Sri Lanka, transforming them into smart classrooms with full Android TV functionality

e-Thaksalawa
- Through a partnership with Sri Lanka's Ministry of Education, Dialog has been providing educational content for students via the ministry's e-Thaksalawa's learning platform without data charges since 2020
- The joint effort was for children whose learning were impacted due to disruptions of the COVID-19 pandemic and benefitted 2.2 million users in 2023

Dialog Edumix Learning Management System
- Dialog collaborated with Databox to enable educational institutions to provide educational content in a safe, convenient and cost-effective manner. This includes promotional campaigns, marketing activities and onboarding more institutions to provide free data access to students on Dialog Network
- In 2023, 97 institutions and 8,000 students benefitted from the initiative. This includes digitised learning for over 5,500 students, a pledge of 25.5 million for FY2023 and 37 million for FY2024

DIGITAL INCLUSION

Education

Computer Lab Donation - Kithulkote

- In June 2023, ADL donated a computer lab to Kithulkote Maha Vidyalaya, a rural school in the Uva Province of Sri Lanka. Contributions included space renovation, desktop computers, furniture, a projector and a projector screen to cultivate a conducive environment for learning
- The initiative benefitted 586 students, enhancing their digital skills and knowledge

Basic Education Equivalency Programme (BEEP)

Smart continues to support UNESCO's BEEP, which provides flexible, alternative education to out-of-school youths, enabling them to complete the equivalent of lower secondary/basic education up to Grade 9. It supports disadvantaged and vulnerable youths by providing them with skills training, allowing them to participate in technical and vocational education and training (TVET) programmes. BEEP has been embedded in Cambodia's Education Strategic Plan 2019-2023 and the National Youth Development Action Plan 2022-2026. It will be integrated in the National TVET Actional Plan 2024-2028.

In April 2023, Smart reaffirmed its support for BEEP by signing a Memorandum of Understanding (MoU) with UNESCO Cambodia and Cambodia's Ministry of Education, Youth and Sport (MoEYS) and Ministry of Labour and Vocational Training. Smart contributed:
- 300 smart phones, 50 tablets and free internet data for five months to students and facilitators
- WiFi service for a whole year to 10 BEEP learning centres in various provinces

Since the inauguration of its first learning centre in 2019, BEEP has expanded to 27 learning centres, including correctional and rehabilitation centres, across 17 provinces and benefitted over 2,324 learners, including low-skilled and unemployed youths. About two-thirds of BEEP graduates have furthered their skill development at TVET institutions.

BEEP's impact in 2023

- 759 learners enrolled, with 516 graduates. All learners received career counselling and guidance services from BEEP facilitators, empowering skills development, with over 256 graduates enrolled in certificate level 1 (C1) at TVET institutions
- All the BEEP participants attended TVET Study Tours to learn about skills development and employment opportunities
- All 54 BEEP facilitators received refresher career counselling and guidance services training

Healthcare

Health Plus

Robi Health Plus is an all-in-one mobile health application. During the year, Robi enhanced its micro bundle service, providing Health Plus Mini and Health Plus Micro services to meet customer demands. Robi also redesigned the Health Plus apps and integrated the Arogga online medicine delivery platform into the apps,, to facilitate users who need to purchase medication.

Additionally, Robi introduced the Special Doctor Service, providing customers access to various aspects in healthcare and medicine and onboarded Taboo content to accommodate those seeking advice on taboo health-related topics. In 2023, Robi Health Plus impacted 1,455,508 beneficiaries while its 2023 initiatives benefitted 11.7 million.

Beneficiaries: 1,445,508

Performance:
1. Special Doctor Service launch: 5,310
2. Dr. Ayesha Siddika's Taboo content launch: 15,310
3. Arogga online medicine launch: 14,976
4. Micro and Mini bundle service: 11,676,163
5. Robi Health Plus acquisition Robigold: 24,380

🌐 Refer to website here

Note: MyHealth, Robi's healthcare initiative in 2022, was discontinued in 2023

DIGITAL INCLUSION

Training For Digital Skills

In light of rapid technological advancements, we strive to offer comprehensive training and capacity-building initiatives. Axiata's goal is to bridge the digital skills gaps in our markets, focusing on supporting local communities, students and MSMEs. We are committed to closing this gap to empower women and rural populations who face literacy challenges.

Education

Case Study   Smart

Digital Literacy Programme

To bridge the gap in digital literacy skills in Cambodia, where only 30 percent of the population possess basic media and digital literacy skills, Smart continued its digital literacy programme in collaboration with the Ministry of Education, Youth and Sports (MoEYS). The programme aims to provide high school students with digital tools and increase awareness on online safety and encourage responsible internet usage. In addition to partnering with MoEYS, Smart Axiata joined forces with the Ministry of Post and Telecommunications (MPTC) and the Young SEAkers to train content creators and trainers for our training of trainers initiative.

Training of Trainers Programme

In 2023, Smart focused its training efforts on high school students in four main provinces: Mondulkiri, Kratie, Battambang and Svay Rieng, as well as university students residing in Phnom Penh. The programme comprised three phases – recruiting university students as volunteers to become trainers, providing training to high school students in provinces and empowering students to participate in a video competition. Through this effort, 42 university students and supporting teachers were engaged to train high school students.

These initiatives aim to strengthen Cambodia's overall digital capacity, creating a safer and more knowledgeable digital community. In 2023, the digital literacy workshops and training of trainers benefitted 1,440 individuals.

Award

Smart's Digital Literacy Programme, which contributes to the EDISON Alliance initiative in 2023, has been recognised with two awards by the American Chamber of Commerce (AMCHAM) Cambodia:

• Digital Inclusion – Large Company Award

Digital Talents: The Reality TV Show

Digital Talents is a nationwide semi-reality competition show targeting high school academic talents from grades 10 to 12, with a primary focus on promoting digital literacy. This engaging programme comprises 14 episodes, offering contestants and viewers alike valuable insights into digital technology.

Facebook views and beneficiary profiles

• Total applicants from four provinces and a capital city in Cambodia: **1,015** people
• Total views of Facebook Page: **6,977,100** views

Appmaker and Marketplace Outreach Programme   Dialog

Dialog's programme aims to provide comprehensive support to familiarise Small Office/Home Office (SOHO), Small and Medium-sized Enterprises (SMEs) and students across all islands with Dialog's offerings. Participants were introduced to Dialog platforms, Dialog Ideamart APIs, digital marketing strategies, promotional tools and no-code/low-code platforms. The goal of this programme is to educate entrepreneurs about the benefits of using Dialog Marketplace, a valuable and affordable resource for digitalising businesses. Participants were given free access and received continuous support.

IT Industry Outreach Programme in Partnership with Hithawathi   AXIATA DIGITAL LABS

ADL spearheaded an educational initiative in collaboration with Hithawathi to foster awareness and knowledge of information technology. The programme featured engaging discussions on software development and online safety and awareness, to pave the way for potential careers in the software industry and heighten awareness. The programme was also conducted at various schools, with 25 ADL employees volunteering a total of 38 hours, benefitting over 450 students.

DIGITAL INCLUSION

Innovation and Inclusive Services

At Axiata, we are committed to advancing Asia through technology, offering support such as training and funding to foster local innovation and startups. Our diverse solutions, spanning mobile finance to digital tools for agriculture, empower individuals and communities alike. We prioritise bridging the digital gap and promoting financial inclusion, alongside empowering women and ensuring accessibility for all users.

Digital Innovation Funds

Our vibrant ecosystem is made up of start-ups, each fuelled with active funding across 4 of our markets.

	Digital Funds	2023 Highlights
axiata	**Axiata Digital Innovation Fund (ADIF)** Launched in 2014, ADIF is a collaboration with Malaysia Venture Capital Management (MAVCAP) and Johor Corporation Berhad JCorp). Total Investees: 17 (5 exits)	Disbursed RM63.2 million out of RM80 million, with RM42.8 million allocated to Bumiputera companies. Our efforts in 2023 provided 1,816 jobs and served 1.5 million SMEs, aligning with SDG 8 which aims to promote decent work and economic growth. Additionally, 29% of ADIF investees are founded by women, with five companies led by women, which is in line with SDG 5: Gender Equality. Also, 53% of these companies are Bumiputera.
Dialog	**Dialog Innovation Fund (DADIF)** DADIF was launched in 2017, allocating a total investment of LKR1.5675 billion to drive the growth of Sri Lanka's digital ecosystem. Total Investees: 10 (2 exits)	Fully disbursed LKR817.5 million for Fund 1 and LKR118 million out of LKR750 million for Fund 2. Our focus areas during the year were AI, IoT, Digital Healthcare, Insurance Tech, Edu-Tech, Agri-Tech and last-mile delivery for e-Commerce.
robi	**r-ventures (Robi)** Initiated in 2017, r-ventures is a pioneering digital entrepreneurship platform for the Bangladesh market. Total Investees: 16	Disbursed BDT132 million including BDT17.5 million in 2023. Additionally, r-ventures 3.0 concluded with 11 startups participating in the Grand Finale, where eight startups received eight crore taka investment from RedDot Digital Limited, SBK Tech Ventures, Angel Investor Kaniz Almas Khan, and Startup Bangladesh Limited.
Smart	**Smart Digital Innovation Fund (SADIF)** Introduced in 2017, this initiative is organised with Forte Insurance and Mekong Strategic Capital Partners. Total Investees: 10	Prior to 2023, nearly USD2.95 million was disbursed from a total of USD5 million earmarked for companies ranging from early-stage to growth-stage and high-performing tech firms. In 2023, Smart reiterated our commitment to empowering digital entrepreneurs by partnering with Mekong Strategic Capital to provide funding for management and advisory services.

Innovation for Social Impact

Our proactive approach since 2014 has involved funding and collaborating with tech startups to drive innovation and nurture the evolving digital ecosystems in our operating communities. These startups, in different stages of development, offer a variety of services, thereby generating numerous job opportunities.

Dialog Innovation Challenge (DIC)

DIC empowered Sri Lankans to address community issues through digital solutions. Launched in July 2023, the programme is slated to continue until May 2024 and is open to those aged 16 and above. DIC sought digital solutions from participants targeting industries like manufacturing, healthcare, fintech and education. The solutions had to be crafted using digital technologies like AI, machine learning, IoT, computer vision, blockchain, data analytics, robotics and cloud computing. Nationwide workshops were organised to bolster participants' understanding and proficiency in key areas such as design thinking and digital technologies. Participants enhanced their skills and gained practical insights and hands-on experience. Supported by both governmental entities and private sector partners, including the National Innovation Agency and the Ceylon Chamber of Commerce, these workshops fostered collaboration, knowledge exchange and innovation within the community. In 2023, 1,279 applications were received across diverse age groups, with selected teams set to undergo mentorship with industry leaders. Winning entries stood a chance of winning a portion of the LKR500 million DIF investment fund and gaining access to Dialog's innovation ecosystem.

🌐 Refer to website here

DIGITAL INCLUSION

Digital Financial Inclusion

Axiata's digital financial services are aimed at reducing the digital divide and promoting financial inclusion. By providing access to financial services and tools, we aim to enable communities to participate in the digital economy and improve their livelihoods.

Financial Services

Case Study

Boost

Be Unstoppable

Boost, the fintech arm of Axiata, has evolved into a regional fintech leader driving financial inclusion in Southeast Asia. With its digital micro-financing business (Boost Credit), award-winning consumer fintech app (Boost Life), and merchant solutions (Boost Biz), Boost has been financially empowering users and MSMEs across Malaysia and Indonesia. Additionally, its cross-border payment platform (Boost Connect) supports over 100 global digital partners' growth across countries in Southeast Asia.

Boost Credit	• Offered micro-financing solutions ranging from RM1,000 and extending up to RM100,000 via a seamless five-minute digital application journey • Expanded our presence into Cambodia through a partnership with Smart Axiata, AMK MFI and Mora, to offer consumer-device financing • Disbursed more than RM4 billion in micro-financing to MSMEs across Malaysia and Indonesia since inception
Boost Life	• Accumulated more than 11 million Boost Life app users in Malaysia as of 2023 • Launched the Beyond Card in October 2023 • Supported B40 families in the Back-to-School and Zero Hunger programmes with Asnaf, enabling them to purchase school essentials and food, in partnership with MAIWP since 2022 Reached out to over 58,000 B40 users to distribute Zakat funds since 2023
Boost Biz	• Launched Biz Merchant Wallet, the first local merchant wallet with a size of up to RM500,000, that simplifies business-related transactions • Merchant touchpoints have grown to over 630,000 as of 2023 As of 2023, 182,300 new merchants are digitalised in support of the EDISON Alliance initiaitive

Boost drives Malaysia's cashless society agenda by promoting digital solutions and encouraging cashless transactions during events and among Malaysians.

Supporting a Cashless Society Agenda

Biz Merchant Wallet

Introduced the first local merchant wallet with a size of up to RM500,000, that simplifies business-related transactions with instant settlements and payments. Through the Biz Merchant Wallet, merchants can streamline business processes and access to cash flow, which is especially important for businesses such as MSMEs.

Bazaar Ramadhan Rahmah

Collaborated with KPDNHEP and benefitted visitors during the month of Ramadhan across three locations in Kuala Lumpur, Putrajaya, and Labuan.

eTunai Belia Rahmah

Collaborated with MOF/JPM, benefitting all eligible Malaysians aged 18-20, including those in Sabah and Sarawak.

Driving Greater Financial Inclusion Through PayLater Solutions

Boost is committed to offering digital financial solutions that ensure greater access to responsible financing for Malaysians.

Boost PayFlex

A PayLater solution for Malaysian Boost app users with Premium Wallet accounts, Boost PayFlex offers wider access to a Shariah-compliant credit line which enables up to three monthly instalments at 1.8 million DuitNow QR merchants nationwide. The credit line can also be used for Boost wallet balance top-ups, enabling PayLater options for in-app transactions. Boost ensures responsible financing by personalising credit lines based on users' affordability assessments.

Beyond Card

This innovative card is the first global prepaid card with PayLater in Malaysia, enabling CelcomDigi customers to access funds from the Boost wallet balance and utilise a pre-approved credit line. It is the first card in Malaysia with this unique feature and is accepted across Mastercard's over 100 million merchants worldwide. Additionally, the card is also the first in Malaysia and Southeast Asia to offer Mastercard Travel Rewards. It addresses financial inclusion gaps, targeting customers without cards or with basic ones by offering them a premium experience. It has garnered significant interest, achieving a 155% month-on-month increase in applications, about 60% customer retention, and 56% uptake of the PayFlex facility, earning a 4/5 rating from customers.

Financial Yang Ideal (FYI)

A social media series that provides financial education tailored to the underserved and unserved market segment. The series covers topics ranging from financial tips to debunking misconceptions about BNPL, presented in simple terms and in Bahasa Melayu for accessibility and relevance to the target audience. Through FYI, viewers gain valuable knowledge to manage their finances effectively. To date, the series has achieved an impressive social reach of over 1.5 million.

DIGITAL INCLUSION

EzCash
- Dialog has implemented an awareness programme, the UNDP women community engagement initiative, aimed at educating and empowering women in local communities. Dialog also provides loan facilities for retail channels to facilitate their growth and expansion
- The overall eZ Cash business serves 3.9 million customers island-wide through 36 million transactions, generating IDR74 billion in gross collection/bill payment value in 2023
  - 249,539 new registrations from the unbanked/underbanked segment in 2023

Mora BNPL (Buy now pay later)
- Smart collaborated with Mora BNPL, Boost Axiata and AMK to launch BNPL services in Cambodia, targeting fintech users, Smart subscribers and existing Mora users
- The nationwide rollout enables Smart subscribers to access credit limits and make purchases at Smart Shops, with repayments in monthly instalments at competitive rates
- By providing access to smartphones and internet connectivity through installment plans, this initiative aligns with Smart's commitment to advancing technology in communities
  - In 2023, over 200 users registered with Mora BNPL, with more than 30 receiving an approved purchase limit

Digital top-up
- 53% increase in top-up through digital channel

Self-care App
- Monthly active users and transaction through SmartNas, with an increment of 49.40%

Digital Services for Business and Entrepreneurs

Axiata offers tailored digital solutions for businesses and individuals, assisting various sectors with vital data on crop health and weather. Through partnerships, we integrate entrepreneurs into the digital ecosystem, empowering them to make informed decisions for sustainable business growth.

- Championed by Robi, bdapps boasts over 57,000 app developers, with more than 10,000 female developers and offers access to over 101,000 applications on the platform
- Partnered with local NGO for Project Khadija, providing digital skills training to over 60 female madrasa students on app development. Under the project, 20 participants each earned an average of BDT5,000 and collectively amassed a total of BDT100,000 in earnings within just one month of training completion
- Collaborated with Bangladesh Open Source Network (BdOSN) for International Girls in ICT Day 2023 and organised the bdapps DigiGirls Contest, with the participation of more than 100 IT enthusiasts, leading to the creation of over 90 impressive apps
- A month-long series of tech workshops for Women's Day empowered over 1,000 women from 20 different districts, and 800 participants continued with bdapps as developers, generating income for their livelihood

- Dialog continues to foster sustainability in agriculture and fisheries with digital solutions, offering real-time market prices, digital payments, marketplaces, guidance on organic farming and research efforts to enhance crop quality and accuracy of information for farmers
- Govi Mithuru – impacted 1.1 million users, aiding over 200,000 app users and 850,000 IVR users through partnerships with the Ministry of Agriculture and universities to offer personalised agricultural advice for each farming cycle phase
- Saviya – in partnership with the International Executive Service Corps (IESC), offered dairy farming advisory service to approximately 50,000 small-scale farmers to enhance production capacity, milk quality and livestock health through daily voice calls and SMS support
- Saru – collaborated with the Universities of Moratuwa and Ruhuna to manage over 150,000 square. ft of protected house area to accelerate agriculture and improve crop quality through affordable IoT kits,y minimising manual intervention
- Sayuru – with over 110,000 registered users, the free trilingual weather service, including Sayuru televisions installed in 11 major harbours, are aimed at protecting fishermen's lives and promoting sustainable fishing, in partnership with the Department of Fisheries and Aquatic Resources and the Department of Meteorology
- Tea Value Chain – the Digital Agri Advisory service in partnership with the Tea Research Institute and supported by a GSMA Innovation Fund grant has onboarded 50,000 farmers, digitising their procurement systems
- Diriya.lk – partnered with Centre for Entrepreneurship and Innovation (CeFEnI), University of Sri Jayawardhanapura and Sri Lanka-Singapore Business Council (SLSBC) as a free trilingual online knowledge portal for over 15,000 Sri Lankan unique users to date, offering expertise, networking opportunities and access to downloadable content

Empowering Marginalised Communities

Our inclusive digital initiatives empower women and differently-abled individuals across diverse backgrounds to enhance their digital skills and presence online:

Women & Girls

Sisternet
- XL's Sisternet programme to digitise one million Indonesian women by 2025 under the motto #PerempuanNaikKelas (Women Level Up)
- Digitising over 500,000 women and female SMEs, the programme has significantly boosted their productivity by 30%, increased revenue by 13%, and expanded digital marketing coverage by 75%
- With the objectives to increase awareness and provide financial and market access, the programme positively impacted SMEs, with the top three industries being fashion, food and beverage, and handicraft
- The Sisternet app targets one million users and boasts more than 72,000 users currently, reaching 620,479 beneficiaries through various events and app activations and offered over 1,000 educational classes since 2015
- Noteworthy initiatives include the Kompetisi Modal Pintar 2023, which attracted over 14,000 women MSMEs, and the Sisternet Goes To Campus programme, which engaged more than 2,800 university students

DIGITAL INCLUSION

Digital Services for Business & Entrepreneurs (cont'd)

Women & Girls

RISEHER
- Focusing on sustainability, Dialog's tech entrepreneurship programme, hosted on the Ideamart platform, empowered over 1,000 female students and SME business owners island-wide through accessible workshops and online classes
- Partnering with Generation Alpha, our initiative not only imparts technical knowledge but also fosters confidence, with a special emphasis on accessibility

Technovation Girls Cambodia 2023
- In partnership with Tech for Kid Academy, the initiative empowered 197 girls aged 8 to 18 by learning app development, technology and entrepreneurship skills through a 12-week intensive training programme
- Supported by 15 mentors, 19 teams successfully submitted their app prototypes and business plans globally, with the culmination being the Technovation National Event

People with Disabilities

Making Web Browsing Accessible for All

Our unwavering commitment to inclusion is reflected on the journey that we are undertaking group-wide to enable web browsing for all walks of life. Along with its OpCos Dialog and Robi, the Group has recently revamped its official websites to prioritise accessibility for Persons with Disabilities (PWDs). Carried out in phases across the organisation, this upgrade includes features such as screen reader compatibility, accessible colour schemes and alternative text for images, ensuring a user-friendly experience for individuals with diverse needs. With customisable text, dyslexia-friendly features and multi-language support, the websites cater to a wide range of disabilities, including vision impairments, motor impairments and cognitive challenges. Our dedication to promote equal access to our digital touchpoints, communication and services, through the upgraded websites, mark the first steps in our journey towards digital inclusivity. These efforts are in line and support UN SDGs 9 and 10.

Empowering the Hearing-Impaired

Dialog introduced the trilingual version of the DeafTawk app in Sri Lanka, aligning with GSMA's principles and marking the country's first such initiative to bridge communication gaps for deaf and hearing-impaired individuals. The app facilitates seamless communication for deaf users through qualified local interpreters with service providers and family members. Users can access various packages while Dialog customers are able to use the app without data charges.

Bridging the Digital Gap for Persons with Disabilities (PWDs)

As a signatory to the GSMA's Principles for Driving the Digital Inclusion of PWDs, Dialog aims to foster a more inclusive society and amplify the voices of persons with disabilities using digital technology, narrowing the gap in access and use.

Understand how to reach and better serve persons with disabilities
- **Web Accessibility –** The Group is ensuring equal access for PWDs, starting with its website upgrade as the first phase of a comprehensive plan to revamp all digital touchpoints
- **Ratmalana Audiology Centre (RAC) -** Provided free testing and therapy services to over 100,000 clients and partners with the School of Deaf, covering operational expenses and other screening services

Refer to website here

Deliver inclusive products and services that meet the diverse requirements of persons with disabilities
- **Accessibility Tech Launch –** Dialog launched the DeafTawk platform to bridge communication barriers between the deaf community and wider society

Refer to website here

Embrace disability inclusion at every level of the organisation
- **PWD Enabler Programme -** Dialog and MAS Holdings launched the Dialog MAS Enabler Programme, aiming to support their professional development and foster inclusive workplaces

Refer to website here   SNCR, Fair, Diverse and Inclusive Employment on page 70

DIGITAL INCLUSION

XL Axiata Peduli Disabilitas Programme

XL axiata

Embracing DEI, XL Axiata collaborated with Bloggercrony Indonesia Community, the National Blind Community, Benih Baik Indonesia Foundation, Gadjah Mada University Yogyakarta Campus Mosque, Indah Berbagi Foundation and Indonesia Inclusive Connection/KONEKIN to provide digital training to workers with disabilities. The Peduli Disabilitias programme is part of Pesantren Digital and has been conducted in Yogyakarta and Temanggung in three phases:

Phase 1

- Introduced the programme via a live-streamed podcast
- Disability representatives invited as speakers on the YouTube live stream at XL Axiata Tower Jakarta, sharing about obstacles, stigma and experiences in educational content creation on social media

Phase 2

- Digital literacy training held at the ABATA Islamic Boarding School in Temanggung, Central Java
- Imparted skills and provided materials as an introduction of the internet, and digital tools and how to create audiovisual works and positive photo content

Phase 3

- A workshop for Instagram and YouTube educational audio video content production was held at the UGM Campus Mosque, attended by people with visual disabilities from the National Blind Community
- Introduced digital publications and equality education on the use of wordship facilities for the visually impaired in the form of videos

At the end of the training, the participants were asked to make three three-minute educational videos specifically for the National Blind Community as well as an educational video on equality in the utilisation of religious facilities for the visually impaired. Going forward, the programmes will be brought to Jakarta, Bandung, Medan and Surabaya.

Safe and Responsible Use of Technology

Axiata is dedicated to cultivating a secure and responsible digital environment by encouraging the prudent utilisation of technology. Our commitment involves proactive measures to safeguard users from potential harm, including threats such as Child Sexual Abuse Material (CSAM), cyberbullying, and other cyber risks.

Joining Forces to Block Child Sexual Abuse Material

IWF
Internet
Watch
Foundation
MEMBER

In tandem with Axiata's vision to be The Next Generation Digital Champion, we believe a thriving digital ecosystem goes beyond business growth and includes social responsibility. This commitment resonates across our OpCos, which also prioritise online safety for children.

To solidify our commitment to make the internet a safer place for children and adults, Axiata officially joined the IWF in December 2023 to block access to Child Sexual Abuse Material. A technology-led, child protection organisation, the IWF is a not-for-profit organisation that works closely with the police, governments, NGOs and the internet industry globally. IWF detects, disrupts, removes and prevents online child sexual abuse materials, using its expertise and resources as effectively as possible. The organisation has been actively searching for the related imageries for 26 years and allows people to report to them anonymously from 50 countries, covering 2.6 billion people. It provides unique datasets and services to industry members to protect internet users from exposure to the related content, preventing the imagery from re-appearing and making it harder for offenders to find and share.

Our support for the IWF exemplifies our commitment to the safety and wellbeing of children across the markets we operate in. This effort is guided by the work of global organisations and law enforcement authorities, and our partnership with the IWF builds on our commitment to ensure the safety of children online. We will be working together with our OpCos across the Group to champion this cause, subject to consideration of local market landscape, going forward in 2024.

🌐   Refer to website here

DIGITAL INCLUSION

Both our Digital Telcos and Digital business units are devoted to fostering awareness among consumers regarding the potential online risks, with a specific emphasis on the wellbeing of children and youth. Recognising the significance of promoting responsible and safe digital practices, we are steadfast in nurturing a culture of digital responsibility.

Axiata Digital Labs (ADL) –
KidsSafe – Ensuring Online Safety for Sri Lankan Children

ADL launched the KidsSafe online platform in March 2023 to raise awareness of child online safety for parents, caregivers and educators. The award-winning platform features:
- A range of content on safety measures for children and parents to equip themselves with knowledge on how to combat cyberbullying, cyberattacks and online harassment
- Details on governmental and non-governmental organisations that parents can reach out to for assistance
- A seamless and secure browsing experience that incorporates elements of sustainability and inclusivity such as being hosted on a green server, accessibility features and a website that has translation-enabled content and is screen adaptive

As of 31 December 2023

78,299
views
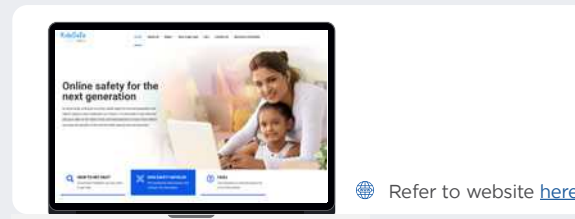
1,293
user

Refer to website here

Scan the QR code to watch the videos

🏅 Award

KidsSafe Wins @ the Best Web Award 2023
- Overall Award (Silver Winner)
- Best CSR Website Award (Gold Winner)
- Most Popular CSR Website Award (Gold Winner)

Child Helpline - 1098

In demonstrating our commitment to safeguarding the wellbeing of children in the digital realm and Robi's Child Online Safety Policy, Robi partnered with the National Child Helpline-1098 under the Department of Social Services in 2023 to act as one of its key advocates.. Through this partnership, Robi will promote 1098 as a one-stop solution for child online safety and support.

Bangladesh Safe Internet Forum

Robi has continued to support the Bangladesh Safe Internet Forum (BSIF) in partnership with Save the Children International. Through this public advocacy platform, we aim to raise public awareness about aspects including immoral and fraudulent internet activities, cybercrime, identity theft and online safety for everyone, including children.

Cyber Safe Programme Kids

This webinar was conducted for the internal employees of Link Net in December 2023 in conjunction with the Child Online Safety programme and was attended by 120 employees.

DIGITISATION & INNOVATION

The advancement of cloud technology, Artificial Intelligence (AI), Internet of Things (IoT), 5G and Edge Computing has reshaped our economy, industry and society, optimising processes, boosting efficiency and enhancing experiences. We are committed to integrating digitisation, innovation and analytics to achieve operational excellence and gain a competitive edge.

Why Is This Important

To realise our goal of becoming The Next Generation Digital Champion, we prioritise technological innovation to enhance the efficiency and effectiveness of our internal operations. Embracing digitisation and innovation fuels the digital transformation within our organisation, enabling growth and allowing us to meet our business objectives.

Outlook

Our digitisation and innovation efforts have laid the foundation to extend beyond our traditional connectivity offerings via B2C and B2B marketplaces, propelling us towards a future as a formidable technology company (TechCo). We are actively exploring and developing new digital products, platforms and partner ecosystems that transcend the boundaries of our legacy business model.

Our Approach

Our approach to digitisation and innovation is underpinned by our aspiration to become The Next Generation Digital Champion. This entails transitioning from a Telco to TechCo, developing solutions by seamlessly integrating digitisation and analytics within our AI Factory, as part of our IT Transformation strategy and becoming a leading enterprise service provider in the region.

Vision: Next Generation Digital Champion   **Strategic Priority:** Telco-TechCo Journey

| IT Transformation | ⬌ | AI Factory | Talent Factory |
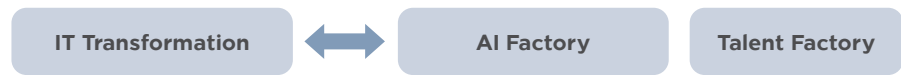
Furthermore, we are guided by five vectors of value creation and five business strategies, which are aligned with our aim to establish ourselves as a Sustainable Dividend Company. The strategy further accelerates our Telco-TechCo transformation, paving the way in the digital and technology front and ensuring consistent returns for stakeholders.

Axiata is an active member of multiple associations and has supported Open Source Standards bodies, and collaborated on projects aimed at advancing technical standards and fostering research and development (R&D). This endeavor encompasses supporting standards such as the Cloud Native Computing Foundation (CNCF), adopting TM Forum Open APIs and GSMA Open Gateway standards. Additionally, we have partnered with the University of Moratuwa to advance 5G/OpenRAN developments and collaborated with Hyperscalers on cloud-related R&D. These are just a few examples among numerous collaborations spanning certifications and projects.

Additionally, our OpCos invested in R&D to enhance products and solutions. This underscores our commitment to staying at the forefront of technological advancements and delivering cutting-edge offerings to meet the evolving needs of our customers and the market. Below are some of the R&D initiatives implemented by our OpCos:

XL axiata
- As X-Camp is an incubator for AI and IoT-based solutions, XL conducted R&D on products encompassing areas such as energy, logistics, agriculture and aquaculture

Dialog
- The development of GSMA Open Gateway APIs within the DTE Telco Fabric and subsequent launch of these APIs into the Sri Lanka and Indonesia markets represent significant milestones in our strategic initiatives

AXIATA DIGITAL LABS
- Focused on improving the Axonect product suite, collaborating with Communications Service Providers (CSPs) and technical entities to enhance solutions. ADL also partnered with Huawei on Telco Fabric (DTE), and CSG Ascendon on integrations to foster innovations, to make our proprietary Telco Fabric accessible worldwide

EDOTCO
- A MoU was signed for the Bamboo R&D project to create a sustainable telco tower using bamboo. The implementation of the tubular tower has achieved energy savings of 8.8%, which accounts for up to 31% of the total GF tower rollout

DIGITISATION & INNOVATION

Our Progress

IT Transformation

As part of our ambition to become a TechCo, we have implemented extensive IT transformation and convergence strategies. Central to Axiata's IT transformation is the adoption of an API-driven, Middleware and Micro-Services architecture, which also enables the creation of Platform Businesses in parallel with accelerating the end-to-end digitisation of our business processes.

The TM Forum Open Digital Architecture layer plays a crucial role in the development of new services as well as fostering collaboration and innovation with partners. By exposing our capabilities through well-documented APIs, we enable seamless integration with partners and third-party developers, unlocking new opportunities for co-creation and ecosystem development. This approach aligns with our commitment to open standards and interoperability, positioning us as a catalyst for digital transformation.

Our commitment to Cloud FinOps and high-velocity DevOps practices has yielded significant benefits, enabling us to optimise our cloud spending, accelerate time-to-market and enhance operational efficiencies. By fostering a culture of collaboration, automation and continuous improvement, our Cloud FinOps and DevOps practices have become competitive differentiators, driving our transformation into a leading TechCo.

Looking ahead, we are actively exploring strategic partnerships to develop cutting-edge enterprise and private network solutions, capitalising on the unprecedented opportunities arising from our 5G and Edge network deployments. These partnerships will drive innovation, enable us to tap into new revenue streams, and fortify our position as a leading technology company.

Setting the Scene for IT Transformation

Axiata implemented efforts to ensure that all OpCos are aligned with our vision of becoming The Next Generation Digital Champion. The following details our efforts in three focus areas:

Telco Fabric brings TMF ODA to life

Our proprietary Telco Fabric, also known as DTE and aligned with TMF Open Digital Architecture, has been successfully deployed across all our OpCos. This deployment includes an impressive aggregate of over 6,000 exposed APIs and more than 3,000 microservices. The implementation of DTE has not only accelerated our time to market but has also resulted in substantial cost savings. Furthermore, DTE serves as a catalyst in our transformation journey towards becoming a tech company. This transformation is evident not only in our internal software development processes but also in fostering collaboration and co-innovation within partner ecosystems.

Cloud at Scale

We are transitioning towards adopting a comprehensive cloud strategy at scale to provide operational efficiency gains through reduced overhead, automated scalability and group-wide discounted pricing.

Cloud at scale enabled agility and velocity by allowing rapid provisioning of resources, streamlining software deployment processes, and facilitating spin-up of development/test environments.

Additionally, through robust Cloud FinOps governance and cost optimisation strategies, we have achieved substantial cost savings while maintaining high levels of performance and availability.

Key Programmes

We incorporated AI Factory and Generative AI (GenAI) capabilities into our Big Data Lake implementation framework, empowering our teams to develop and deploy cutting-edge AI models and leverage the power of large language models for a wide range of applications.

Parallel to this, we have significantly increased our Continuous Integration and Continuous Deployment (CI/CD) velocity across our OpCos. This high-velocity approach has fostered agility, responsiveness and a culture of continuous improvement within our organisation.

To expedite our digital transformation, we have established our own DevOps entity, Axiata Digital Labs (ADL). ADL has enabled us to regain control of DevOps processes across our operating companies. Through ADL, we have facilitated software reuse, reduced the cost of service to our operating companies and enhanced software development velocity. ADL's platform-based development approach is aligned with ODA.

In 2023, we implemented several key changes and foundational improvements to realise our goal of becoming a comprehensive digital services provider. Our strategic initiatives are detailed below:

DTE/AXP Platform: Facilitates seamless interaction and compatibility across diverse digital services and systems. It complies with TM Forum and GSMA Open Gateway Standards and best practices, ensuring widespread operability within the telco ecosystem.

Open API Layer: Promotes connectivity and flexibility by allowing various systems, applications and services to interact seamlessly. It fosters collaboration with external partners and developers, driving innovation and quick deployment digital solutions.

DevOps Resources at Scale via ADL: Expands Agile developments, facilitates adaptation to changing requirements, accelerates development cycles and improves overall agility. ADL promotes continuous improvement and asset reuse at scale.

DIGITISATION & INNOVATION

## Our Platforms and Solutions (Ecosystem) Providers

- ADL is recognised as an innovative software service and solutions provider, guides businesses in navigating the digital era with its wide range of products and services to enhance operational efficiency and innovation

  IAR, ADL OpCo Review on pages 78 to 79

- ADA is in the B2B space with a vision to help enterprises drive digital transformation using data, AI and technology; our entire 'raison d'etre' is digital transformation

  IAR, ADA OpCo Review on pages 76 to 77
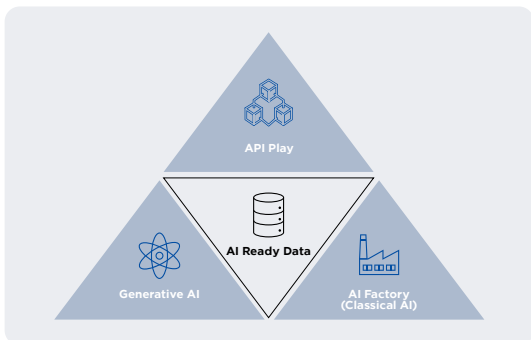
Maximising Value Through AI

Our approach to create value from AI focused on key building blocks where at the foundation is the concept of AI-ready data enabled by our standardised big data lake architecture. The AI Factory was engineered and set up as a platform where experts collaborate to develop, train and deploy AI models at high velocity and at scale to solve classical AI problems. Simultaneously, we are integrating Generative AI into this ecosystem to enhance impact of AI on key functions and business processes. Last but not least, our extensive API market acts as a bridge, seamlessly orchestrating AI Factory and Generative AI models to create maximum impact be it front office or back office processes/applications.

In line with our approach, in 2023 we completed several initiatives in AI:

- AI Factory Design and Build by Collective Brains, implemented in several OpCos
- Implementation of impactful use cases within the AI Factory Production domain. These included predicting customer churn, managing retail stock, enhancing trade visibility, employing AI for network planning, optimising sales force route planning, and boosting revenue upselling and cross-selling
- AI Governance and Ethics Guidelines published and readiness assessment completed for all OpCos
- A standardised group-wide methodology has been established to assess the impact of Analytics and AI. This facilitates continuous assessment and raising the bar for impact of AI in the organisation
- Data Architecture: Axiata Big Data Lake Blueprint (BDL 4.0) published across OpCos with a set of recommendations to upgrade existing data architecture. These recommendations aim to establish a Group-wide standard data architecture that effectively supports the smooth execution of the AI Factory
- AI/ML skills assessment for the analytics community across all OpCos. Based on the assessment results, personalised recommendations were provided to every participant to help them stay up to date with AI-related skills

We completed our AI Maturity Assessment Program (AIMM) in 2022, as the OpCos reached the desired level of maturity after several years of running the programme. In 2023, our primary focus was to drive scale and impact of AI via the AI Factory programme.

Embracing Generative AI in Back Office Operations and Customer Service

In developing solutions for back-office operations and customer service, it is crucial to incorporate new technological developments to future-proof our company and our OpCos. Generative AI has the potential to revolutionise both back-office performance and customer service. By leveraging Generative AI, our focus is to enhance efficiency, accuracy and customer satisfaction, driving business success.

In line with that view, we have experimented with few Generative AI use cases, namely:

1. Coding assistant to accelerate software development, enhance code quality, and improve overall productivity for developers. We will be driving coding assistant use case at scale across OpCos' IT teams in 2024.
2. Customer Problem resolution system; GenAI based chatbot to diagnose reasons for customer complaints.
3. Several other use cases have been explored and tested using the capabilities of Generative AI. Notably, experiments in marketing media generation, as well as email and PDF summarisation, have harnessed the power of Generative AI.

Talent Factory

In Axiata, ADL plays a pivotal role leading to transformative software services with a skilled team of over 1,300 adept software engineering and technology consulting professionals. Specialising in various domains such as agile development, full-stack web and mobile, DevOps, and cloud technologies, ADL drives digital transformation across diverse industries under the umbrella of Team AXONECT.

ADL focuses on attracting, nurturing and enhancing talent, with a strategic focus on skill augmentation and development.

Within ADL, cloud certifications are paramount for performance excellence, validating expertise across AWS, GCP, Huawei Cloud and Azure. This instils confidence in clients regarding ADL's ability to deliver secure, reliable cloud solutions, aligning seamlessly with Axiata Group's Telco-TechCo journey. ADL's mission extends beyond Telco, offering top-notch cloud services across various industries. ADL has delivered over 103 projects within the year 2023 for Axiata Group Companies and currently 182 projects are ongoing.

Notably, ADL has achieved significant milestones in Open API certification, ranking among the top six global IT tech giants, and holds a prestigious platinum status in the TM Forum Open API Programme with a portfolio of 50 certified open API certifications. This underscores ADL's commitment to excellence, innovation and leadership in advancing industry standards and best practices. ADL currently has 93 Cloud Certified Professionals across 16 certification levels and seven certification platforms.

DIGITISATION & INNOVATION

Smart Enterprise Solutions for Sustainable Development

The Group's continuous digitisation initiative includes offering enterprise solutions to support digital transformation across various industry verticals. This is led by Axiata Enterprise and is to empower businesses into embracing technological advancements targeting the four focus growth areas of Managed Connectivity, Managed Cloud, Cyber Security and Smart Services.

Environmental   Governance   Social

OpCo Enterprise Solutions »   **Contributing to the Nation-building Process** »   **Empowering Businesses Through Digitisation**

In becoming a leading enterprise service provider, we advocate digitisation among our stakeholders by facilitating connectivity and enhancing digital capabilities. We have more than 173,000 enterprise customers, enabling us to build new capabilities and generate opportunities, contributing to our growth and evolving business requirements.

We are also proactively establishing partnerships with leading global technology providers to maintain our competitive edge amidst the rapidly evolving technology landscape. This not only supports our capability building efforts, but also ensures the delivery of best-in-class solutions to our esteemed enterprise customers.

Axiata Enterprise

IAR, In Conversation with Our GCEO on page 19

Refer to website here

Digitisation plays a pivotal role in accelerating nation building by fostering economic growth, enhancing efficiency and promoting innovation across sectors.

robi

Together with Axiata Enterprise, Robi collaborated with the Bangladesh Bureau of Statistics in a milestone project facilitating the execution of **Smart Bangladesh**, the country's first ever digital population census.

Impact

Our services supported the country in building a robust governance framework from the grassroots level and reducing its carbon footprint.

Dialog

Dialog collaborated with iPhonik and operated and managed the **Government Information Center (GIC),** which provides information from various government organisations to Sri Lankans. The GIC operates around the clock, provides trilingual services and can be reached via any telecom network by dialling 1919.

Impact

Our work benefitted an estimated **21,900,000** citizens with an investment of **LKR180 million**.

Our products and services enable businesses to streamline operations, achieve efficiency and unlock innovation, while adhering to sustainable practices. During the year under review, our OpCo Enterprise Units introduced various products and services to enterprises and SMEs.

XL axiata

XL launched **BIZ VIDA** in partnership with Vida Digital Identity, a trusted service provider for the world's digital signature industry leaders. BIZ VIDA incorporates VIDA's digital identity verification solution into XL Axiata Business Solution package.

Impact

The feature allowed both enterprises and SMEs to increase operational efficiency and reduce their paper usage.

In another initiative, XL collaborated with Pamapersada Nusantara (PAMA), a mining and earthmoving contractor, to provide hybrid LTE signals for the **digitalisation of its mining fleet**. This helped maximise mining automation. To support the fleet management system, PAMA developed the Early Warning and Control System PRO (EWACSPRO).

Impact

This project uses private networks to support EWACSPRO's crucial application in managing fleets, while public networks are used for workers' communication needs.

Smart

Smart launched **Smart for Business,** offering a comprehensive suite of 12 business solutions to bolster digital enablement for SMEs in Cambodia through affordable and effective business tools. These tools include advanced fleet management, digital HR systems, a comprehensive communication platform, secured high-speed internet and cloud storage.

Impact

Designed for seamless integration, these tools enabled SMEs to scale and compete in a digital-first world with robust customer support.

Additionally, Smart launched **CheckinMe** in 2024, a digital solution streamlining employee performance and attendance management. This provided support to enterprise clients, transforming paper-based systems into eco-friendly processes, automating attendance tracking and sales activities. With features for HR, SMEs and sales, CheckinMe fosters productivity and sustainability in the modern workplace.

Impact

HR practitioners, SMEs and sales personnel benefit from this initiative, which streamlines processes and promotes eco-friendly practices.

Google Workspace by Smart offers a cloud-based suite of productivity tools for businesses, including Gmail, Docs, Sheets, Slides, Drive, Calendar, and Meet. Designed to be user-friendly, it's ideal for Cambodia's small to medium-sized companies. This solution enhances productivity and collaboration by simplifying business management. It also provides cost savings and security, with special offers on Smart mobile connectivity available, all covered by a single monthly fee that includes all features and necessary data traffic.

Impact

Enhances business efficiency and reduces operational cost.

DIGITISATION & INNOVATION

🌐 Environmental   🤝 Governance   👥 Social

» **Empowering Businesses Through Digitisation (Cont'd)**   » **Supporting Our Communities**

Dialog

Dialog executed the **CX Project**, an ongoing project worth approximately LKR3 million for **Tee Jay Lanka**, a sewing factory located in Seethawaka Industrial Park, Sri Lanka.

Impact

Designed for seamless integration, these tools enabled SMEs to scale and compete in a digital-first world with robust customer support.

Dialog partnered with the University of Moratuwa to introduce a **Cold Room Monitoring system** at Bandaranaike International Airport's Cargo Village from 2022 to 2023. The objective was to maintain optimal temperatures in cold rooms, leading to energy savings and a decreased carbon footprint.

Impact

The implementation of Dialog's Cold Room Monitoring system at Sri Lankan Airline Cargo improved temperature control, leading to energy savings and reduced carbon emissions, while also boosting overall logistics efficiency.

Digitisation plays an important role in communities as it enhances access to information, improves communication, promotes economic growth and social inclusion.

XL axiata

XL has signed a five-year collaboration programme with the Faculty of Medicine of Universitas Jenderal Soedirman (UNSOED) for the **Smart Campus** solution services and digital learning development. The aim of the initiative is to improve the quality of education via the implementation of technological and digital learning, including IoT, in Indonesia.

Impact:
A digital learning ecosystem and smart campus solution that catalyses digitisation in the education sector.

In another initiative, **X-Bright**, a smart streetlight solution was implemented in the municipalities of Banyumas, Bengkulu and Tasikmalaya, optimising streetlight usage, reducing electricity consumption and supporting green city initiatives.

Impact:
This initiative optimises energy consumption by regulating streetlight usage and bolsters community safety.

linknet

Link Net enabled the adoption of **smart parking solutions at a mall in Indonesia** which automates the indication of empty parking spots and produces data reports.

Impact:
The system prevents crime and increases convenience for visitors to the mall.

robi

In collaboration with Axiata Enterprise, Robi developed a digital financial service–based mobile app, **dCloud for First Security Islami Bank**. dCloud improves the bank's customer-centric appeal by supporting new account opening, fund transfer facilities, money top up from cards, utility bill payment, mobile recharge and viewing of investment facilities for customers.

Impact:
Our efforts foster better financial management in the community.

ADVANCING GREEN ECONOMY

HARNESSING SOLAR ENERGY

CONNECTIVITY INFRASTRUCTURE

EDOTCO

Smart

XL axiata

TREE PLANTATION EFFORTS

linknet

robi

What This Means to Us

We firmly believe that Asia's advancement is intrinsically linked to a harmonious balance between digital progress and environmental wellbeing. We understand that sustainable development is paramount to our planet, thriving alongside technological innovation. Through collaboration and partnership, Axiata strives to catalyse solutions for decarbonisation, ensuring a sustainable future for both Asia and our planet.

Material Matters

Climate Change - page 55
- Reduced Scope 1 emissions by 6.5% in 2023 vs 2022
- Increased solar sites by 25% against 2022
- Second year of Task Force on Climate-related Financial Disclosures (TCFD) reporting

Environmental Management - page 64
- Rolled out internal awareness campaigns and initiatives on sustainability practices
- Outlined initiatives related to waste and water management
- EDOTCO protected endangered birds as part of biodiversity conservation

Prioritised UN SDGs

8 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 13 CLIMATE ACTION | 17 PARTNERSHIPS FOR THE GOALS

CLIMATE CHANGE

Incorporating climate action into our broader sustainability agenda is crucial, given the clear findings of climate science and the call for action. Aligning our actions with our purpose of Advancing Asia fosters sustainable development and uplifts the markets we operate in.

Why Is This Important

Commitment to clear climate targets is essential for aligning the Company's operations with sustainability goals, enhancing resilience to climate risks, fostering innovation and market leadership and achieving long-term cost savings and efficiency. These initiatives are critical to reinforcing our position as a responsible and forward-thinking company.

Outlook

We remain optimistic about the emergence of new technologies, shifts in the regulatory landscape, and increasing national-level action to expedite the transition to a low-carbon economy. We recognise the importance of forging transformative partnerships through collaborations within our industry, across sectors, and with government agencies. This enables us to amplify our impact and accelerate the transition towards a lower-carbon economy. We will prioritise investments in energy efficiency and renewable energy solutions as we seek to deliver on our commitment to navigate the evolving regulatory landscape and climate policies to effectively mitigate climate impacts and shift to a low-carbon economy.

Our Approach

In response to the urgent need for climate action and resilience, we have committed to clear climate targets aligned with the Science Based Targets initiative (SBTi) Business Ambition for 1.5°C. Our commitment to be net-zero no later than 2050 reflects our sense of responsibility to future generations. It forms the premise of our Net-Zero Carbon Roadmap.

This is supported by adopting Task Force on Climate-related Financial Disclosures (TCFD) recommendations which provide a structured framework to enhance our ability to manage climate matters and disclosures effectively.

Our Progress

Net-Zero Carbon Pathway

As we deepen our Telco-TechCo journey, we aspire to set a leading example across our operations to take a proactive approach towards minimising the effects of climate change. Through our roadmap, we have set out a three-pronged strategy to decarbonise our network operations, transform our value chain and advance an inclusive climate agenda. The roadmap, launched in May 2022, will be updated to reflect actions required to meet the SBTi-validated target currently pending validation.

Objective

1 **Accelerate Decarbonisation of Network Operations**

Enhance Energy Efficiency

Reduce network energy consumption by enhancing energy efficiency

Enhancing energy efficiency is one of our priorities as we seek to achieve net-zero no later than 2050. We have been exploring several energy optimisation solutions, including optimising infrastructure by investing in modern power systems. This involves abandoning cooling at radio sites by transforming legacy indoor sites into outdoor sites. We have also installed solar panels at thousands of sites across our markets to enable a hybrid power supply. We will continue to explore energy efficiency solutions, including network modernisation, and develop energy efficiency efforts with our partners.

Increase Usage of Renewable Energy

Increase network renewable energy consumption from self-generated or purchased energy

The energy mix from the national grids in our markets where we operate are carbon intensive. This is because the electricity is generated using fossil fuels such as coal, gas and oil. We have actively embraced adopting renewable energy at our base stations where feasible to minimise carbon emissions. Switching to solar power has decreased the consumption of grid electricity and fuel in generator sets. Additionally, OpCos have substituted generators with lithium batteries and implemented a hybrid system of charging and discharging batteries to power Base Transceiver Stations (BTS) in remote locations. These initiatives have reduced diesel consumption. Moreover, renewable energy such as solar power, wind turbines and solar-wind hybrids are used to power our telco towers while reducing carbon emissions.

Progress

Continued focus on driving energy efficiency has resulted in approximately 24% reduction in network fuel energy usage

Our collective efforts have resulted in the establishment of over 4,500 solar sites by the end of 2023, reflecting approximately 25% increase compared to 2022.

CLIMATE CHANGE

Net-Zero Carbon Pathway (cont'd)

Objective

2   Accelerate the Transformation of Our Value Chain

Engage and Collaborate with Partners across Our Value Chain

Increase our suppliers' climate management and carbon performance in their operations

As part of our efforts to shift towards a low-carbon value chain, we have defined and identified the sources of emissions across our supply chain. Determining the baseline of our Scope 3 carbon emissions will help define the hot spots and allow us to decarbonise our supply chain. As such, we have adopted a globally recognised methodology for telecommunication operators to assess and report on Scope 3 carbon emissions. The methodology was developed by the Global System for Mobile Communications Association (GSMA), Global Enabling Sustainability Initiative (GeSI) and International Telecommunication Union (ITU). This will enable us to enhance our engagement programmes with suppliers and vendors, vital in reducing our supply chain emissions of our supply chain.

Progress

In 2023, we established Scope 3 emissions for 2022, which serves as our baseline year. We worked with an independent third party to review and verify the boundary and completeness of the data collected.

📖 **SNCR**, Decarbonising Our Network Operations on page 63

Objective

3   Deliver an Inclusive Climate Agenda

Increase Carbon Removal Activities

Neutralise residual carbon emission through natural or technological solutions in owned and supported projects

The SBTi Standard clearly states that neutralisation - removals after abatement - and Beyond Value Chain Mitigation (BVCM) - removals and reduction outside of company value chains - are crucial for achieving net-zero. However, they must be prioritised after value chain emissions reductions[1].

Progress

We will continue to keep up to date with guidance on neutralisation and BVCM from SBTi and incorporate it into our net-zero strategy.

Enabling Carbon Avoidance

Contribute to decarbonisation solutions by enabling efforts across society (reduction and removal)

We seek to promote carbon avoidance efforts across society. We are committed to enabling society, businesses, enterprises and small- and medium-sized enterprises (SMEs) to achieve carbon avoidance by providing products and services that enable emissions reductions. Mobile and digital technology could enable emissions savings of 40% in four major industries that comprise 80% of global emissions (power and energy, transport, buildings, and manufacturing).

Our enterprise solutions, enable industries in our markets to reduce their environmental impact through digitalisation and innovation. This, in turn, drives resource optimisation and reduces energy consumption.

📖 **SNCR**, Digitisation and Innovation on pages 49 to 53

Source: https://sciencebasedtargets.org/news/the-net-zero-standard-and-carbon-removals

CLIMATE CHANGE

Task Force on Climate-related Financial Disclosures (TCFD)

In 2021, we embarked on our TCFD journey and disclosed our first progress report in 2022. We will continue to align our actions with Axiata's TCFD three-year roadmap across 2022-2024 and are committed to closing any gaps progressively. We acknowledge that TCFD recommendations are now integrated into the International Financial Reporting Standards (IFRS) S2 Climate-related Disclosures, issued by the International Sustainability Standards Board (ISSB). The IFRS S2 requirements are consistent with TCFD's four core pillars and 11 recommended disclosures.

Scope of TCFD

Digital Telco	Infrastructure	Digital Business
XL axiata robi Dialog Smart	EDOTCO Focusing on Malaysia and Bangladesh as the highest revenue contributors from EDOTCO	Boost

In 2023, we enhanced the scope of our TCFD reporting coverage to include all digital telcos, including Boost and EDOTCO. Previously in 2022, only selected digital telco businesses were covered as part of our TCFD's inaugural report.

Our report has been prepared using the latest information and current practices available. We will continue to amend, update and improve our climate-related practices to align with the latest reporting standards and frameworks. We are committed to gradually improving our data and methodologies and have adopted strategic measures to step up our climate practices along our TCFD journey.

Status against the four core elements of recommended climate-related financial disclosures:

Governance

Disclose the organisation's governance around climate related risks and opportunities.

Our Response:
Axiata's leadership is actively championing sustainability and climate action, demonstrating a robust commitment to these crucial initiatives. We have taken decisive steps to enhance oversight and climate response by clearly defining climate-related roles and responsibilities. We have established structured processes and controls, initiating regular reporting on climate progress. This process is consistently being refined to improve climate oversight and positive environmental impact.

Strategy

Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning where such information is material.

Our Response:
While climate change introduces physical and transition risks, it also unveils opportunities for positive action. According to TCFD, physical risks stemming from climate change can manifest as event-driven (acute) or longer-term shifts (chronic) in climate patterns. We conduct comprehensive climate risk assessments to identify and evaluate potential risks and opportunities associated with climate change. Our approach involves a progressive thorough examination of climate risks and opportunities, across all OpCos. The results will be used to define short-, medium-, and long-term horizons for formulating internal strategies aligned with external commitments, changing regulations, and the outcomes of climate scenario analysis (planned in 2024) to effectively manage the potential impact of climate over time.

Risk Management

Disclose how the organisation identifies, assesses and manages climate-related risks.

Our Response:
We have assessed the materiality of Axiata's climate risks and opportunities across different business segments, considering macro level factors at country, industry and OpCo level view. We considered country-and-industry-specific views based on factors such as the likelihood of occurrence and recurrence of natural disasters, climate-related regulations and policies, market sentiments and consumer behaviour.

At the OpCo level, each OpCo's exposure of vulnerability to the nine climate risks was evaluated. The assessment was based on the availability of various elements including control measures to manage and reduce the impact of climate risks. The availability of alternatives and substitute resources or infrastructure, as well as the level of management towards natural disasters such as preparedness, response and recovery were also considered.

To assess the OpCo's level of exposure to the 13 climate opportunities, we considered factors such as access to new revenue streams or cost savings, potential for job creation or upskilling and reskilling and capital deployment required.

Metrics and Targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

Our Response:
By setting clear targets, monitoring climate-related metrics, and regularly reviewing our practices, we ensure that they remain up-to-date and effective in addressing emerging climate risks and opportunities. This is critical to realising our climate ambition.

The climate-related metrics that we track cover Scope 1, 2 and 3 carbon emissions, carbon intensity, energy consumption and energy intensity. We continuously report on our progress towards adopting renewable energy.

We commit to net-zero targets aligned with SBTi, which is pending validation.

CLIMATE CHANGE

Governance

The Board of Directors (BOD) of Axiata Group, through the Board Sustainability Committee (BSC) at Group and Board Risk and Compliance Committee (BRCC) at OpCo level, provides oversight of our strategic approach to climate action. This includes the management of our climate-related risks and opportunities and continuous enhancements of our sustainability governance to align with the Group agenda.

☐ **SNCR**, Sustainability Governance on page 14

Our TCFD-related risks are discussed at the Risk and Compliance Management Committee (RCMC) meetings at the OpCo level. The risks arising from implementing TCFD at Axiata are also deliberated on as part of the Group's Enterprise Risk Management update to the RCMC. To ensure that ESG topics are addressed at each OpCo, the OpCo BRCC also deliberates the progress on addressing climate-related risks and opportunities identified.

Next Steps:

Improve oversight mechanisms, including reporting lines, monitoring tools and processes, for the BSC to effectively track progress toward climate targets to be future-ready. This will involve continuous monitoring of climate-related risks and opportunities, integrating them into business strategy, and communicating progress to stakeholders.

Strategy

With sustainability as a key part of our corporate strategy, we continued progressing on our four sustainability pillars. Our climate strategy focuses on becoming net-zero no later than 2050. We have placed climate action under the "Advancing Green Economy" pillar, as we view climate change and inequality as interrelated. In this context, we recognise our capability to drive change as a Regional Digital Telco to Technology Group, creating social and economic opportunities to raise living standards across the emerging markets we serve.

With the impacts of climate change evident in all our operational countries, we have solidified our climate agenda by establishing our science-based targets, which are currently pending SBTi validation.

☐ **SNCR**, Net-Zero Carbon Pathway on page 55

In 2022, we selected two climate scenarios to assess our future climate risks and opportunities. These scenarios – **Current Policies and Net-Zero 2050** – are aligned with the ones set out by the Network for Greening the Financial System (NGFS) due to their focus on climate-related financial impacts. They account for projections from both physical and transition risks, enabling a more holistic view of climate-related risks. Besides having global and regional coverage, the NGFS also comprises downscaled national data for 200 countries, including Asia Pacific countries where most of Axiata's OpCos are located.

Scenario	
Current Policies	Existing climate policies and actions to address climate change are insufficient to address commitments and targets and remain unchanged, and it is aligned to a future with 3°C of warming. To provide a view of severe physical risks faced due to worsening climate change without any human intervention
Net-Zero 2050	New climate policies and investments were introduced to achieve commitments and targets; aggressive actions were taken to address climate change, and it is aligned to a future with 1.5-1.8°C of warming. To provide a view on severe transition risks as more aggressive policies and market and technology changes are adapted to combat climate change.

We will also align with other global guidelines, such as the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA), the for more comprehensive risk and opportunity assessments.

Next Steps:

We will continue enhancing our climate strategy as part of our climate resilience development. Among the measures we plan to take include:
- Defining short-, medium- and long-term time horizons when assessing climate risks based on factors such as useful life of assets and infrastructure, expected time of occurrence of climate impacts, internal strategies as well as alignment with external commitments and regulations
- Conduct climate scenario analysis to identify the potential impacts under the two projected climate conditions and time horizons. Based on these scenarios, evaluate how resilient Axiata's climate strategies are to the climate scenarios and assumptions
- Conducting TCFD-aligned quantitative analysis and using the relevant outcomes to formulate action plans. The action plans will be used to address climate matters that are aligned with Axiata's Net-Zero Carbon Roadmap and will be integrated into our corporate strategy and financial planning

CLIMATE CHANGE

Risk Management

We conducted a climate risk assessment to identify and assess the potential risks and opportunities related to climate change pertinent to the Group. The assessment was further improved via the development of assessment templates to facilitate standardised quantitative measurement. Assessing risks and opportunity is a critical step to support the integration of climate considerations into strategic planning. By conducting a systematic climate risk assessment, we can enhance the Group's resilience to make informed decisions and capture opportunities.

In 2023, further refinements were made to implement monitoring mechanism structures to ensure that climate risk is integrated into the overall risk management practices where the BRCC regularly reviews it at the OpCos.

We acknowledge that climate change presents physical and transition risks, and opportunities. Physical risks are due to impacts of climate change, encompassing event-driven (acute) or longer-term shift (chronic) in climate patterns. These risks can have financial implications, including direct asset damage and indirect impacts from supply chain disruption. In tandem, transition risks occur during the shift to a low-carbon economy, involving risks associated with policy, legal, technology, market and reputation.

Through our assessment, we identified and evaluated nine material risks and 13 material opportunities based on their level of materiality and the potential qualitative impacts on our business. These impacts were assessed through impact pathway analysis, which showcases the linkage between each risk/opportunity, their drivers and the business and financial impacts on Axiata.

Risk Assessment

After introducing the TCFD assessment and framework in 2022, which covered five OpCos, we expanded the TCFD risk programme to include all digital telco OpCos in 2023. We further reviewed and enhanced the calibration of the capability to mitigate the risks identified, enabling us to use the Capability Maturity Model Integration (CMMI) matrix. This saw us implementing an easy-to-follow process to measure and monitor our ability to address the risks over a structured timeline.

Additionally, we have completed strategic measures to strengthen the integration of climate-related risks into Axiata's ERM Framework, including policies, procedures, risk appetite, risk tolerance, and risk management strategies. We have also ensured that our risk appetite and risk tolerance have integrated climate matters and climate considerations into Axiata's current risk assessment process. The following table outlines the risks identified and some examples of the potential impacts.

Axiata's Climate-Related Risks   ● Risks   ● Opportunities

Risk category	Risks relevant to Axiata	Potential impacts to Axiata (non-exhaustive)
Transition Risks		
Policy & Legal: Implementation of governmental policies designed to tackle climate change	❶ Increased pricing of GHG emissions (carbon pricing mechanisms) ❷ Mandates and regulations of existing products and services	• Loss of customers due to increased prices of products and services subject to carbon tax liability • Higher compliance requirements and costs • Stranded assets (e.g. copper networks, inefficient building control systems)
Technology: Write-offs for investments in obsolete technologies/investments in new technologies	❸ Transition to lower emissions technology	• Increased investments in climate-resilient and low-carbon infrastructure • Higher spending on workforce upskilling • Higher spending on research and development (R&D) and innovation
Market & Economic: Market shifts in supply and demand for certain commodities, products and services	❹ Changing customer behaviour and/or investor expectations	• Untapped opportunities arising from new stakeholder demands • Higher risk of losing access to capital markets due to lower market valuation and failure to meet finance providers' climate-focused expectations • Poor macroeconomic profiles across the world may reduce the funding for activities related to mitigation and adaptation
Reputational Risks: Damage to brand value or reputation	❺ Increased stakeholder concern or negative stakeholder feedback	• Negative impact on overall reputation (e.g. due to failure to meet climate-related goals, or lack of climate action), resulting in loss of customers as well as lower employee attraction and retention
Physical Risks		
Acute Physical Risks: Exposure to increasingly frequent and severe extreme weather events	❻ Increased severity of extreme weather events	• Higher spending on repairs and maintenance of infrastructure/offices damaged from weather events • Increased frequency and severity of network and customer service disruptions
Chronic Physical Risks: Exposure to longer-term, incremental shifts in climate patterns	❼ Changes in precipitation patterns and extreme variability in weather patterns ❽ Rising mean temperatures ❾ Rising sea levels	• Devaluation and/or early retirement of assets in high-risk locations (e.g. flood prone or water-scarce areas) • Reduced quality of services due to lower productivity • Higher insurance premiums and/or reduced availability of insurance for assets in high-risk locations

CLIMATE CHANGE

Opportunity Assessment

Aligned with our agenda to advance Asia, we will continue fostering long-term growth and contributing to a resilient and environmentally conscious future. We aim to realise this by minimising environmental impacts and harnessing sustainable practices to drive innovation, operational efficiencies and new revenue streams.

Identifying climate-related opportunities will encourage innovation and the development of new products, services, or business models that align with a low-carbon economy. At the OpCo level, each OpCo has quantitatively assessed identified opportunities to gauge their impact. The findings revealed that most OpCos observed an enhanced reputation concerning renewable energy adoption due to their proactive responses to a shift in consumer and investor demand. Furthermore, we acknowledge that the cost of renewables will be more economical in the long term. The assessment's outcomes will supplement the climate scenario analysis to identify a strategic approach to anticipate, plan for, and adapt to the impacts of climate change, ensuring sustainable and resilient business practices. The opportunities and impacts identified are as follows:

Axiata's Climate-Related Opportunities

● Risks   ● Opportunities

Opportunity Category	Opportunities Relevant to Axiata	Potential Impacts to Axiata (Non-exhaustive)
Resource Efficiency: Use of more resource-efficient processes and equipment to optimise consumption of energy, water, waste and materials	**1** Use of more efficient production and distribution processes* **2** Sourcing from a green supply chain	• Lower utility bills, potential carbon prices, and costs from purchased goods and services due to reduced consumption of resources • Increased value of fixed assets (e.g. highly rated energy-efficient buildings) • Leverage partnership and collaboration to reduce capital requirements and optimise impact
Energy Source: Use of green or renewable sources of energy, and exploration of carbon trading platforms	**3** Use of lower-emission sources of energy* **4** Participation in carbon markets **5** Early participation in renewable energy programmes	• Avoided penalties, legal action and reputational risks due to non-compliance with climate regulations • Increased reputation from proactive response to shift in consumer and investor demand • Implementation of on-site renewable energy solutions holds long-term potential for substantial cost savings
Products & Services: Development of low-emission goods and services, as well as climate adaptation and mitigation solutions	**6** Transition to low-emission products and services* **7** Increased collaboration with external organisations to provide low-emission and climate resilient solutions	• Additional source of revenue from new low-carbon products and services • Increased quality of products and services due to upskilled employees in enhancing low-emission-related offerings • More resilient supply chains due to the shift from linear supply chains towards circular business models
Market: Exploration of new markets and avenues for lower financing costs with low-carbon products and services	**8** Access to new markets across more climate-conscious consumers* **9** Increased reputation from proactive response to align with the shift in consumer and investor demand* **10** Use of public and private sector incentives to fund emission reduction projects	• Engagement with a broader customer base across new markets • Increased access to sustainable, green, and/or climate financing to fund research, development and innovation of low-carbon products and services • Better competitive position, resulting in a larger number of customers as well as higher employee attraction and retention • Increased access to the capital market due to higher market valuation with improved ESG and climate performance
Resilience: Increase in adaptive capacity to respond to climate change	**11** Participation in renewable energy (RE) programmes and adoption of energy efficiency measures* **12** Achievement of sustainability certifications and energy labels for energy-efficient products and services* **13** Improved community and consumer resilience	• Additional source of revenue from certain RE programmes • Increased value of fixed assets due to better energy performance (e.g. high-risk energy efficient buildings) • Lower risk of downtime of services due to reduced impacts towards the health and safety of workforce, as well as increased reliability of supply chains (especially data centre services)

*   *Overlaps in opportunities*

Next Steps:

In the future, we plan to embed climate considerations into relevant planning and/or decision-making processes and policies to further strengthen our climate resilience.

CLIMATE CHANGE

Metrics and Targets

Due to the nature of our operations, our energy consumption is mostly from non-renewable sources, which contribute to carbon emissions and climate change. As such, we prioritise our energy consumption management to effectively manage our carbon footprint. This includes continuous monitoring, understanding emission sources and identifying opportunities for reduction.

Closely tracking and monitoring our data will enable us to demonstrate transparency and reliability, enhance our relationship with stakeholders, and align with the TCFD framework's disclosure and risk management principles. Our commitment to robust data tracking builds trust. It positions us as a responsible and accountable entity in the view of investors and customers.

Next steps:

We will continue to improve the monitoring of year-over-year performance against our climate targets and milestones and develop strategic plans to ensure achievement. To meet our targets, we will extend our initiatives beyond carbon emission reduction, encompassing metrics such as the percentage of renewable energy, energy usage, and waste reduction.

Carbon Emissions Across the Group

Data collection enhancements continue to be part of our plan to track and monitor performance effectively. In 2023, we reviewed the boundary and data collection of our carbon emissions to reflect changes in the organisational structure. This involved reflecting the acquisition of Link Net, the merger of CelcomDigi and the divestment of Ncell. Similarly, we updated grid Emission Factors to reflect more recent data, referencing IEA 2022 Emissions Factors to re-calculate 2022 emissions.

SBTi Validation Progress

The baseline review was conducted with the guidance and expertise of a reputable third-party organisation, which reviewed materiality across the Group. As a result, emissions from ADA, one of our digital businesses, is now included as part of the baseline emissions. Corporate Centre, Boost, and ADL remain excluded from our scope.

The near-term target to reduce absolute Scope 1, 2 and 3 emissions by 2030 and 2022 baseline is currently in the validation process by SBTi.

Emissions Baseline

To align with the SBTi, the Scope 1 and 2 emissions baseline was revised to 2022 from 2020. This change aligns with SBTi Criteria v5.1, mandating the submission of a recent-year inventory when setting a baseline. As such, we updated our 2022 carbon emissions data, where the following factors contributed to the restatement:

- Scope 1 and 2 emissions were updated to reflect structural changes in organisational boundaries
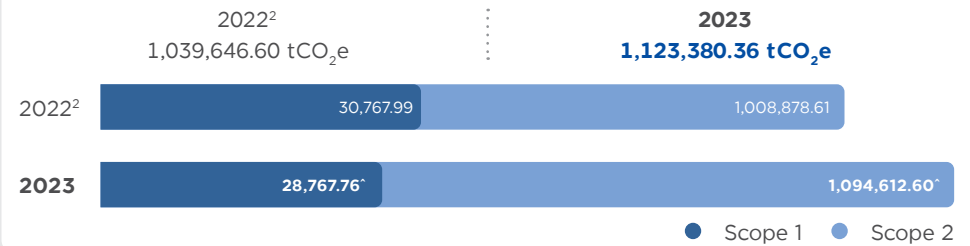- Emission factors were updated to reflect the latest IEA 2022 Emission factor

This adjustment was essential to incorporate Scope 3 emissions into the baseline, ensuring uniformity across all scopes.
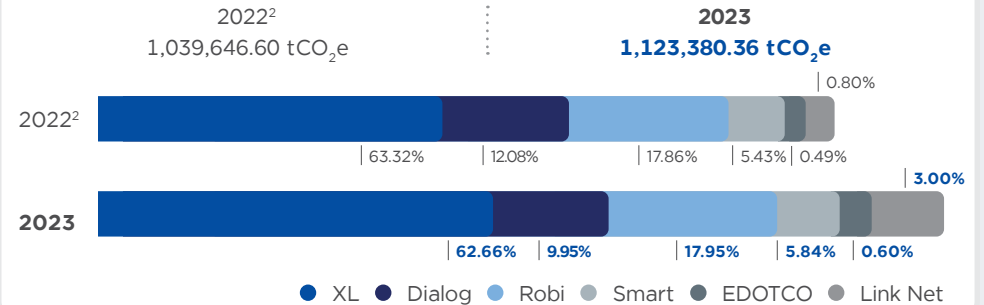
Carbon Emissions Progress

Network emissions accounted for 95% of total emissions, followed by facilities 4% and fleet vehicles 1%. Overall, carbon emissions for Scope 1 and 2 across the Group in 2023 increased by approximately 8% compared to 2022. However, Scope 1 emissions recorded a 6.5% reduction versus 2022. This is attributed to Dialog, XL and Smart recording approximately 61%, 27% and 5% reductions, respectively, compared to their emissions in 2022. This is due to efforts to reduce fuel consumption by replacing generator sets with lithium batteries and increasing the number of solar sites. These efforts are coupled with energy efficiency measures such as power saving through network modernisation and legacy shutdown.

The increase of Scope 2 emissions by approximately 8% is mainly attributed to the rise in the number of sites, additional equipment, and efforts to enhance network quality and efficiency. However, Dialog and EDOTCO reported more than 7% reduction each in Scope 2 emissions versus 2022. This is contributed by an increase in the use of renewable energy compared to the previous year.

Total Scope 1 & 2 Emissions[1] (tCO$_2$e)

	2022[2]	2023
	1,039,646.60 tCO$_2$e	**1,123,380.36 tCO$_2$e**

Year	Scope 1	Scope 2
2022[2]	30,767.99	1,008,878.61
2023	28,767.76^	1,094,612.60^

● Scope 1   ● Scope 2

Total Scope 1 & 2 Emissions by OpCos (tCO$_2$e)

	2022[2]	2023
	1,039,646.60 tCO$_2$e	**1,123,380.36 tCO$_2$e**

2022[2]: 63.32% | 12.08% | 17.86% | 5.43% | 0.49% | 0.80%

2023: 62.66% | 9.95% | 17.95% | 5.84% | 0.60% | 3.00%

● XL ● Dialog ● Robi ● Smart ● EDOTCO ● Link Net

Notes:
1. The Scope 1 and Scope 2 GHG emissions of Axiata are reported based on the GHG Protocol's Corporate Accounting and Reporting Standard issued by the World Resource Institute and World Business Council for Sustainable Development. Axiata applies the operational control approach in accounting for emissions from those sources over which Axiata has full authority to introduce and implement its operating policies, which includes Axiata and its subsidiaries. Axiata's reporting boundary excludes the digital businesses i.e. Boost, ADA and ADL which are immaterial to the Axiata Group Berhad's overall GHG emissions
2. The 2022 Scope 1 & 2 GHG emission had been restated due to the changes in emission factors to reflect the latest 2022 IEA emission factors and organisational boundary due to merger of CelcomDigi and divestment of Ncell Historical carbon emission data prior to 2022 based on the previous methodologies are available in our previous SNCRs
3. Network emissions accounted for 95% of total emissions, followed by facilities 4%, and fleet vehicles 1%
^ This data was subjected to external independent limited assurance. Refer to the independent assurance report on pages 138 to 139

CLIMATE CHANGE

Energy Consumption Across the Group[1]

Direct   Indirect

0.40 million GJ: 6.49%
Network Fuel: 4.35%
Facilities Fuel: 2.14%

2023
6.19 million GJ^

5.79 million GJ: 93.51%
Network Electricity: 89.77%
Facilities Electricity: 3.74%

0.47 million GJ: 8.11%
Network Fuel: 6.10%
Facilities Fuel: 2.01%

2022
5.82 million GJ

5.35 million GJ: 91.89%
Network Electricity: 90.12%
Facilities Electricity: 1.77%
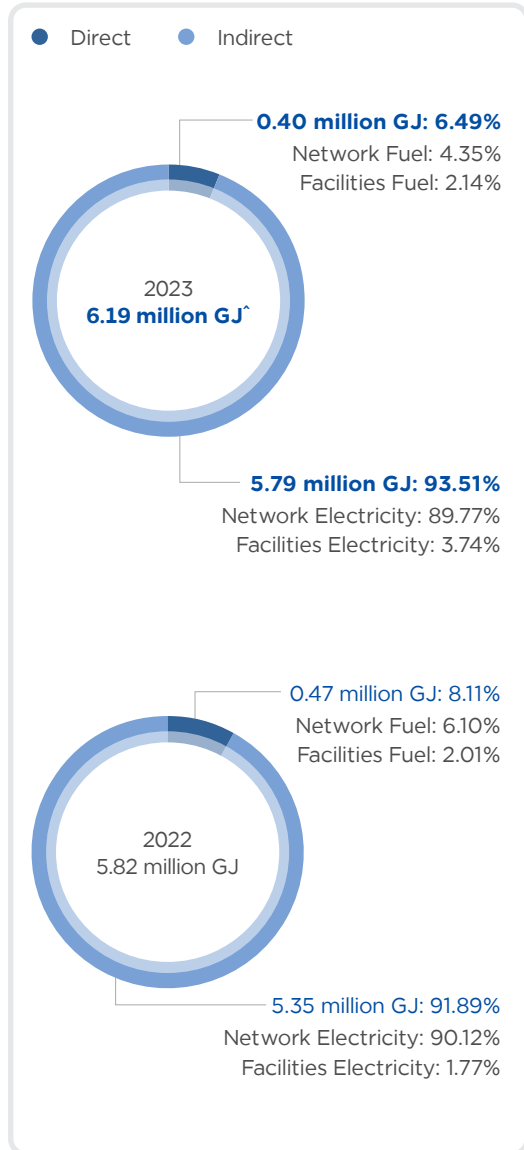
Close to 94% of energy consumed across the operations in 2023 was used to power the network. Overall, total energy usage increased by approximately 6% as compared to 2022. Energy consumption does not include energy generated from renewables. In the upcoming report, we will be including this information as it will be an important parameter to track as part of our journey towards net-zero.

Energy Consumption (excluding renewable energy) (million GJ)	2022	2023
Direct		
- Network fuel	6.10%	**4.35%**
- Facilities fuel	2.01%	**2.14%**
Indirect		
- Network electricity	90.12%	**89.77%**
- Facilities electricity	1.77%	**3.74%**
Total energy in million GJ	5.82	**6.19^**

Note: [1]   Non-renewable energy sources are defined as energy sources that cannot be replenished, reproduced, grown or generated in a short time period through ecological cycles or agricultural processes.

Energy and Emissions Intensity (Digital Telcos Only)

Total data (million GB)   Energy intensity (GJ per million GB)   Emissions Intensity (tCO$_2$e per million GB)

Notes: 1.   Energy usage for 2022 was updated to reflect changes in the organisation structure (excluding Celcom and Ncell)
         2.   Similarly data traffic for 2022 was updated to represent the organisation structure (excluding Celcom and Ncell)

Note: ^   This data was subjected to external independent limited assurance. Refer to the independent assurance report on pages 138 to 139
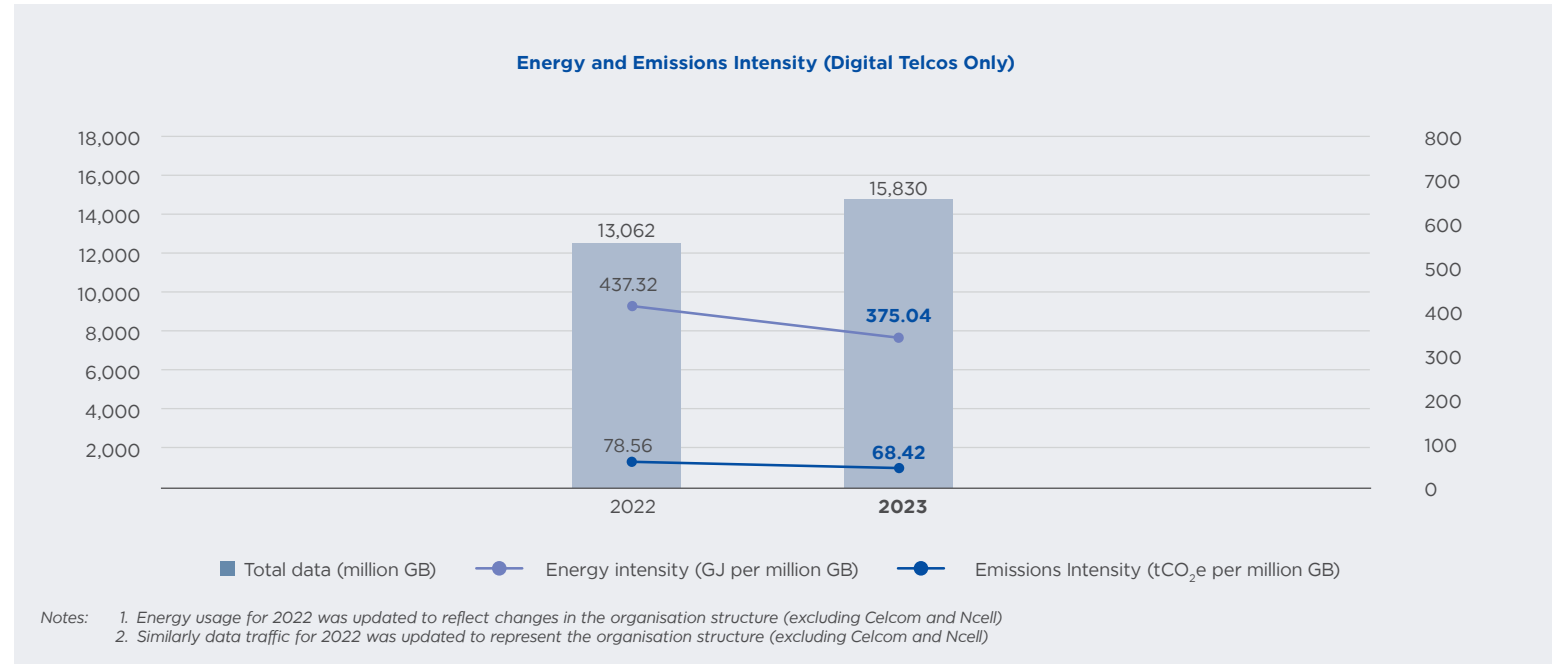
In 2023, data traffic grew by approximately 21% but energy intensity reduced by about 14%. Data traffic is defined as the total amount of traffic generated by data services (2G, 3G, 4G, 5G).

CLIMATE CHANGE

Decarbonising Our Network Operations

In line with Axiata's Net-Zero Carbon pathway, our OpCos have continuously implemented renewable energy and energy-saving initiatives.

Adoption of Renewable Energy

Dialog began embarking on its renewable energy journey since 2021 and has continued to play its role in helping Sri Lanka overcome challenges through the power of technology. This includes implementing energy-saving initiatives, such as solarisation of tower sites, network modernisation, rooftop solar, and Internet of Things monitoring systems.

A total of 776 solar sites with a capacity of 4,719.09kW were implemented in 2023. Among the solar sites, 765 were new solar installations with a capacity of 4,574.84 kW and 11 were capacity expansions at the sites with existing solar power panels.

Robi's commitment to sustainability extends beyond adopting renewable energy and includes advocacy. It catalyses collective responsibility across public and private sectors by fostering collaborative efforts towards a sustainable, Net-Zero Future and advancing environmental and developmental goals.

On 14 August 2023, Robi Axiata Limited and CSR Window collaborated in a pivotal roundtable event titled "Creating a Net-Zero Smart Bangladesh" at the BRAC Center, focusing on the urgent need for a Net-Zero emission approach in achieving the Smart Bangladesh vision. A key highlight of the roundtable was the sharing of insights from the Institute for Energy Economics and Financial Analysis (IEEFA), which touched on the global and national strategies necessary for net-zero emissions.

Robi has solar provision in 13% of its sites. In 2023, Robi generated 14,214 MWh of electricity from solar energy to power 11.7% of the network as part of its net-zero journey. Overall, Robi reduced carbon emissions by 2,286 tonnes through solar energy use and various other energy efficiency initiatives.

Energy Saving

Smart Axiata is advancing its sustainability efforts in Cambodia by deploying Artificial Intelligence Technology to optimize energy consumption for running its radio network. For this purpose, Smart has partnered with Huawei to deploy the latest Power Star 2.0, an upgraded version of PowerStar 1.0 that has been used in Smart's network since 2018. This technology upgrade aims to be more efficient and significantly reduce energy consumption at the base station.

The system utilises intelligent energy-saving features that adjust power usage based on real-time network usage. This approach ensures less energy is consumed when there are fewer users on the network, promoting efficiency throughout the day. This initiative aligns with Cambodia's Pentagonal Strategy, which emphasises sustainability at the national level.

In addition to energy optimisation, as part of its commitment to the environment and the Net Zero journey, Smart Axiata deployed an additional 295 solar sites in 2023. By the end of 2023, Smart had equipped 1,534 solar sites at base stations.

XL Axiata rolled out intelligent power solutions, consisting of AI-based energy saving features, DCS optimisation, and IBC optimisation, offering significant advantages, including energy efficiency and cost savings.

Link Net's rebuilding of almost 300,000 Homepassed Hybrid Fibre Coaxial (HFC) to Fibre to the Home (FTTH) cable will reduce GHG emissions due to lower electricity consumption. A more advanced technology, FTTH provides more comprehensive coverage and directly reduces carbon output. Additionally, FTTH is more reliable, ensuring less disrupted internet connectivity.

A survey by the FTTH Council Global Alliance cited converting HFC to FTTH as a method to improve sustainability. In this context, Link Net plans to continue this project in more expansive areas in the future.

Renewable Energy and Efficient Resource Management

EDOTCO continues to deploy solar-powered tower solutions for customers to reduce their reliance on traditional grid electricity. This has enabled their customers to achieve substantial cost savings over time. Currently, EDOTCO has more than 2,600 solar sites.

In 2023, EDOTCO Sri Lanka achieved its landmark installation of its 700th multipurpose streetlamp pole to boost nationwide connectivity. This marked a significant milestone for EDOTCO Sri Lanka's crucial contribution to enhancing the nation's telecommunication infrastructure. Apart from boosting telecommunications, the multipurpose streetlamp pole, or smart pole, is integrated with energy-saving LED light facilities and supports smart features such as security surveillance and digital signs with aesthetic designs to complement city planning. The installation of smart poles across Sri Lanka has not only reduced energy usage but also enhances efficient resource management by enabling the avoidance of the construction of telco towers as well as enhancing the safety and security of the area.

ENVIRONMENTAL MANAGEMENT

At Axiata, fostering the right organisational culture is paramount to promoting the optimal use of natural resources. Our sustainability values underscore the importance of individual accountability and collective action in driving positive change.

Why Is This Important

Minimising our environmental footprint while meeting the needs of customers and stakeholders is essential to manage risks, achieve cost savings, ensure compliance and contribute to sustainable development goals. By prioritising environmental management initiatives, we can create long-term value for our stakeholders while protecting the planet for future generations.

Outlook

In 2024, the Group will transition its environmental strategy towards a stronger focus on waste management and circularity. We will focus on enhancing the monitoring, tracking and evaluation of our waste management performance while actively seeking innovative solutions to reduce our environmental impact.

Our Approach

As we strive to meet the needs of our customers and stakeholders, we are committed to minimising our environmental footprint and promoting sustainability throughout our operations. Our approach to environmental management encompasses a wide range of initiatives, including effective waste management, responsible water consumption and biodiversity conservation, all while transitioning towards a circular economy model.

Our Progress

Nurturing Eco-conscious Culture & Operations

Cultivating Sustainability Value at Our Operations

XL has implemented Carbon Warrior, an internal voluntary programme that aims to spread the value of sustainability within the organisation. Carbon Warrior members are grouped into three workstreams, Certification, Emission Reduction and Awareness Campaign to collaborate with various business units to spread sustainability value among their colleagues.

- Certification Stream: Submitted XL's inaugural Carbon Disclosure Project (CDP) Certification and scored B
- Carbon Reduction Stream: Worked closely with network teams to continue championing energy efficiency initiatives such as generator set usage reduction, PLNization, Outdoorizations and other energy efficiency initiatives
- Awareness Campaign Stream: Collaborated with internal departments to hold sustainability awareness campaigns and activities such as Carbon Talk and Sustainability Week

Fostering Sustainability Practices

Smart took a proactive approach to advocate sustainability practices among its employees and the local community

- Published Smart's Energy Efficiency Booklet to raise awareness and guide employees in efficient energy usage in and outside Smart's operations
- Smart published a summary of its Sustainability Report 2022 to the public to raise awareness about ESG practices in Cambodia

Instilling Sustainability Awareness Internally

In September 2023, the Corporate Centre celebrated Sustainability Inclusion Month. An array of events was organised, including Sustainability Fashion Tips and an Upcycling workshop, sharing sessions regarding zero waste, ethical AI and human rights. The month-long initiative culminated with clothes swapping, which allowed employees to donate and accept used clothes.

The objective of the Sustainability Inclusion Month was to educate employees on the basic principles of sustainability and encourage sustainable consumer behaviour and cultural shift. It aimed to enable employees to embrace sustainability in their day-to-day life. It also raised awareness of employees on the importance of sustainability while fostering employee engagement and participation.

ENVIRONMENTAL MANAGEMENT

Waste and Water Management

We acknowledge the significance of responsible waste and water management and remain committed to mitigating any environmental repercussions of our waste and water usage. Bursa Malaysia has regulations and reporting requirements related to waste generation and water usage. Tracking water usage in place allows us to ensure compliance with regulatory requirements as we continue to improve how we track data to ensure completeness and accuracy.

Our approach to waste management prioritises waste reduction, recycling awareness, and responsible disposal practices. To achieve this, our OpCos have embarked on numerous measures such as championing paperless initiatives, managing e-waste effectively, and collaborating with our suppliers to minimise waste generation across the procurement processes.

Water usage

Water is a natural resource that, while renewable through processes like the water cycle, can be depleted without proper management. While our operations are not in a water-intensive industry, we know the importance of responsible water usage in our workplace.

We started tracking our water consumption in 2023 and recorded around 502 megalitres across the Group. We will be improving the scope of coverage of water use. To date, the data reported covers water consumed at OpCo Headquarters for Robi, Smart and EDOTCO. For Link Net, water consumption covers water usage at network sites.

XL axiata
- Recycled network waste and waste sourced from sim cards and vouchers through an appointed licensed third-party

Smart
- Introduced an E-business card solution that enables customers to use digital cards and reduce printing of business cards
- Continued its battery-recycling project from 2022, in partnership with EcoBatt-Energy, which aims to encourage employees and customers recycle used batteries
- Utilised recycled materials to produce branding and marketing items such as 3,250 tote bags, 19,000 pens, 8,710 tumblers and 4,750 notebooks

ada
- Implemented no plastic zone at the workplace
- Provides employees with a reusable cutlery pack
- Serves vegetarian lunch every Tuesday

Biodiversity

Our industry can potentially to play a significant role in supporting biodiversity conservation through various indirect means. Potentially, digital technology unlocks new potential to address interconnected challenges to manage natural resources by reducing and conserving or even reversing biodiversity loss that can leave a socio-economic impact in areas where communities are most vulnerable.

Championing Responsible Waste Management   **Dialog**

Dialog continued with its internal e-waste collection programme and community e-waste recycling initiative, e-Kunu, ensuring responsible waste management. E-Kunu creates an end-to-end international and local (Central Environmental Authority) certified mobile and e-waste disposal chain. The initiative makes recycling e-waste simple and possible by placing e-waste bins at customer outlets island-wide.

All e-waste collected is disposed of properly by licensed vendors with destruction certifications, ensuring compliance with the local environmental laws and proper methods of destruction. Both the internal initiative and e-Kunu collect and recycle external e-waste, including hard disks, CDs, chargers, cables, lithium-ion batteries, AA/AAA batteries and specifically mobile waste generated internally. In 2023, 1,997 tonnes of e-waste was collected via the internal initiative while 537 kg of e-waste was collected via e-Kunu.

Protecting Endangered Birds   **EDOTCO**

Recognising the unique co-existence between telco towers and eagle nesting, EDOTCO has started tracking the number of eagles residing on its towers since 2021. These birds are among the 300,000 migratory eagles that fly from Australia to Malaysia annually to return to their homes in Thailand, Cambodia, Siberia, China and Japan. In 2023, the number of eagles nesting on EDOTCO towers increased to 43 from 21 in 2021 across the region. EDOTCO has solidified its commitment to protecting endangered birds through its Bird Watch Pledge with the Malaysian Nature Society (MNS).

The OpCo aims to implement new policies and processes to minimise the destruction of bird nests on its towers and raise employee awareness about the importance of raptor conservation. Additionally, thorough assessments are carried out in areas with high conservation value when constructing telco towers to minimise disturbance to the ecosystem and mitigate any potential adverse effects on biodiversity.

ADVANCING OUR PEOPLE & COMMUNITIES

At the heart of our commitment to Winning Culture lies the recognition that our employees are our greatest asset. We understand the pivotal role of cultivating an engaging and innovative work environment where individuals thrive, contribute meaningfully and grow professionally. Our Winning Culture extends beyond the workplace to our marketplace and communities. Leveraging technology-driven solutions, we strive to be pillars of support through sustained initiatives in education, community building, and environmental stewardship.

Material Matters

▶ **Fair, Diverse & Inclusive Employment - page 67**
- Amplified our Winning Culture with three core values and six behaviours
- 75% overall Employee Engagement Score

▶ **Talent Development & Attraction - page 71**
- 100% of people across Group received a regular performance review
- 76% of senior leadership positions filled internally

▶ **Employee Health, Safety & Wellbeing - page 75**
- 3 OpCos with ISO 45001 Occupational Health & Safety Management System certification
- Employee wellness & wellbeing celebrated across OpCos

▶ **Community Development - page 78**
- Axiata Foundation contributed RM16.5 million, enriching 13,415 individuals
- XL Future Leader concluded after a decade of impacting >400,000 youth beneficiaries
- Karuna.lk supports 256 fundraising campaigns across Sri Lanka

▶ **Emergency Disaster & Response - page 85**
- Signatory of the GSMA's Humanitarian Connectivity Charter
- Fully committed to the ISO 22301 standard with robust BCM Framework
- Smart subscribes to EWS 1294, Cambodia's early warning system

Prioritised UN SDGs

4 QUALITY EDUCATION | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES | 17 PARTNERSHIPS FOR THE GOALS

FAIR, DIVERSE & INCLUSIVE EMPLOYMENT

We are a diverse community of over 10,800 individuals, each contributing uniquely to our mission of delivering exceptional digital experiences for our customers and stakeholders. Dedicated to nurturing a Winning Culture that inspires exceptional performance, we uphold the principles of fairness and impartiality in our employment practices, which is fundamental to our identity. Similarly, we maintain an unwavering commitment to celebrating diversity, equity, and inclusion within our corporate culture.

Why Is This Important

We believe that fostering a diverse, equitable and inclusive work environment will cultivate a Winning Culture, enhancing our people's morale and driving exceptional performance.

Outlook

As we embark on the journey of the New Operating Model/Axiata Reimagined, our Winning Culture serves as the cornerstone guiding us towards success. Committed to upholding fair employment practices, we prioritise fostering an inclusive work environment where every individual is valued and appreciated. Simultaneously, we dedicate ourselves to optimising work processes, enhancing efficiency and effectiveness for our people.

Our Approach

We are committed to fostering fair employment and inclusion, embracing individuals from diverse backgrounds and experiences. Guided by our Winning Culture, we continue to promote DEI and wellbeing across our workplace, marketplace and communities.

Throughout our organisation, we adhere to established principles and values to govern our interactions with our employees. These principles are embedded in our Employee Code of Conduct and work environment policies, encompassing recruitment, benefits and performance management. Each OpCo tailors its policies to cultivate collaborative and trusting relationships with employee representatives. We routinely review and update these policies to maintain alignment with current developments.

Recruitment	Ensuring recruitment is conducted fairly and without discrimination, recognising opportunities, initiatives, and rapidly evolving skill profiles of functions across divisions, the Organisation and all OpCos.
Working Conditions	Enabling fair, non-discriminatory working conditions that promote individual growth in alignment to our core values and in compliance with health and safety standards as well as Code of Conduct. • Employee Code of Conduct • DEI Framework
Compensation and Benefits	Offering comprehensive benefit packages to our full-time employees, which include a hybrid work model and flexible hours. These measures aim to ensure their wellbeing while also fostering a fair work environment. Additionally, providing provisions for parental leave to support employees with families and dependents, further contributing to a supportive workplace culture.
Talent Development	Ensuring our employees have the necessary tools and resources to perform at their best. This includes providing equal opportunities for growth and advancement within our organisation. We are committed to fostering an environment where everyone has the chance to excel, irrespective of their background or position.

Our Progress

Our Winning Culture

Our refreshed Winning Culture is instrumental in our ongoing success across our markets every day. In 2023, we strengthened our Winning Culture framework, anchored on our enduring principles of Uncompromising Integrity and Exceptional Performance (UI.EP). Uncompromising integrity now serves as our foundational standard and licence to play.

The introduction of three new core values under Winning Culture are Obsession for Customers, Courage for Change and Passion for Collaboration. These values reflect our adaptability to evolving times and our agility in today's dynamic business landscape, ultimately driving exceptional performance. Additionally, these core values aim to foster a culture that prioritises customers' needs, embraces change and innovation and champions collaborative excellence. By harnessing the diverse strengths and expertise within our team, we are dedicated to creating a unified, inclusive work environment where everyone can thrive.

Winning Culture Framework

IAR, In Conversation with Our GCEO on page 13

Core Values & Key Behaviours

We drive exceptional performance through the following:
Obsession for Customers
• Starting with customers in mind with every decision that we make
• Going the extra mile to deliver beyond customers' expectations
Courage for Change
• Fearlessly pushing boundaries and trying new things
• Continuously adapting and improving to get better every day
Passion for Collaboration
• Building trust in all relationships to work towards common goals
• Embracing diversity and learning from each other
while upholding high ethical standards

Ways of Working

We are leveraging on our agility and innovation delivered without compromising on ethics and integrity

Workplace, Marketplace & Communities

We are dedicated to achieving success in our operations, marketplace, and communities by fostering a positive, safe and equitable environment that nurtures growth and wellbeing for all

FAIR, DIVERSE & INCLUSIVE EMPLOYMENT

Employee Code of Conduct

Axiata's Code of Conduct establishes the guidelines governing our interactions with colleagues and stakeholders across our entire value chain. This code upholds universal human rights and adheres to the International Labour Organization (ILO) Core Labour Standards. We also offer a platform for addressing grievances to all stakeholders. Our Speak Up channel provides a secure avenue for reporting instances of misconduct, illegal or unethical behaviour, ensuring that individuals can report concerns without fear of retaliation or victimisation.

In 2023, we refined our Code of Conduct by integrating several sub-clauses in alignment with our Ways of Working, highlighting the significance of effective communication in all interactions, extending beyond our operations to our marketplace and communities. These sub-clauses encompass respectful employee conduct, upholding privacy standards, etiquette when attending events and responsible financial management. They underscore the crucial pillars of integrity, accountability and ethical behaviour, ensuring a harmonious and responsible approach to interactions within our organisation and beyond.

Respect for the ILO Convention

• Freedom from Forced Labour

• Freedom from Child Labour

• Freedom from Discrimination at Work

• Freedom to Form and Join a Union and to Bargain Collectively

Diversity, Equity and Inclusion (DEI)

Axiata is firmly committed to upholding diversity, equity and inclusion to empower its leadership and bolster its business endeavours. We achieve this by cultivating a culture of excellence that does not discriminate based on variances in age, gender, race, ability, nationality or culture. We firmly believe in providing our people with personal and professional development opportunities.

Since 2022, as evidenced by our adoption of the United Nations Women's Empowerment Principles (UN WEP) Charter, we have remained steadfast in our commitment to empowering women within Axiata. We are still actively working towards realising the objectives outlined in the charter and working towards achieving tangible progress.

We also continued to implement DEI foundations and values via our DEI Framework. The DEI Framework recognises Capabilities as a crucial factor that supports all four pillars. Our efforts to integrate DEI impact our marketplace, supply chain and community in our operation areas. We have in place a Culture, Engagement and DEI Circle comprising representatives from our operating companies who ensure that the values of our framework are applied.

Diversity, Equity & Inclusion

The Four Pillars

Gender	Generations	Ethnicities	Abilities

Capabilities

Target
Aims for 30% women's representation in Axiata Group Berhad (Holding Company) Senior Management by 2025.

As of 31 December 2023, we have achieved **27%** women's representation.

Building an Inclusive Culture across Axiata

The Women of Axiata and Male Allies (WAMA) initiative unites the Group and our OpCos in supporting DEI efforts. Our collaborative endeavours aim to foster an inclusive environment for all employees, promoting gender diversity, leadership opportunities and a culture of equality. Throughout 2023, WAMA spearheaded impactful initiatives to amplify awareness and drive meaningful change.

WAMA series

axiata
• Sponsored LeadWomen Malaysia in DEI activities, resulting in increased brand awareness and partnerships
• Partnered with LeadWomen and UNITAR to host panel sessions for employees, students and guests, aimed at increasing awareness of DEI in the work environment

Smart
• Hosted an International Women's Day virtual panel discussion at Smart, featuring three inspiring women leaders, highlighting their invaluable contributions and insights on their career paths in the tech industry
• Launched an Appreciation Week from 3 to 10 March 2023 at Smart, encouraging employees to foster a culture of recognition by expressing gratitude towards female colleagues who positively impact its operations
• Organised a vibrant Smart Cultural Day celebration that embraced diversity and fostered unity and tolerance among employees. The event featured traditional costumes and food from over 10 countries around the world, celebrating different cultures and backgrounds

Promoting Gender Equality and Women Empowerment

ada

At ADA, we prioritise gender equality and women's empowerment. These values are upheld year-round and celebrated even more during March, aligning with International Women's Day (IWD).

In 2023, several initiatives were launched to foster a supportive and inclusive environment for women within ADA. These initiatives aim to empower women, provide them with equal opportunities, and ensure they can contribute to their full potential:

Awareness and Celebration
• Marked International Women's Day with a CEO-led panel discussion and movie screenings across all offices, focusing on women's empowerment
• Produced an annual video showcasing our commitment to women's empowerment, featuring employees' perspectives and shared it on social media platforms
• Spotlighted achievements of our female colleagues and leaders internally and on social media, breaking stereotypes and fostering a supportive community
• Encouraged employee participation in a creative virtual Bingo competition to celebrate IWD

Training and Education
• Conducted compulsory training modules, including 'Uncovering Unconscious Bias in Recruiting' for hiring managers/interviewers
• Provided weekly training modules and resources aligned with IWD to employees, promoting continuous learning and awareness

Supportive Work Environment Policies
• Upgraded nursing room facilities to better support working mothers
• Relaunched our Mentoring Programme with an expanded list of women mentors, fostering professional growth and development

FAIR, DIVERSE & INCLUSIVE EMPLOYMENT

Link Net: Wanita Tangguh

linknet

The "Wanita Tangguh" ("Strong Women") award is given annually to four dedicated female team members who exemplify perseverance and embody the values of the First Squad in their lives. The award also celebrates the accomplishments of women in technology. Link Net's "Wanita Tangguh" celebration aligns with Indonesia's Kartini Day in April.

Kartini Day honours the life and legacy of Raden Ayu Kartini, a beloved figure and national hero celebrated for advocating for women's rights, particularly in education, and her efforts to promote gender equality. The award nominations are facilitated by First Squad Connect, our internal digital space platform, with the winners announced during Link Net's town hall meeting.

Objectives of the "Wanita Tangguh" Award		
Empowerment	**Visibility**	**Recognition and Celebration**
Promote women's accomplishments, skills and impact in tech, while cultivating a nurturing space for their advancement and encouraging them to thrive in technology-related careers	Elevate women's accomplishments in tech by enhancing their visibility, advocating for recognition within and beyond the industry, and driving diversity and inclusivity through their achievements	Champion women's achievements in tech through recognition, celebration, and honouring their impactful contributions to innovation and industry progress
Impacts		

With strengthened morale, top talent is attracted, and empowered female team members pursue leadership roles with confidence and openness to new challenges.

Each division of Link Net is tasked with nominating female candidates who exemplify exceptional achievements and contributions to the organisation. The nomination process entails team members submitting the female nominee's biography and an uplifting story. These female nominees are selected based on their notable accomplishments for the award's consideration.

Empowering Women in STEM and Tech

At Axiata, we have consistently promoted the participation of women in STEM roles, and we remain committed to advocating for their inclusion in the future. Diversity drives innovation and progress, and empowering women in STEM fields is essential for a more inclusive and prosperous organisation. Across Axiata, out of the total number of employees in tech/engineering/R&D roles, 23% are women.

We are proud to share the empowering Women in Tech Post Series and Video Campaign initiatives undertaken by our OpCo, ADL, to celebrate and promote the invaluable contributions of women in technology. Through this series of inspiring posts and accompanying video content, we shine a spotlight on the remarkable achievements, expertise and diverse perspectives of women working within our organisation.

Women in Tech Post Series and Video Campaign
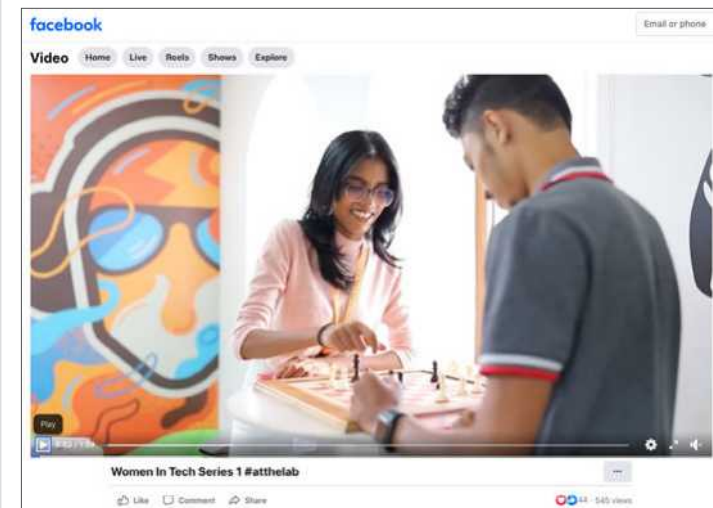
Scan the QR code to watch the video

Scan the respective QR codes to read each post

FAIR, DIVERSE & INCLUSIVE EMPLOYMENT

Inclusion for Persons with Disabilities (PWD)

We are committed to creating an inclusive environment where individuals with disabilities are valued for their unique perspectives, skills, and experiences, enriching our operations and driving our collective success.

This inclusive approach not only enriches our talent pool but also reflects our commitment to creating opportunities for all talents to thrive with us.

In fostering an inclusive work environment in collaboration with Microsoft, we spearheaded efforts to increase awareness of accessibility features tailored for PWD within work environment settings. Through a sharing session and presentations, we highlighted the diverse range of tools and resources available in Microsoft's suite of products to enhance accessibility.

XL axiata

- To promote an inclusive work environment in Indonesia, XL Axiata provided internship opportunities to five PWDs with hearing, speech, visual and physical disabilities
- One of the visually impaired interns utilised a screen reader to convert information to sound, while another PWD intern possessed a photography skill. These interns were given tasks that did not require physical abilities or skills
- The inclusion of PWDs in XL Axiata was to encourage and motivate them to seek employment in both public and private sectors

Dialog

- Recognising the potential contribution of PWDs to the nation's talent pool, Dialog collaborated with apparel manufacturing and technology conglomerate, MAS Holdings, to establish the Dialog MAS Enabler Programme. This programme is part of Dialog's efforts to embrace disability inclusion at every level of the organisation under GSMA's Principles for Driving the Digital Inclusion of Persons with Disabilities
- The pilot programme aimed to nurture the professional development of selected university students with disabilities while preparing corporate organisations to better create inclusive work environments
- The programme saw nine undergraduates and fresh graduates gaining a two-week work experience in various departments and sharing their experience at the end of the programme

Employee Engagement

We recognise that engaged employees are the key drivers of growth and performance of our organisation. To continually improve the overall employee experience across the Group, we conduct annual surveys and employ various feedback channels such as pulse surveys, town hall meetings and other appraisals. Through these avenues, we gather valuable insights into aspects like work culture, business strategies, and the needs and expectations of our people.

Total Respondents

90%

2023		90%[1]
2022		90%[2]
2021		96%

Overall Engagement Score

75%

2023		75%[1]
2022		80%[2]
2021		92%

Diverse Talent Base

Total number of employees
> 10,800

Nationality
> 37 nationalities
employed across our OpCos

Gender Diversity
Male: Female employee ratio

Male		**Female**
69%	:	**31%**

Age and Generational Diversity

5%
29%
66%

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

Senior Management[3] in Axiata

Nationality
23 nationalities
of our senior management

Proportion of Senior Management Hired from the Local Community[4]

2021 70%	2022 71%	**2023 65%^**
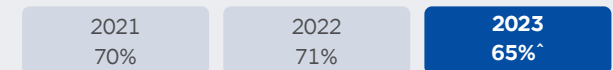
Gender Diversity in Leadership

Total **124** Senior Management

- Female
- Male

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

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

Notes:
[1] Excluding Axiata Group Berhad, ADA and Boost. The survey employed a Likert scale consisting of 63 questions alongside two open-ended inquiries, structured in a questionnaire format, to gather and analyse data on EES results
[2] We utilised a different survey platform to provide better results, insights and actions to improve overall employee satisfaction. Thus, there was a drop in percentage due to the change of methodologies
[3] Senior management is defined as CEO and CEO-1 (Direct report of Chief Executive Officer)

[4] Includes individuals either born or who have legal right to reside indefinitely (such as naturalised citizens or permanent visa holders) in the same geographic market as the OpCos
^ This data was subjected to external independent limited assurance. Refer to the independent assurance report on pages 138 to 139

TALENT DEVELOPMENT & ATTRACTION
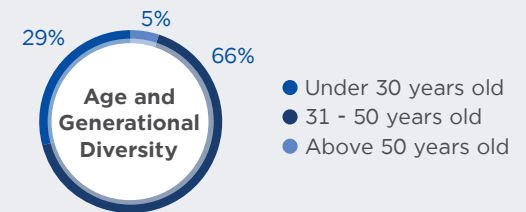
The future-readiness of our people is vital in our pursuit of advancing Asia. We are steadfast in achieving this through continual investment in tailored talent development strategies and initiatives. Our commitment lies in fostering a robust organisational culture, characterised by identifying, nurturing, and retaining top-tier talent in Axiata. Through these endeavours, we strengthen our capacity to invest in digital competencies and cultivate a pipeline of local digital talent in the markets we operate, as we strive to stay at the forefront of connecting people and communities digitally.

Why Is This Important

Our specialised development programmes are essential for creating a modern, agile, and digitally-driven talent factory. They enhance our teams' competitive edge in navigating rapid changes and complexities while attracting new talent. These initiatives empower our people, enabling career progression and fulfilling stakeholder expectations for competency development and organisational success.

Outlook

We aim to incorporate modern, agile and digital ways of working into our talent development by leveraging digital platforms to bridge competency gaps and enable career advancement. Looking ahead, the implementation of our New Operating Model/Axiata Reimagined necessitates a transformative stance and will require developing new skillsets to meet our strategic goals. Our value creation goals include building, attracting, and retaining the best talent, and providing diverse career advancement opportunities.

Our Approach

We focus on nurturing and retaining top talent to drive organisational success. Our comprehensive approach to talent recruitment, training, and retention is articulated in our Organisation 5.0 – People Strategy. Our OpCos have respective policies and strategic frameworks aligned with the strategy and are designed to attract, identify, develop, and retain highly skilled individuals. These policies serve as the scaffolding that sustains our ability to access the finest talent, vital for achieving our strategic objectives.

Our Directive Policies

Organisation 5.0 – People Strategy

People Quality Framework
This comprehensive guide outlines the qualities and behaviours we value most in our team members. Based on the following five components, it serves as a roadmap for personal and professional growth:

Culture Fit	Leading Competencies	Job-Specific Competencies
Amplifiers	Skills	
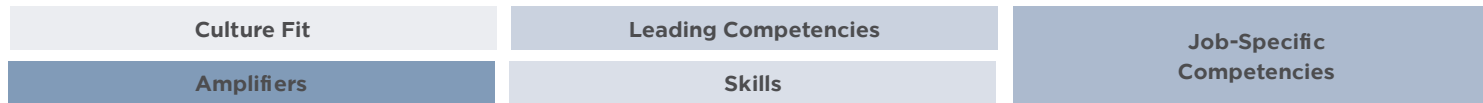
Talent Management Framework
- Group and OpCo Talent Councils
- Talent Development Programme (OpCo Accelerated Development Programme)

Axiata FastForward Academies

Our Progress

Performance Management and Recognition

We recognise the critical role of effective performance management in driving employee development and organisational excellence. By providing regular feedback and performance evaluations to all employees, we foster a culture of continuous improvement and talent development. Through transparent communication channels and ongoing discussions about potential, career aspirations, and development plans, we empower our people to take ownership of their professional growth, ultimately strengthening our leadership pipeline and ensuring long-term talent retention.

100%^

of our people across the Group received regular performance reviews in the year under review.

Notes:
  1   Annual performance reviews which are required to be completed by employees at full-time employment with Axiata
  2   All employees are subject to the Axiata Group's annual performance reviews, except for senior management (CEO and CEO-1), interns, 1-year contract staff, external contract staffs, employees who resigned in 2023, new hires who joined after 1 October 2023 and secondees, whose performance is evaluated based on specific appraisal process applicable to these employees categories
  ^   This data was subjected to external independent limited assurance. Refer to the independent assurance report on pages 138 to 139

TALENT DEVELOPMENT & ATTRACTION

Talent Factory: Leadership Development and Talent Growth

Talent growth and development are integral to the Group's overarching objectives. As the primary catalysts for our talent development initiatives, our Talent Councils ensure their efforts align with our organisational transformation and aspirations across the Group, OpCos, and Functional levels. The Councils collaborate closely with OpCos to conduct thorough planning and preparation, aligning talent priorities that accommodate the Group's various needs and objectives. Investing in our people and providing them with opportunities to gain diverse experiences, fosters a continuous learning and development culture that fuels our long-term success.

AXcellence – Axiata CC's first OADP (OpCo Accelerated Development Programme)

In collaboration with Melbourne Business School, AXcellence is Axiata CC's first OpCo Accelerated Development Programme (OADP) designed for selected Axiata CC's middle management to cultivate the next generation of thought leaders.

Anchored by the Axiata PQF, the programme comprises an experiential learning module, coaching, project-based assignments, engagements with internal and external leaders, and various other interventions to enhance participants' thought leadership through virtual and face-to-face interactions. The programme, which was initially planned to span three years, was later refined to two years and condensed to 18 months, ensuring maximum impact and value for the participants.

Launched in August 2021 with 34 participants following an extensive selection process, the programme culminated in a Business Challenge Pitch and a graduation ceremony on 3 August 2023, with the participation of 19 attendees. The graduation ceremony was attended virtually by Axiata GCEO and Managing Director Vivek Sood, Axiata CGPO Norlida Azmi, the Melbourne Business School's Chief Executive Education Officer, Magnus Gittins, and the participants' line managers.

Senior Management Positions Filled Group-wide:

5 external — 24%
16 internal — 76%

Total: 21

Senior Management Appointment by Gender Group-wide:

3 Female — 14%
18 Male — 86%

Total: 21

Championship Leadership Senior & Middle Management Programmes

EDOTCO

This programme is intricately designed to align with Axiata's commitment to instilling a Championship Mindset, recognising winning leadership as pivotal for business scaling and success. The programme also contributes significantly to Axiata's ambitious aim of securing a position in the Top 5 globally, perfectly mirroring AXIATA's Winning Culture. Moreover, this initiative aims to foster a Championship mindset across all offices, synergising seamlessly with EDOTCO's dedication to excellence and winning leadership.

Key Highlights

• Rolled out Senior Management Championship Leadership in collaboration with Asian School of Business and MIT Sloan School of Management
• Engaged 60 senior leaders across all National Tower Companies
• Achieved an impressive average effectiveness rating of 4.8/5
• Virtual Coaching Sessions with Gilbert Enoka, who is a renowned All Blacks Mental Coach and has been appointed as EDOTCO's global leadership mental coach

Notes: [1]   Senior management is defined as CEO and CEO-1 (Direct report of Chief Executive Officer)

TALENT DEVELOPMENT & ATTRACTION

Learning and Development

We focus on improving our people's core functional skills and enhancing their abilities in digital and innovative areas. Our strategy is not only based on educational programmes delivered through online and offline courses, but also through active engagement with our people. By providing opportunities for self-directed learning and growth, we empower individuals to drive their own career progression.
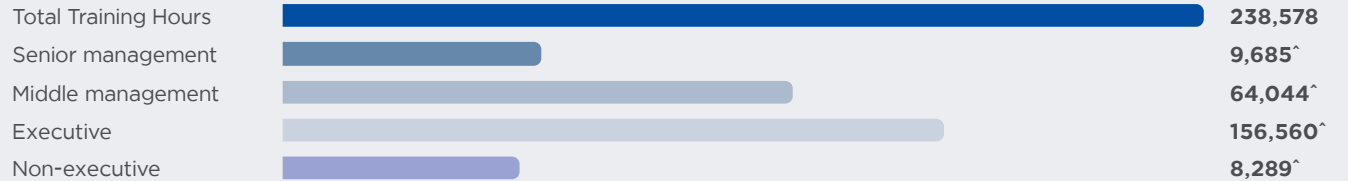
Amidst rapid technological advancements, it is paramount for our people to constantly upskill and acquire new knowledge. To address this demand, the Group is proactive in offering technical training programmes which leverage technology to deliver learning experiences in various formats, encompassing both virtual and in-person modalities.

A notable initiative is the Axiata Fast Forward (AFF) learning platform, which underscores the importance of continuous learning and upskilling in today's dynamic job market. By providing our people with access to curated learning opportunities and integrating with popular online learning platforms from seven virtual academies, Axiata demonstrates its commitment to investing in talent development and staying competitive in the industry. The seven academies are Governance & Regulatory, Customer Experience, Finance & Business, Ways of Working, DigitalTech & Analytics, Sales & Marketing and Leadership & Management.

The emphasis on certifications in areas such as cyber security, AI, and data science reflects the growing demand for specialised skills in technology-driven fields. Our people have found these resources beneficial and have voluntarily pursued skill certifications as remote learning continues to gain traction.

In addition, we have launched two group-wide initiatives, the Learning Month and the Digital Month. These initiatives encourage us to broaden and advance our skills by taking ownership of our development. Axiata's Telco-TechCo transformation, ensures we remain relevant and ahead of the curve.

Total Training Hours by Employee Category

Category	Hours
Total Training Hours	238,578
Senior management	9,685^
Middle management	64,044^
Executive	156,560^
Non-executive	8,289^

Notes:
1. Training includes all types of vocational training and instruction paid educational leave provided by a company for its employees, training or education pursued externally and paid for in whole or in part by a company and training on specific topics. Training does not include on-site coaching by supervisors
2. An employee is defined as an individual who is in an employment relationship with the company, according to national law or its application
3. Employee category, refers to the breakdown of employees by level (such as senior management, middle management) and function (such as technical, administrative, production)
^ This data was subjected to external independent limited assurance. Refer to the independent assurance report on pages 138 to 139

ADA Academy **ada**

Number of Talents Recruited and Nurtured:

🎓 **22** Young Graduates

Malaysia

Targeted Markets:

Malaysia   Indonesia   Thailand

Core Modules:

Media Planning & Buying | Marketing Automation | Marketing Data & Analytics

The ADA Academy, the pioneering cross-border digital marketing young talent development initiative, cultivated the potential of 22 talents, transforming it into boundless possibilities. Our ambitious Academicians embarked on a comprehensive two-stag, 360-degree digital marketing bootcamp in less than six months. This training equipped them with the skills and knowledge to navigate and excel in the ever-evolving digital landscape. As a result, they emerged prepared to make meaningful contributions to the industry.

Stage 1: Immersive Learning Journey

During this three-month phase, all participants receive mentorship from top digital media experts within ADA, and earn digital certificates from renowned platforms like Meta and Google. They also gain the theoretical knowledge to master the realm of digital performance media through case studies and hands-on projects.

Stage 2: Real-World Practical Experience

Successful participants from stage 1 shadow ADA teams, gaining real-world practical experience by actively contributing to actual client campaigns for three months.

After completing both stages and a final interview, participants can begin their careers at ADA. Those who successfully pass both stages and the interview are offered positions at ADA.

TALENT DEVELOPMENT & ATTRACTION

Mandatory Compliance Training Programmes

We prioritise compliance training initiatives involving nearly everyone in the Group to maintain standards and enhance skills. This commitment is rooted in integrity, guiding every decision and action we take.

Training Programme	Attendees
Data Privacy Refresher	All Employees
Cyber Security Refresher	
Enterprise Risk Management	
Speaking Up/ Whistleblowing	
ABAC Refresher	Existing Employees
ABAC	New Joiners
Code of Conduct	
Digital Trust	

Telco and Technological Trends Training

We further empower our people with comprehensive training at the intersection of Telco, Tech, Analytics, and AI. It equips them with the skills and knowledge essential to navigate and thrive in today's rapidly evolving digital landscape.

- Our comprehensive training programmes aim to empower an AI culture in Axiata, covering critical skillsets within the AI Factory to address talent shortages in the industry. This includes making AI knowledge accessible to all employees, addressing diversity, equality and inclusiveness and promoting talent retention and acquisition. Additionally, to better equip Axiata's talent to lead the AI & ML Ops project and as part of the company's Digital Transformation journey, Axiata Group Analytics (AGA) and Amazon Web Services (AWS) collaborated to organise a skill gap analysis, which involved the participation of over 300 talents

- Robi places a strong emphasis on Analytics & AI Training as critical components of skill development for its resources, investing significantly in developing its employees' analytics and AI capabilities through the following in-person classroom training:
  - **Data Analytics Phase 1**
    28 selected individuals underwent tailored Data Analytics Phase 1 training facilitated by an external trainer to align with their non-technical backgrounds and job roles' requirements
  - **Data Analytics Phase 2**
    28 personnel from the Market Operation team participated in the Data Analytics Phase 2 training conducted by an external trainer, to obtain the necessary data analytics expertise to make data-driven decisions
  - **AI Democratisation**
    36 members from the Market Operation, Technology, and Corporate Strategy Division joined the AI Democratisation training led by Robi's internal Analytics Centre of Excellence Team, focusing on enhancing analytics skills and knowledge through practical use cases in Q4 FY2023

- ADL took the initiative to host a series of Telco trainings across the practices to empower internal trainers and foster collaboration with other OpCos. The training was pioneered by Telco Solutions Practice in ADL, which was then expanded with assistance from Dialog subject matter experts to involve more than 110 cross-practice teams. These in-person training sessions garnered an overall NPS feedback rating of "Very Good"

Agile Methodology Training

Our training in Agile Methodology enables our people to adapt and innovate swiftly in the dynamic digital realm to navigate today's challenges.

- The People Development team organised a two-day Certified Scrum Product Owner training on the 15 and 16 May 2023. The training was facilitated by a certified external trainer. With 30 participants from multiple divisions across the Group attending, the training enables individuals to balance the various stakeholders' demands, develop a product vision, and make informed decisions to meet customer needs, thus, enhancing the organisation's agility

- To drive the Agile transformation within ADL, an Agile Training Programme was offered to 35 selected participants. Serving as "Agile Change Agents" across all practices, they underwent guided training by an experienced Agile coach. This comprehensive hybrid programme, comprising group activities and ongoing assessments, runs from 2023 to 2024, ensuring the effectiveness of the training

Targeted Training Initiatives

In addition to technical requirements, we have implemented targeted training initiatives that strategically addressed the OpCos and Group's needs. Our **Corporate Centre** Functions are constantly developing and providing specialised training programmes for capability building, ensuring that our talents remain relevant and current with the knowledge industry and changes. In 2023, as part of its preparation for the launch of Digital Bank, **Boost** prioritised specific essential training initiatives for its employees such as Power Pivot Beginner, AWS Certified Cloud Practitioner Essentials, AWS Certified Solutions Architect – Associate, AWS Security Specialty Certification and CFA Level 1, among others.

EMPLOYEE HEALTH, SAFETY & WELLBEING

The evolving landscape of work underscores the need for companies to establish environments that are conducive to the mental and physical wellbeing of employees. As our people are central to our operations, the Group strives to provide a safe work environment and enhance the health, safety and wellbeing of all employees and stakeholders.

Why Is This Important

As a responsible employer, our employees rely on us to establish a conducive work environment, with comprehensive safety regulations and protocols to keep them safe from health and safety hazards while ensuring that prompt and appropriate actions are taken to mitigate incidents when they arise.

Outlook

In the future, Axiata and its OpCos will focus on enhancing employee health, safety and wellbeing. We remain committed to looking after our people and will actively monitor our health and safety indicators to effectively address any issues. Additionally, our digital businesses will introduce more Occupational Health and Safety (OHS) initiatives to foster a culture of safety across Axiata.

Our Approach

We are committed to strictly adhering to all environmental, health and safety laws and regulations to create a safe work environment that prioritises physical and mental wellbeing. Employees are given access to a wide range of initiatives and programmes designed to improve safety, work-life balance and enhance physical and mental wellbeing. Axiata is committed to complying with all relevant local health and safety laws and regulations while improving its management systems to protect its people. Our commitment towards health and safety is reflected in the Axiata Group Berhad Safety Policy with respective OpCos tasked with continuously executing and reviewing their OHS policies and management systems. This ensures that employees fully understand and comply with these policies effectively.

In addition to local regulations, our OpCos also adhere to international standards and management systems, such as the Occupational Health and Safety Assessment Series (OHSAS) certification and ISO 45001:2018.

The following OpCos have attained ISO 45001 Occupational Health & Safety (OHS) Management System certification:

XL axiata

linknet

EDOTCO

For our operations in Malaysia, Bangladesh, Pakistan, Cambodia, Philippines and Myanmar

Moreover, the Health and Safety Committees of OpCos implement efforts to raise awareness of OHS to minimise injuries, accidents and exposure to health risks. Our Group People Function Circles facilitate Group-wide cross collaboration and knowledge sharing through the Wellbeing Circle, a platform dedicated to continuously supporting employee wellbeing and implementing New Ways of Working strategies.

Our Progress

Health & Safety

We remain committed to identifying and mitigating operational hazards and risks to ensure the safety of our people, prevent injuries and comply with OHS standards. Axiata prioritises safety across its operations by implementing Environmental, Safety and Health (ESH) systems and monitoring processes.

Our OpCos conduct regular reviews and internal assessments to identify risks and take the necessary measures to mitigate them. While most of our operations occur in the office and retail environments, EDOTCO faces higher safety risks due to the nature of its operations, including working at height or performing electrical work for network construction and maintenance. To mitigate these risks, our suppliers must adhere to the health and safety requirements outlined in our Supplier Code of Conduct.

We prioritise employee training programmes to enhance awareness and knowledge of safety and health matters. Refresher courses are mandatory for employees in high-risk roles, such as those involved working at height or in emergency response. Moreover, site supervisors undergo Competency Programme sessions to ensure compliance with safety standards and regulations.

Additionally, we disseminate general health and safety information regularly across OpCos to ensure that employees clearly understand and implement operational health and safety practices. Digital systems are also utilised to monitor risks, accident data and the enforcement of organisational performance measures to achieve health and safety targets.

Number Of Work Related Fatalities	Lost Time Incident Frequency Rate (LTIFR)	Number of employees trained on health and safety standards
Zero	**0.04**	**5,906**

EMPLOYEE HEALTH, SAFETY & WELLBEING

CASE STUDY
EDOTCO

In its commitment to embedding a safety culture and preventing injuries and fatalities, EDOTCO intensified its efforts to foster a safe environment for everyone. National Tower Companies (NTC) have an established OHS committee overseen by the Director of Operations. These committees comprise employee and management representatives who meet every quarter to discuss safety issues and action plans.

In 2023, the HSE committee implemented the following activities to enhance OHS:

- Continuous training sessions
- Inspections (Minimum 10% of total sites)
- Hazard reporting/observations
- Yearly Vendor Performance Evaluations (VPE)
- Quarterly OHS Committee Meetings
- Monthly Joint OHS Audits (EDOTCO & Vendors)
- Quarterly Audits (By OHS Committee)
- Emergency Response Exercise/Drills (NTC's Office)

To identify and mitigate risks, EDOTCO's OHS committee reviews all activities listed in the Hazard Identification, Risk Analysis and Risk Control (HIRARC) Document.

Enhancing Safety Knowledge
EDOTCO provided comprehensive health and safety training for employees and vendors to enhance awareness and equip them with the proper knowledge. The following is a list of OHS training implemented during the year:

- Working at Height - Competency course
- Induction - Competency course for all
- Electrical safety - Competency for field staff
- First Aider & Fire Fighting - Competency for ERT
- OHS Coordinator - Competency course
- Ergonomic training & assessment
- Road safety - Defensive driving

In 2023, EDOTCO implemented a Working at Height Competency programme, Vendor Site Supervisor Development programme, Incident Management programme for field staff and OHS monthly report writing workshop.

A total of 2,548 employees attended 57 training sessions.

EDOTCO also implemented programmes to promote physical, mental health and wellbeing among employees through the OHS School programme, conducting a total of 12 sessions across all NTC. Additionally, OHS week was conducted in November 2023, featuring activities including an office evacuation drill, talks on mental health, firefighting and rescue, OHS seminar and dialogue with third parties, blood donation drives, wellness/fitness programmes, working at height demonstrations, and awareness session, along with a quiz and contest.

Empowering our Team with Safety Training Initiatives
robi

To cultivate a robust safety culture and mitigate risks, Robi's Health and Safety Committee has been pivotal in driving continuous improvement towards achieving its safety objectives for 2023. The committee assigns specific action roles to each member, fostering a proactive and effective approach to health and safety. Quarterly meetings are held to address safety initiatives and propose new ones involving various cross-functional divisions and stakeholders.

In 2023, the committee reviewed safety processes and policies and introduced the Robi Health and Safety Framework. Additionally, the committee played a significant role in overseeing the relocation project of Robi's Corporate Office, conducting a pre-launch safety inspection at the New RCO - The FORUM. The committee also spearheaded regular floor-wise safety awareness activities and contributed to the planning and execution of the Robi Health and Safety Week 2023.

Robi Health and Safety Week

- Encompassed topics such as nutrition, diabetes awareness, ergonomics, fire safety, work environment safety and road safety
- Aimed at equipping employees with valuable insights and skills to protect their overall health and safety

Health & Safety Training
During the year, Robi focused on promoting employee safety and wellbeing through an extensive series of health and safety training programmes, comprising fire and earthquake preparedness, first aid training and safe driving training.

700 Employees received training on health and safety standards.

EMPLOYEE HEALTH, SAFETY & WELLBEING

Building a Safety Culture

Various safety initiatives were implemented in 2023 to enhance employees' safety knowledge and skills to mitigate hazards throughout its operations.

- Visual and hearing medical screening
- Screening for Thyroid Cancer
- Monitored harmful radiation levels in four high-rise buildings in Urban Colombo city
- Developed the OH&S web portal incorporated with new topics, including ergonomics and fire safety principles
- Examined the Indoor Air Quality of five buildings (CO_2, CO, temperature, O_2 levels) and light levels of one building, which was refurbished in 2020. These checks were conducted by the National Institute of Occupational Health and Safety, Sri Lanka
- Updated the OH&S Policy to comply with ISO 45001:2018 and completed the OHS Management System Master Manual
- Developed guidelines for OH&S-related topics (e.g. medical emergencies, natural disasters, etc.)
- Initiated an OH&S induction training for students graduating from the vocational training centre as part of Dialog's Community Service programme

Employee Wellness & Wellbeing

Axiata recognises the importance of ensuring employees' physical and mental health and wellness. Throughout the year, we implemented initiatives to engage with our employees and address their needs. The following are initiatives undertaken across OpCos to promote physical and mental wellbeing.

Enhancing Employee Health & Wellness

ADA prioritises the wellbeing of its employees by dedicating an entire month each year to Health & Wellbeing initiatives. In 2023, ADA's goal for Health & Wellness Month was to further develop a culture of health and wellness within the organisation through fun and engaging activities to meet ADA employees' diverse interests and needs. ADA implemented the initiatives below:

- **ADA Fitness Challenge**
  Employees at ADA formed groups of five and participated in a series of fitness challenges over five weeks, competing for the title of ADA's fittest team. Each team comprised members of both genders and one manager. The challenges varied each week throughout the five-week period, as shown below:

	Week 1	Week 2	Week 3	Week 4	Week 5
ADA Fitness Challenge	Triceps & Shoulders	Abs	Biceps & Chest	Legs & Glutes	Total Step Count

- **Health & Wellness Communication**
  ADA conducted an internal panel session and disseminated useful resources to employees on various themes every week on topics such as work-life balance, ergonomics and posture, work environment mindfulness, emotional wellbeing, and healthy work environment and relationships.

- **Team Building with Wellness In Mind**
  ADA's leadership team trained together to climb Mount Kinabalu, the highest peak in South East Asia to strengthen their bond and wellbeing.

- Organised Mental Health Month to heighten awareness of the importance of mental health at home and at work

- Smart organised two employee marathons to encourage physical activity through sports and to motivate employees to adopt a healthy lifestyle

- Conducted a Wellness Seminar, which garnered a positive response, showing increased awareness among employees

- ADL executed a three-pronged approach to promote physical and mental wellbeing among its employees, offering comprehensive wellbeing support, holistic wellbeing initiatives and physical wellbeing programmes:
  - **Comprehensive Wellbeing Support** – includes coverage for employees' medical, life and accident insurance, special COVID-19 care, and thoughtful gestures like "Get Well Soon" gifts
  - **Holistic Wellbeing Initiatives** – provides support for work-life balance, health screenings, fitness programmes, team gatherings, flexible benefit plans, learning opportunities and lifestyle initiatives across all locations
  - **Physical Wellbeing Programmes** – encompasses an exciting range of sports and fitness activities for employees, including Zumba and yoga sessions, mini soccer events and Pound Fit in Indonesia. Employee participation was at an all-time high across all locations in Sri Lanka, Malaysia and Indonesia

COMMUNITY DEVELOPMENT

Axiata's commitment to leveraging our presence across diverse markets is rooted in a deep understanding of local needs, a dedication to making a positive impact, and a belief in the power of collective action to drive meaningful change. By working hand in hand with communities, stakeholders, and partners, we aspire to create a brighter future for all.

Why Is This Important

We see ourselves as part of the communities we serve, and take that responsibility seriously. By focusing on long-term sustainable development, we aim to create lasting impacts that benefit everyone. Through community engagement and investment, we listen closely to local stakeholders, working to enhance the quality of life for every individual. We aim is to ensure that everyone feels valued and supported along the way.

Outlook

Across Axiata Group and Axiata Foundation, we aspire to build a digital society where everyone thrives. We aim to achieve this goal through identifying genuine local partnerships across our markets with governments, businesses, and non-profit organisations worldwide. Our upcoming focus centres on empowering youth and local communities through enhanced digital, financial, and environmental literacy.

Our Approach

We aspire to build a future where everyone can thrive in a world undergoing rapid digital transformation. To make this happen, we engage closely with local partners, leveraging the unique strengths of our OpCos to tailor projects to the distinct needs of communities across our markets. Through our work with the Axiata Foundation and various initiatives across our OpCos, we are committed to making a positive difference in advancing Asia. We spearhead community programmes and initiatives, focusing our efforts on the following key areas:

Our Programmes

Education
Nurturing Future Leaders & Providing Quality Education

Community Investment
Uplifting the Quality of Life for Communities (including Connecting to Basic Utilities)

Environment
Building a Healthier Planet Through Collaboration and Advocacy

Promoting Digital Advancement
SNCR, Digital Inclusion on page 39

Supporting Disaster Management and Response
SNCR, Emergency & Disaster Response on page 86

Our Progress

At the heart of **Axiata Foundation's** mission is the dedication to building an inclusive and sustainable digital society through the power of connectivity. We deeply understand that genuine change necessitates collaboration. That is why we actively seek partnerships with organisations and individuals who share our vision for a better world. Through these strategic collaborations, we develop scalable solutions to make a positive difference in global communities. We believe in the profound ability of connectivity to transform lives for the better, guiding our work and inspiring us to create impactful change in communities worldwide.

> Contributed a value of **RM16.5 million**, enriching the lives of **13,415 individuals** across various demographics through the Axiata Foundation.

Axiata Foundation
Our mission is to pave the way for a digitally inclusive future where our communities thrive. We do this via three focus areas, where our programmes address specific community needs and empower greater self-sufficiency.

Focus Areas		
Education	**Community Investments**	**Environment**
Nurturing young generations with critical skills to develop them into future digital leaders.	Providing sustainable solutions to elevate quality of life for underserved and marginalised communities.	Building a healthier planet through collaboration, advocacy and innovation.
Amount of Investment		
RM12 million	RM3.3 million	RM1.2 million
Number of Beneficiaries		
3,747	8,258	1,410

Axiata Foundation's UN SDGs

Refer to website here

COMMUNITY DEVELOPMENT

Employee Volunteerism

Our community initiatives at Axiata are powered by dedicated volunteers from both Axiata and our OpCos. Their commitment breathes life into the Group's collective efforts, allowing us to connect with communities meaningfully. Through their actions, our volunteers represent and demonstrate Axiata's purpose and shared responsibility to make a positive impact wherever we can.

Empowering Change
Through Our AxiataCares Volunteers

In Malaysia, the AxiataCares Volunteers (ACV) embodies the Group's commitment to unity and collaboration. The programme brings our people together, fostering a collaborative environment where every input is acknowledged and appreciated amidst mutual respect and support. Beyond the confines of the workplace, ACV empowers our people to embark on a journey of personal and professional growth. Through hands-on experiences and meaningful interactions, our people have the opportunity to develop essential skills such as leadership, communication, and teamwork.

With **238 dedicated volunteers on board**, ACV has made a significant impact by dedicating over **4,112 hours** to meaningful initiatives to-date. Their commitment has made a lasting impression on Malaysia's B40 and underprivileged communities, showcasing our collective commitment to creating positive change where it matters most.

> Throughout 2023, **133 ACVs** volunteered their time, contributing **147 hours** to support Axiata's Community Investment and Environmental initiatives.

Axiata Volun-tastic Day by Axiata Foundation

With the dedication of **78 AxiataCares Volunteers (ACVs)**, we conducted five programmes simultaneously at various locations across Malaysia in collaboration with our existing partners, both physical and virtual, demonstrating our unwavering commitment to creating a positive impact on the community.

Impacts:
- Volunteering hours - **23 Hours**
- Amount invested - **RM16,650**

Initiatives	Key Highlights
Small Changes: Tuai Kasih Virtual Learning	11 ACVs conducted virtual sessions via Zoom to educate orphans from Rumah Raudhatul Al-Faeez on English comprehension, social awareness, internet safety and digital literacy. **Benefitted: 20 Orphans**
Saora × EDOTCO: Seeds of Unity	12 ACVs made a difference by helping the Orang Asli Community at Kg. Sungai Kepong to install solar streetlights and plant pineapple saplings. **Benefitted: 85 Orang Asli families**
MRA Basic Sign Language & Treasure Hunt with the Hearing-Impaired Community	21 enthusiastic ACVs learned basic sign language and engaged in interactive communication through a lively treasure hunt activity organised by AF and the Malaysian Relief Agency (MRA). **Benefitted: 17 hearing-impaired Individuals**
MIASA: Outreach Programme with the B40 group & Homeless Folks	19 ACVs joined forces with the Mental Illness Awareness and Support Association (MIASA) Malaysia to extend care, assistance, and mental health support to the homeless community. They also distributed groceries to B40 families and homeless individuals, actively participating in packing and distribution. **Benefitted: 100 homeless families**
TrEES × Yayasan Bursa Malaysia: Building Resilience of Orang Asli at Carey Island & Protecting the Natural Environment Supporting Them	15 ACVs partnered with Treat Every Environment Special Sdn. Bhd (TrEES) and Yayasan Bursa Malaysia to plant coconut saplings on the Orang Asli farm at Kg. Orang Asli Sungai Bumbun and mangrove saplings at the Kg. Melayu jetty area on Carey Island. **Planted:** • **310 coconut saplings** • **210 mangrove saplings**

Read more information about Axiata Volun-tastic Day here

COMMUNITY DEVELOPMENT

Making An Impact Through Our OpCos

By embracing the intertwined spirits of volunteerism and creativity, we embark on a journey of collaborative action, pooling together resources and expertise across our OpCos to spearhead transformative change through joint initiatives focusing on funding and donations.

Empowering Fund

The Empowering Fund initiative catalyses community engagement and corporate culture integration, aligning OpCo's values with social responsibility. Active participation and investment in local initiatives for various societal needs, foster profound connections between employees and communities. This stimulates economic growth and cultivates a culture of empathy and positive impact within the organisation.

🎖 Recipient of CSR Award 2023

Recognised for outstanding Corporate Social Responsibility efforts.

Annual NGOs Collaboration

Collaborated with Sokola Institute, Yayasan Menembus Batas, and Inisiatif Bisnis dan Ekonomi Kerakyatan (IBEKA) in 2023.

First Squad, through its corporate culture programme, plays a crucial role in fulfilling corporate social responsibility objectives, earning points for completed challenges. These points are converted into funds and directed towards non-profit organisations and social businesses, making a tangible and compassionate impact.

📖 Read more information about Link Net's Empowering Fund here

Karuna.lk Mobilising and Connecting People for Good

Karuna.lk, a collaborative effort between Dialog Foundation, the Sarvodaya Shramadana Movement, and PwC Sri Lanka, represents a significant mobilisation of goodwill in Sri Lanka. Serving as the country's first crowdfunding platform, it epitomises a collective spirit of compassion and solidarity.

Through its innovative approach, Karuna.lk seamlessly connects verified non-profit organisations and causes with individuals eager to extend a helping hand. The platform provides flexible funding options for campaign organisers, including debit/credit cards, eZ Cash, Dialog add-to-bill, and online bank transfers, while empowering donors to make a meaningful impact and ensuring that support reaches those in need. Rooted in the ethos of social stewardship, Karuna.lk extends its reach beyond financial transactions, offering a lifeline to organisations and local businesses often overlooked by traditional funding sources.

With PwC's commitment to transparency, every donation carries the promise of accountability, ensuring that funds flow directly to beneficiaries. From healthcare to education, emergency relief to environmental conservation, Karuna.lk aids a broad spectrum of social causes, reflecting the diverse needs of Sri Lankan society. The platform opens avenues for all to contribute towards building a brighter future for Sri Lanka, one act of kindness at a time.

🌐 Read more about Dialog's Karuna.lk here

LKR 22,803,069.61
Donations Raised

256
Fundraising Campaigns

9362
Patrons

150
Organisations

Nurturing Future Leaders & Providing Quality Education

We recognise today's youth's immense talent, energy, and creativity, and believe in investing in their development to shape a brighter future for all. Through mentorship, guidance, and access to meaningful learning opportunities, we strive to equip the young generation with the skills, knowledge, and values they need to thrive in an ever-changing world.

Future Leaders (XLFL)

After a decade of unwavering commitment to nurturing Indonesia's future leaders, XL Axiata's XL Future Leaders (XLFL) programme officially concluded in 2023. Its aim was to develop Indonesia's young generation and prepare them to become future leaders who are not only intellectually strong and capable of competing at the global level but also groomed with professional and soft skills. In addition, this scholarship programme was crafted with a curriculum specifically tailored to meet the needs of young Indonesian leaders in facing global competition. The programme was conducted by professional facilitators using face-to-face and distance learning methods.

XL's Impact (2013 - 2023)

>350,000 Youth Beneficiaries

>60 Universities

168 Roadshows and Connected with **38,256** Beneficiaries

1,500 XLFL Alumni

177 Social Innovation Project

>72,000 eLearn.id Beneficiaries

95 Internet of Things (IoT) Project

🌐 Read more about XL Future Leaders here

Utilising IoT for Economic Empowerment

Through its Pesantren Digital (digital boarding school), XL nurtured students by focusing on technology utilisation, especially on IoT that leads to positive economic impact. One of the outcomes of the initiative was the digitalisation of organic waste by using X-Maggot prototype, an IoT based solution for maggot-based waste management. The system controls the temperate and humidity, while an AI based system continuously calibrates to identify the best environmental conditions.

COMMUNITY DEVELOPMENT

With this, Axiata Group Berhad has pledged RM115 million to Axiata Foundation for its Education Pillar initiatives over the next ten years (2022-2031) to promote accessible quality education and nurture young Malaysian talents. By investing in the potential of the young generations, we are investing in the future prosperity and wellbeing of our communities and the world at large.

Axiata Young Talent Programme (AYTP)

The Axiata Young Talent Programme (AYTP) aims to equip young Malaysians with leadership and business capabilities to be highly employable to become future corporate leaders. Established in 2012, the AYTP has benefitted **2,456 Malaysian youths** as of 2023 through various initiatives tailored to enhance their leadership capabilities and employability. These programmes provide participants with the tools and knowledge necessary to emerge as future leaders in the corporate sphere, contributing to Malaysia's socioeconomic development.

School Leadership Development Programme (SLDP)

Five-year programme exclusively provided to selected high potential Maktab Rendah Sains Mara (MRSM) students who are the beneficiaries of the Back To School (BTS) programme and students at Kolej Yayasan Saad (KYS).

- **430** new students benefitted from the programme in 2023
- **1,100** students have been nurtured through SLDP its since inception in 2011

University Leadership Development Programme (ULDP)

Two-week leadership development programme for Malaysian undergraduates studying locally or abroad that provides its participants the opportunity to learn critical skills and business knowledge required of a future CEO.

- **59** new undergraduates enrolled in 2023
- **895** university students have been developed through the ULDP since 2013

Young CEO Development Programme (YCDP)

The one-and-a-half-year leadership development programme aims to equip Malaysian youths with essential values, critical skills and leadership qualities to transform them into world-class CEOs.

- **125** active participants as of 2023
- **451** young professionals have been developed through the YCDP since 2012

Moreover, all AYTP participants will automatically become part of the AYTP Alumni Association > Emerging Leaders Asia. This vibrant platform is specifically created to empower and foster connections among AYTP alumni participating in the prestigious AYTP programmes. Besides providing a supportive network and access to resources, the platform enables alumni to stay connected, exchange insights and collaborate on initiatives aimed at driving positive change in their communities and industries.

The AYTP Alumni Association > Emerging Leaders Asia's alumni network has grown to **about 2,000 members**.

🌐 Read more about the AYTP here

SmartEdu University Student Development Programme (SmartEdu USDP)

In 2023, Smart continued implementing its SmartEdu USDP, which aims to foster Cambodia's next generation of corporate leaders in Cambodia. Nurturing values and critical competencies essential for resilient corporate digital leadership, SmartEdu USDP is an intensive boot camp that equips participants with the necessary skills and knowledge to navigate challenges and seize opportunities in rapidly evolving digital environments. The programme emphasises a learn-by-doing methodology to ensure participants gain theoretical knowledge and practical skills. Through hands-on experiences and practical challenges, participants develop insights into the dynamics of the business world, preparing them for success in today's competitive landscape.

48 students enrolled in the SmartEdu USDP for the academic year 2023

Total SmartEdu USDP Alumni Students **240 (5 cohorts)**

SmartEdu USDP Participants' Endorsement			
Strong likelihood of recommending this programme to others at **9.69**.	Significant positive impact across study, career, business, and personal life at **8.71**.	Remarkable knowledge and skills boosted at **8.49** post-programme, compared to previous average of **5.47**.	**11** students graduated and are currently holding leadership positions such as managing director and other leadership roles.

🌐 Read more about SmartEdu USDP here

CEO CHALLENGE CHAMPION

COMMUNITY DEVELOPMENT

Axiata Equity-in-Education Fund (AEiEF)

We believe in ensuring equal opportunities for a better education for all. Axiata is committed to leading the way as a forward-thinking organisation, supporting future generations through a wide range of educational initiatives. Through strategic partnerships, innovative programmes, and community engagement, we actively strive to remove barriers to education, ensuring that no individual is left behind.

Initiatives	Key Highlights for 2023
Back-to-School (BTS) 1.0 and 2.0	Aids underprivileged students in pursuing their education comfortably by providing them with the necessary resources and access to leadership development opportunities through the School Leadership Development Programme. **BTS 1.0 (Phase 2)** Three zones in the east coast regions of Kelantan, Terengganu, and Pahang were selected for the School Leadership Development Programmes for MRSM schools. **BTS 2.0 (Phase 1)** 700 deserving students each from SBP and MRSM schools will receive essential school supplies, ensuring they have the tools they need to excel academically. More than **2,600** students to date have benefitted from the BTS programme: • BTS 2022 Phase 1 & 2 - **692** • BTS 2023 Phase 1 - **1,391** • BTS 2023 Phase 2 - **533** (Southern and Eastern only)
Edutuition (Previously Tuisyen Pintar)	Assisted in organising supplementary academic classes aimed at enhancing the academic performance of average-performing students from underprivileged communities residing near MRSM tuition centres. These students, coming from neighbouring schools of AF-sponsored tuition centres, benefit from attending ten tuition classes conducted by MRSM teachers across MRSM Bentong, MRSM Bera, MRSM Transkrian, and MRSM Jeli. **Benefitted: 400 Form 5 students**
Enterprise Data Practitioner (EDPP)	Implemented a comprehensive digital upskilling and reskilling programme focused on cultivating skilled digital leaders for the 4th Industrial Revolution and beyond. Through workshops, we foster essential values, attitudes, and critical skills. Participants developed proficiency in Microsoft tools, big data analytics, data visualisation, and data storytelling, equipping them with the necessary digital competencies to excel and lead in the digital specialist's domain. For Cohort 2 (2023), **45** individuals were initially onboarded. As of June 2023, **43** individuals have successfully completed the programme. Cohort 3 (2023): Onboarded - **36** Completed - **33**
All-Star Bestari Scholarship	Aims to empower students from underprivileged backgrounds and marginalised communities to pursue their pre-university and undergraduate studies whilst nurturing their potential beyond academics. **11** undergraduate students **24** pre-university students
All-Star Bestari Scholarship for School (KYS)	Provides a five-year secondary school scholarship at Kolej Yayasan Saad (KYS) to high-potential students from underprivileged backgrounds, enabling them to achieve academic success and nurturing their development beyond academics. **3** secondary school students

Uplifting The Quality Of Life For Communities

We are dedicated to enriching community life by improving access to a wide range of basic needs, fostering socioeconomic improvements and encouraging social, educational, and digital participation within our community.

Empowering Communities Through E-Learning

Robi's latest CSR initiative, Haate Kolome, provides e-learning courses aimed at supporting struggling youth. These free training programmes are accessible on Haate Kolome's YouTube channel, Facebook page and website, reflecting Robi's commitment to fostering self-belief, as embodied in their motto, "Believe, You Can". Looking ahead, Robi plans to expand the platform by introducing additional courses such as graphic design, housekeeping, plumbing and electrician work since its launch in December 2023.

• **Enriched 20,000 lives** through its Facebook page and YouTube channel by offering courses in mobile repairing and caregiving

Enabling Access to Safe Drinking Water

Bangladesh faces a water crisis in certain areas. Collaborating with WaterAid Bangladesh and Bangladesh Railway since 2011, Robi has been working to supply safe drinking water across significant railway stations in the country.

• **Benefitted: Over one million** railway passengers in 10 railway stations
• Total annual investment for maintenance: **BDT4 million**

Supporting Infant Nutrition

ADL Heartbeat donated essential items to the Sarvodaya Suwasetha Nutrition Centre, Moratuwa, in March 2023, an orphanage focuses on infant nutrition, catering to babies under the age of 4. Additionally, the contribution included extra items donated by employees.

• **Benefitted: 25 infants** under their care

Enhancing Young Patients' Healthcare

ADL Heartbeat provided supplies of essential drugs and surgical consumables to Lady Ridgeway Hospital, Colombo, in October 2023. In addition to vital medical provisions, the ADL team collected storybooks, drawing books, and stationery for the children undergoing medical treatment in LRH.

• **Benefitted: 550 young patients**

COMMUNITY DEVELOPMENT

Jalinan Kasih Murni	
CelcomDigi x UTHM x Planet Mahir Provided essential online business and IT literacy training, along with hybrid SPM tuition classes in Pos Orang Asli Kuala Mu, Sg. Siput, Perak in partnership with Celcom, Planet Mahir, and Universiti Tun Hussein Onn (UTHM).	**MARA Excellent Ventures: Spaoh Entrepreneurship Development Programme** Facilitated a six-month comprehensive learning courses in mind development, business management, and digital business, empowering 200 participants in Daerah Kecil Kampung Spaoh, Betong, Sarawak, in alignment with the EPU's efforts via the Spaoh District Office.
Benefitted: 1,040 Participants	**Benefitted: 800 Participants**
Impact Borneo Implemented Atmospheric Water Generation (AWG) technology to provide clean water for essential activities, supplied Air2Water Machines for safe drinking water and installed Community Solar Systems in two longhouses in Ulu Ketibas, Song, Sarawak. Additionally, constructed two new toilets for the Nanga Bulo Longhouse.	**QSC Outreach Services: Enabling Life Achievement in Rural Sarawak & Orang Asal Students** Conducted Social & Emotional Learning Programme (SELP) in Sarawak & Perak and a Digital Learning Programme (DLP) in ASDAF, KL. These initiatives effectively instilled core values, encouraged education, and cultivated a strong sense of purpose in the students while simultaneously advancing our goals of nurturing self-efficacy, increasing productivity, and proficiency in Microsoft skills.
Benefitted: 1,248 Orang Asli	**Benefitted: 646 Students**
Saora Industries: Advancing Rural Communities through Digital Agriculture Delivered Digital Agriculture Training to the Orang Asli community in Bentong, Pahang, aiming to establish a sustainable livelihood and narrow the socioeconomic disparity within the Orang Asli community. This initiative has boosted local food supply accessibility, increasing in household income by over RM600.	**Impact Borneo: Empowering Liveability in Rural Sarawak – Socioeconomic Livelihood Project** Executed several transformative opportunities initiatives such as revitalised coconut and Madu Kelulut programmes, Skill development in agriculture knowledge and Branding & Financial knowledge training for the Orang Asal community in Ulu Ketibas and Bintulu, Sarawak. Increased household income by RM650 monthly.
Benefitted: 340 Orang Asli participants	**Benefitted: 200 Orang Asal participants**

Jalinan Kasih Bakti	
Purple Lily Organised a Women Empowerment Bootcamp and Digital Literacy in Kuching, Sarawak. This programme aims to educate and empower underprivileged women on the importance of understanding women's health-related issues, mental health, and digital financial literacy. It also seeks to enhance the wellbeing of the women community and their families, leading to improved livelihood opportunities.	**Women of Will (WoW)** Assisted in scaling up the businesses of underprivileged women entrepreneurs living in PPR Naga Sari, Kepala Batas, Kedah, via a pilot project to enhance their income and business sustainability. This initiative involved providing skill development, coaching, and business capital support.
Benefitted: 158 Women	**Benefitted: 20 Women Entrepreneurs**

Make It Right Movement

Supported in bridging the digital gap and improving information accessibility in promoting inclusivity for PWDs with visual impairments.

Benefitted: 70 PWDs

Small Changes Malaysia

Implemented the following initiatives to empower underprivileged students and orphans through enhanced English proficiency, EQ skills, and lifelong educational development:

> **Tuai Kasih Programme**
> 67 student participants received digital literacy and social media training

> **Project Beanstalk**
> 38 orphanage students benefitted from this English-focused outreach programme

> **Seeds of Deeds Programme**
> 155 secondary students were provided with career insights over the four-day course

Benefitted: 70 PWDs

Mental Illness Awareness & Support Association (MIASA)

Guided individuals facing mental health challenges in their recovery journey by promoting supported decision-making, liberty, and autonomy, with a strict policy against coercion and a focus on reducing stigma and discrimination. Provided free medical check-ups and grocery packs, along with suicide prevention training, informational sessions, crisis management, and support for mental health services. This ongoing initiative engaged 30 ACVs and has benefitted 3,350 individuals from the homeless and the B40 Group.

Benefitted:
- **1,020 individuals via Santai Minda Sihat**
- **30 ACVs (as of 27 December 2023)**
- **20 participants from ASIST Programme**

COMMUNITY DEVELOPMENT

Building A Healthier Planet Through Collaboration And Advocacy

We unite stakeholders from diverse sectors through collaborative efforts to promote sustainable practices. Each stakeholder group plays a crucial role in advancing sustainability initiatives, as they bring unique perspectives, resources and expertise. By joining our resources, we advocate policies that protect the environment for future generations.

Change4Climate

Mangrove Conservation Experience Project

With the **Sabah Wetlands Conservation Society**, we aim to educate secondary and university students on environmental conservation whilst gaining hands-on experience. The programme will run until June 2024 with the below targets and progress:

Mangrove saplings planted:
2,952 / 6,000

Secondary and university students:
540 / 1,500

🌐 Refer to Sabah Wetlands Conservation Society here

Climate Change Awareness Through Development & Promotion of Captain Eeklim App

We supported **Sabah's Environment Protection Department's** aspiration to expand the Captain Eeklim Mobile Application Game to raise awareness among children aged five to nine years old and communities about climate change and environmental issues in Sabah, including waste management and water pollution through the Captain Eeklim Roadshow and Climate Change Awareness Programme.

Benefitted: 400 children from Roadshows
Downloads: 400

Apple Store   Google Playstore

Innovate4Earth

Sea Youth Sustainability Summit 2023

We sponsored the Summit organised by **HELP University and MY Sustainable Project**, which features discussions and engagement on environmental issues. Participants not only explored sustainable solutions but also received subsequent Sustainable Project Management Training to implement their ideas into university initiatives through social impact projects.

Benefitted: 300 young professionals and university students

🌐 Refer to SEA Youth Summit's here

SayNo2Waste

Green Bean Environmental Education Programme

Alongside **Forest Interactive Foundation**, students learned to protect and care for the environment via a two-day adventure of learning and fun, with 16 ACVs contributing their time and effort to share valuable environmental knowledge. Through indoor and outdoor activities, the programme aims to nurture young eco-warriors, cultivating their environmental stewardship and honing critical thinking and problem-solving skills.

Benefitted: 120 children aged 10 to 12

🌐 Refer to Forest Interactive Foundation's here

Green Wira Programme

Together with **Zero Waste Malaysia**, we trained educators in selected schools in Malaysia on sustainability and zero waste living implementation through online modules and webinars. By equipping educators with the necessary skill sets and tools, the project strives to empower the next young generation to build a waste-free and sustainable Malaysia.

Benefitted: 50 educators

Phase 1: Online Module Training on Open Learning

Phase 2: Zero Waste Boot Camp

Phase 3 (2024): Programme Implementation for top 2 Projects that received seed funding

🌐 Refer to Zero Waste Malaysia's here

National Eco-School Competition

Cambodia's National Eco-School competition, jointly organised by the Ministry of Environment (MoE) and the Ministry of Education, Youth, and Sport (MoEYS) celebrates environmentally conscious educational institutions nationwide. The prestigious award, which began in 2012 evaluates various criteria such as green space, recycling programmes, waste management and biodiversity initiatives in public schools, with recognition given to schools that excel in implementing practices in these areas. As part of the national evaluation committee, Smart provided technical and financial support to the winners of the National Eco-school Awards. The top-winning school at the national level was also awarded at the ASEAN level.

Engaged with **31,050** students and **2,924** teachers in **69** schools that applied for the competition in 2023

Smart's Head of Corporate Affairs was the Private Sector Representative, Cambodian Committee Member for the National Eco-school Awards

Project R

In partnership with the Cambodia Rural Student Trust (CRST) and with support from Cambodia's MoE and MoEYS, Smart is actively engaging rural secondary students in Siem Reap Province to educate them on the detrimental impacts of single-use plastics on the environment, and equip them with practical solutions through the 4R principles - Refuse, Reduce, Reuse and Recycle.

32,231 direct beneficiaries in 2023 (**17,334** students since its inception in 2022)

48 Hours contributed by **42** Employee Volunteers

Earth Hour 2023

Since 2012, Smart has been actively involved in the annual global Earth Hour initiative, organised by WWF and Cambodia's MoE, by turning off electricity for one hour as a symbolic commitment to our planet. In 2023, Smart disseminated additional educational messages focusing on critical subjects related to plastic reduction, wildlife conservation, the consequences of illicit environmental activities and the dangers of wildlife meat consumption. These messages successfully reached a significant audience, igniting conversations and inspiring action toward more sustainable living practices.

2,000 people participated in the Earth Hour 2023 event, workshop and seminar

7 million were reached via SMS, while **4.5** million were reached through social media and out of home ads

EMERGENCY & DISASTER RESPONSE

Disasters can have devastating effects on communities, resulting in harm to individuals, the economy and the environment. As a telecommunications and digital business, we understand the importance of our role within communities during times of need. Our services provide essential channels for information, support, and coordination, fostering resilience and connectivity in times of adversity.
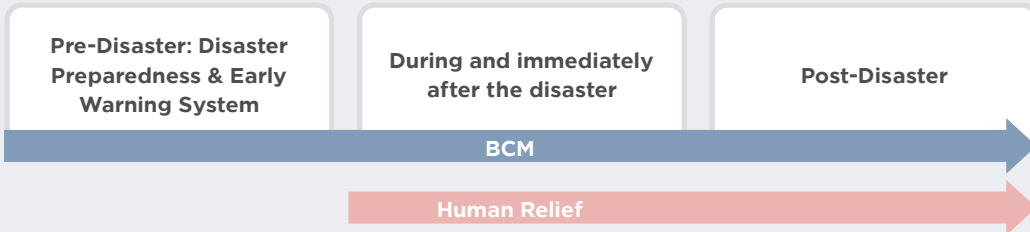
Why Is This Important

In today's highly networked and globalised society, information communication and mobile technology have emerged as crucial lifelines for governments, humanitarian organisations and individuals alike. Preparedness, early warnings and coordination are key - with the right tools, infrastructure and resources, we can support communities and contribute effectively to humanitarian responses during disasters.

Outlook

We are committed to ensuring uninterrupted service by maintaining reliable connections and providing essential information for effective disaster management. We place a strong emphasis on robust Business Continuity Management (BCM) strategies and actively strengthen ties with local disaster agencies, non-profits, and government entities. Our future efforts will focus on initiating early warning systems aligned with the United Nations' "Early Warnings for All" initiative. The initiative, launched in 2022, aims to ensure that everyone is covered by an early warning system by 2027, a crucial step towards greater security worldwide. As a member of GSMA, we will explore avenues to contribute meaningfully to this vital initiative within our operational reach by leveraging GSMA as a platform for collaboration and engaging in regional early warning initiatives.

Our Approach

At the heart of our Group's operations lies a dual commitment: business continuity and humanitarian relief.

Pre-Disaster: Disaster Preparedness & Early Warning System	During and immediately after the disaster	Post-Disaster

BCM

Human Relief

✔ **We are fully committed to the ISO 22301 standard, and meticulously embed its principles within the operations of our OpCos.**

Each OpCo has adopted a robust BCM Framework and is entrusted with overseeing comprehensive BCM programmes. Through our OpCos, we strive to ensure the continuity of essential services and to serve as a lifeline during times of need.

We also proudly stand as one of the signatories of the GSMA's Humanitarian Connectivity Charter. Through this commitment, we leverage our resources and expertise to improve disaster preparedness, resilience and coordination with the humanitarian sector. We aim to provide timely information to affected individuals, facilitating more effective response efforts between MNOs, governments and NGOs.

In addition, Axiata Foundation's Jalinan Kasih Budi programme and OpCos' activities testify to our unwavering dedication to humanitarian relief. We provide training courses for employees and volunteers across the Group to enhance their abilities in disaster response, emergency aid and humanitarian relief efforts. These initiatives aim to empower individuals to make meaningful contributions to society, especially in support of vulnerable communities.

Our Progress

Pre-Disaster

Disaster Response Preparedness and Early Warning System

Our Group prioritises preparedness for disasters and emergencies across all Operational OpCos, ensuring readiness for potential events like floods or other natural disasters in the countries where we operate. Adopting the ISO 22301 standard, we integrate it into the OpCos, with each establishing a BCM Framework. This framework oversees BCM programmes, business continuity plans, crisis management plans, and related testing and training initiatives.

We emphasise our commitment to bolstering business resilience through clearly defined roles and responsibilities within the BCM structure. Looking ahead, we remain dedicated to maintaining robust BCM strategies through independent review of our BCM programmes, assessing documentation completeness, and conducting comprehensive maturity assessments to validate our BCM controls' effectiveness.

Our Strategy for Organisational Resilience

BCM is as a critical aspect of our Group's organisational resilience, ensuring the continued operation of essential functions during unforeseen disruptions. Our BCM process begins with a meticulous risk identification process and a detailed Business Impact Analysis (BIA) to prioritise critical functions. From there, we develop strategies encompassing various aspects, such as alternate workspaces and clear role definitions.

To minimise the impacts of any disruptions to our operations, we develop plans which include communication protocols and recovery strategies. We also provide employee training programmes and drills to ensure awareness and preparedness at all levels of the Group. Additionally, we conduct periodic testing to validate the effectiveness of our plans, ensuring that we are always ready to respond effectively to any unforeseen events. Overall, we have implemented a range of testing methodologies to strengthen our BCM framework, ensuring a comprehensive assessment of strategies' effectiveness and reliability in diverse scenarios.

EMERGENCY & DISASTER RESPONSE

Pre-Disaster (cont'd)

Our Shared Commitment

Our OpCos are fully dedicated to Business Continuity Management (BCM), demonstrating their shared commitment to utilising frameworks, plans and testing procedures. This dedication ensures organisational resilience and continuity during disruptions. They continuously review and adapt, staying prepared to tackle unforeseen challenges and safeguard operations effectively. The following are among the key initiatives implemented by some of our OpCos to ensure business continuity:

Smart
- Implemented a comprehensive BCM programme guided by the ISO 22301:2012(E) and ISO 22313:2012(E)
- Conducted various testing exercises, including a tabletop exercise and disaster recovery testing

Boost
- Established a comprehensive BCM policy and framework which oversees the implementation of various business continuity strategy documents, including:
  - Business Continuity Plan
  - Disaster Recovery Plan
  - Emergency Evacuation Plan
  - Cyber Security Incident Plan
  - Crisis Communication Plan
  - Pandemic Plan
- Conducted regular periodic tests, exercises and awareness programmes to ensure the effectiveness of each plan

AXIATA DIGITAL LABS
- Applied a comprehensive process that identifies potential threats to the organisation and assesses their potential impacts on operations
- Structured the processes with the primary objective of ensuring uninterrupted delivery of critical services and products to minimise disruptions and safeguard the organisation's reputation
- Successfully implemented thorough Business Continuity Management System (BCMS) and achieved ISO 22301:2019 standard Certification status post facing a rigorous Audit conducted by a world-renowned auditing body
- This is a testament to ADL's commitment to excellence and preparedness which reflects our proactive approach in mitigating business continuity risks and ensuring the seamless delivery of products/services to our clients

EDOTCO
- Adhered to the ISO22301 standard, emphasising a holistic BCM process focused on identifying potential threats and minimising disruption to critical services and products

Our Preparedness in Action

Throughout the financial year, Axiata Group Berhad, alongside its OpCos have actively participated in national-level preparedness initiatives, extending their efforts beyond their regular mandates to ensure community readiness. Their involvement in key disaster preparedness activities has been extensive and diverse, encompassing everything from risk assessment to emergency response planning.

Moreover, the increase in the number of crises and natural disasters related to climate change, coupled with significant gaps in early warning systems in various countries, highlight the importance of ensuring comprehensive early warning system coverage for everyone. This is a crucial step towards enhancing security within our markets. At the Group level, we have enhanced disaster preparedness by conducting various BCM testing methods and raising cyber awareness among employees.

robi
- Played a significant role in the Government Task Force on Risk Communication and Community Engagement led by UNDP. Other organisations which also played a crucial role in the task force included Red Cross, Health Ministry, A2i and Grameen Phone
- Involved in raising awareness during cyclone and dengue outbreaks utilising social media and SMS broadcasts to disseminate vital information
- Raised awareness through programmes, demonstrating proactive efforts to educate its customers on disaster preparedness

Dialog
- Implemented the Readiness in Emergencies (RED) framework to effectively manage disaster scenarios. The framework adapts to natural and human-made disasters, including earthquakes, hurricanes, floods and man-made incidents. It incorporates detailed procedures for emergency response, communication and relief efforts

Boost
- Focused primarily on preparedness for early prevention, adding another layer of resilience to the group's disaster preparedness efforts

Case Study

Smart

Smart's Contribution to Enhancing Climate Disaster Resilience

Since 2013, Smart has played a pivotal role as a committed partner in supporting Cambodia's groundbreaking early warning system, EWS 1294, by issuing timely alerts about upcoming disasters. This initiative has been crucial in mitigating the impact of floods, helping to preserve lives and communities. Leveraging its technological prowess, Smart has effectively disseminated critical alerts through SMS, particularly for flood warnings, as part of its successful second round of pilot testing. This effort ensures that communities are better equipped to handle such catastrophes.

In 2023, Smart's relentless commitment to safety and awareness received accolades from prominent organisations, including the National Committee for Disaster Management and People in Need. This recognition highlights Smart's significant role in bolstering climate disaster resilience in Cambodia.

By focusing on community support and collaborative efforts, Smart is dedicated to further enhancing Cambodia's ability to withstand disasters, aiming for a safer and more secure future for everyone.

EMERGENCY & DISASTER RESPONSE

During and Immediately Post-Disaster

Across various OpCos, a range of proactive measures have been taken to enhance disaster preparedness and response efforts within communities. Leveraging mobile technology, OpCos have implemented early warning systems to rapidly disseminate crucial information via SMS alerts. These systems serve to enhance community readiness and ensure swift responses to potential disasters.

EDOTCO has also implemented an emergency communication process for their alerting system, enabling efficient communication during emergencies.

In instances of specific disaster situations, OpCos have demonstrated effective response mechanisms tailored to the respective countries or regions.

Robi has actively engaged in humanitarian efforts to support the local communities in Bangladesh.

- Collaborating with local administrations, **Robi** distributed relief to **3,000** families in Banshkhali, Chandanaish and Maheskhali regions of Chittagong, including **113** affected Field Forces who are severely impacted by Cyclone Hamun. **Robi** also deployed portable generators in cyclone-affected areas to sustain network services and enable mobile recharge facilities
- Additionally, **Robi** extended support to **1,300** flood-affected families in the Bandarban district, demonstrating a commitment to comprehensive disaster relief efforts

These initiatives aimed to alleviate immediate suffering by providing essential supplies and assistance to those in need.

Post-Disaster

In our OpCos' post-disaster response activities, we have forged a long-term collaboration with government institutions for effective coordination and humanitarian organisations to enhance support and assistance delivery. **Smart** has established a long-term partnership with People in Need and the National Committee for Disaster Management (NCDM) to develop broadcasting technology in 2023. Meanwhile, **EDOTCO** engages with government institutions such as NADMA and MKN on a case-by-case basis and refers to its Humanitarian Aid Policy for collaborations with humanitarian institutions.

Nurturing Preparedness for A Better Tomorrow

Within our OpCos, we actively maintain dedicated teams that are trained to respond to emergencies and natural disasters, equipping them through specialised programmes, regular drills and real-world experience to ensure swift and effective response.

robi
- Organised a five-day training on BCM led by an international trainer, aimed at equipping staff with essential skills and knowledge
- Implemented designated teams and scheduled drills and training sessions to ensure readiness, coordinate business continuity and oversee facilities and employee safety during emergencies and natural disasters

Smart
- Focused on fire drills and training for fire wardens, with periodic refreshers for business continuity programme participants

linknet
- Held a disaster simulation in 2023 to assess the effectiveness of their emergency response protocols, which enhanced the preparedness for real-world crises by identifying strengths and weaknesses in their response strategies, ultimately bolstering their ability to protect lives and resources during emergencies

AXIATA DIGITAL LABS
- Prioritised training on emergency response. Fire wardens were also trained in fire safety and first aid measures

EMERGENCY & DISASTER RESPONSE

Response and Contribution During Disasters and Times of Crisis

We were actively involved in disaster relief efforts across our operational areas throughout the past year, demonstrating our dedication to community support:

Case Study   YAYASAN axiata FOUNDATION

Equipping Volunteers for Disaster Preparedness & Response

In our ongoing commitment to disaster response and community support, Axiata Foundation has forged a significant partnership with the Malaysian Relief Agency since 2022. This collaborative effort has extended beyond contributions to flood relief assistance, encompassing a comprehensive approach towards empowering volunteers and bolstering disaster preparedness initiatives.

Throughout the financial year, Axiata Foundation Community Investments has remained steadfast in its dedication to enhancing disaster preparedness. We have implemented a Basic Disaster Preparedness Workshop in collaboration with the Malaysian Relief Agency. This workshop has served as a pivotal platform for equipping our AxiataCares Volunteers (ACVs) with indispensable skills in disaster preparedness. Participants were provided training in critical areas such as Psychological First Aid. They gained a nuanced understanding of disaster management mechanisms, fostering effective coordination between the authorities and the communities.

2023 ACVS Trained: 11 (57 in 2022)

Impacts

Building Resilient Communities	Minimising Disaster Impact	Facilitating Rapid & Impactful Response

Furthermore, in response to specific disaster situations in Johor and Kedah, the Axiata Foundation, and the Malaysian Relief Agency, swiftly mobilised to provide essential aid to flood victims. This assistance included the provision of hygiene kits, food packs, baby kits, and other urgent necessities. Additionally, the Axiata Foundation contributed to the establishment of mobile clinics, ensuring that affected communities received vital medical attention.

In summary, through our enduring collaboration with the Malaysian Relief Agency and our proactive engagement in disaster preparedness activities, Axiata Foundation reaffirms its commitment to fostering resilient communities and mitigating the impact of disasters through timely and effective response measures.

Case Study   Dialog

Manudam Mehewara Relief Distribution

The world may have moved on from the COVID-19 pandemic, but the socioeconomic effects of the health crisis linger on families whose livelihoods were impacted by it. As such, Dialog continued to raise funds for vulnerable communities across Sri Lanka through the Manudam Mehewara multi-corporation humanitarian alliance. The initiative was implemented to address food insecurity caused by the economic crisis.

Provided emergency relief of **Rs 324.5 million** to over 120,000 families in need

In 2023, Dialog collaborated with various leading corporations to continue championing the cause of the alliance. These included MAS Holdings, Hemas Holdings PLC, Sarvodaya Shramadana Movement and PwC Sri Lanka. Other corporate partners were CBL Group, Citibank, Sunshine Holdings PLC, Huawei Technologies Lanka Co. Pvt Ltd and Unilever Sri Lanka. London Stock Exchange Group and Roar Global also contributed to the initiative, which provided emergency relief amounting to Rs. 324.5 million to over 120,000 families in need across all 25 districts of the country by October 2023.

This significant aid was made possible through the contribution of over 325 million rupees collected from corporate partners, employees, and the general public, demonstrating a concerted effort to alleviate hardships faced by vulnerable communities in the wake of the pandemic-induced economic crisis.

DRIVING GOVERNANCE & RISK

What This Means to Us

We are committed to building a culture of trust and resilience to seize new opportunities and create value for customers, shareholders and communities. We demonstrate our genuine commitment and integrity in building long-term digital trust through robust measures to enhance cyber security and data protection. Axiata's values and dedication to integrity are articulated in its Code of Conduct, serving as a unifying force that guides the commitment of each member of our workforce.

Material Matters

▶ **Digital Integrity - page 90**
- Top 30% in the ASEAN region on the NIST maturity industry benchmark
- Axiata Aggregate Cyber Security Maturity Level at 3.4/5
- Axiata Aggregate Privacy Maturity Level at 3.0/5

▶ **Business Ethics & Governance - page 94**
- Enhanced corporate governance framework under New Operating Model
- ABAC Plan 2021–2023 completed with 100% of plans executed
- > 90% completion Group-wide for mandatory training

▶ **Regulatory & Political Risk - page 100**
- Mitigated regulatory risks and achieved positive outcomes across markets
- Dialog renewed its core mobile license for the next 10 years
- Robi's pricing spectrum allocation in local currency advocacy reduced almost 30% of spectrum acquisition costs

▶ **Sustainable Supply Chain - page 102**
- 69% of spending on local suppliers
- Corporate Centre enhancing risk management and ESG integration in the procurement process

Prioritised UN SDGs

8 DECENT WORK AND ECONOMIC GROWTH | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS | 17 PARTNERSHIPS FOR THE GOALS

DIGITAL INTEGRITY

Axiata is committed to protecting the data entrusted to us by our customers, employees and business partners. Our cyber security and data privacy strategies are built on robust governance principles, with emphasis on preventive, detective and responsive controls, and fostering a culture of responsibility throughout our business operations. We will continue striving towards Axiata's 5.0 Vision to become The Next Generation Digital Champion.

Why Is This Important

Given the rapidly changing technological, threat landscape and regulatory ecosystem, cyber security threats have become increasingly prevalent and data privacy has emerged as a primary concern among customers of telco and digital companies. To this end, we make every effort to maintain customers' trust in us and secure the long-term sustainability of our business.

Outlook

Key initiatives for 2024 include enhancing integration between cyber capabilities and privacy objectives, standardising Board reporting and augmenting Third Party Privacy Risk Assessments. Other initiatives involve leveraging the DevSecOps framework for Data Privacy controls, implementing privacy checkpoints in CI-CD pipelines, conducting transfer impact assessments and raising internal and external awareness on Privacy Risk Quantification.

Our Approach

Our approach to ensuring digital integrity involves proactive measures to mitigate the risks of data breaches. Apart from robust policies, we comply with regulations throughout our business operations. This includes assessing vendors' data practices and providing comprehensive employee training on effective risk management. We expect all our stakeholders, including employees, business partners and vendors, to adhere to our data privacy and cyber security standards outlined in our Employee and Supplier Code of Conduct.

To remain updated on emerging risks and trends, we collaborate with external analysts and think tanks such as GSMA, ITU, Gartner and the World Economic Forum. We use their insights to develop actions and programmes to protect our data and ensure the Group's long-term sustainability, adaptability and resilience.

Our approach to data privacy and cyber security is guided by the following frameworks, policies and strategies:

Data Privacy
- Axiata's Privacy Commitment based on the T.R.U.S.T principles (Transparent, Rights, Use, Security and Transfer)
- Group Data Privacy Policy and Privacy Notices
- #ASH 3.0: 2024-2026 Roadmap

Cyber Security
- Digital Trust and Resilience (DT&R) 2023 Strategy
- Group Information Security Policy
- NIST Cyber Security Framework
- Zero Trust Principles

The Board Risk and Compliance Committee (BRCC) is responsible for overseeing cyber security risks and risks relating to data privacy, with support from the Risk and Compliance Department. To ensure execution, Board Risk and Compliance Committees of OpCos are tasked with reviewing OpCos' performance. The Group monitors the implementation of the strategy and reports to the Group Board of Directors periodically to facilitate risk-based decisions.

Our Progress

Data Privacy

In today's evolving landscape, risks related to data, digitisation, connectivity and consumer privacy have increased due to consumer distrust, government regulations and market competition. Therefore, strengthening data privacy and security has become a top priority for organisations. As personal data protection laws have become more stringent, Axiata has adapted to these changes by fostering a progressive culture of risk, privacy and compliance.

The BRCC is responsible for overseeing data privacy and is supported by the Risk and Compliance Department. As part of our commitment to enhancing data privacy measures, each OpCo has appointed a Data Privacy Officer (DPO) or Privacy Lead.

Our Commitment

Customer Data Privacy takes centre stage in the Data Privacy and Cyber Security Roadmap, as Axiata's new business strategy transitions from being a Digital Telco to a Digital Solutions Provider. Axiata's Data Privacy initiatives are based on T.R.U.S.T principles and consider the legal and regulatory requirements of respective markets when conducting data privacy assessments and implementing controls to protect customer and employee data.

The Data Privacy risk landscape is assessed through internal and external key risk indicators, including external indicators sourced from reputable publications like the World Economic Forum. Axiata's Data Privacy team engages with various sources to identify trending technologies and risks. Based on the evaluation of key risk indicators, Axiata's Privacy Roadmap adopts a forward-looking approach to ensure proactive risk treatment plans are initiated immediately to address future risks.

Over the years, Axiata has developed a risk-based ecosystem to ensure data privacy, allowing OpCos visibility over critical data flows and processes, while adhering to regulatory standards. In 2023, the Axiata Data Privacy Team began updating the Privacy Strategy, considering technological and risk trends. Three themes were developed for 2024 to 2026: Augment, Integrate and Automate.

DIGITAL INTEGRITY

Our Strategy and Management

At Axiata, data privacy is managed through a dedicated strategy which was implemented from 2020 to 2022. This strategy encompasses various elements, including the data privacy framework, breach management process, data retention schedules, data subject rights, data privacy impact assessments, entity-level assessments and vendor privacy management framework. The data privacy organisation is led by the Data Privacy Officer, who is guided by a three-line defence model which is implemented across the Group. This model ensures the execution of controls, governance of the execution and independent validation of progress.

By the end of 2023, Axiata Group's Privacy journey showed a maturity level of 3.0 out of 5.0, with better visibility over process and data risks across business functions. This allows senior management to assess risks and validate controls more effectively. During the year, Axiata Group developed the 2024-2026 Roadmap, known as #ASH 3.0. The roadmap aims to expand the scope of implementation, integrate specialised capabilities across the Group, enhance data privacy maturity and visibility, and automate controls to achieve synergies and streamline information for better management.

ISO Certification

Obtained certification for ISO 27701:2019 Privacy Information Management System (PIMS).

In 2023, Axiata also implemented multiple initiatives and programmes to strengthen data privacy, identification management and remediation by conducting the following:

- Data Privacy Impact Assessments
- Third Party Security Assessments
- Data Privacy Maturity Assessments
- Implementation of Data Privacy control points aligned with gap assessment outcomes and the Privacy Roadmap
- Data Privacy Strategy Refresh Programme and #ASH Strategy

Furthermore, data privacy audits were conducted alongside our maturity assessment and the implementation roadmap for control gates, guided by our three-year strategy. We also have a process for Data Subject rights, which includes standardised templates for requesting access to data, correcting data and responding to these requests.

To strengthen data privacy, our OpCos followed suit by implementing their own initiatives in 2023, as shown in the following non-exhaustive list:

robi	• Organised Data Privacy Awareness Week 2023 • Implemented Deployment of Data Loss Prevention (DLP) • Achieved data privacy maturity index of 3.9
linknet	• Established a Digital Rights Policy. This policy ensures digital rights protection, transparency, privacy and freedom of expression, while complying to government mandates regarding access restrictions and data requests. It outlines the company's data collection practices, sharing data with third parties and granting users access to personal information
Boost	• Conducted training on personal data for new employees • Provided mandatory training on data privacy modules and data privacy refresher • Implemented Deployment of Data Loss Prevention (DLP)

During the year, we continued to measure our progress in data privacy and we implemented a maturity rating capability model across the Group. This serves as a self-assessment tool to enhance our maturity level and refine privacy controls. We plan to incorporate digital rights-related metrics into future Key Performance Indicators (KPIs) to further improve our privacy maturity levels.

Aggregate Privacy Maturity Level for Axiata Group

2023	**3.0/5.0**[*]
2022	3.1/5.0*
2020	1.4/5.0
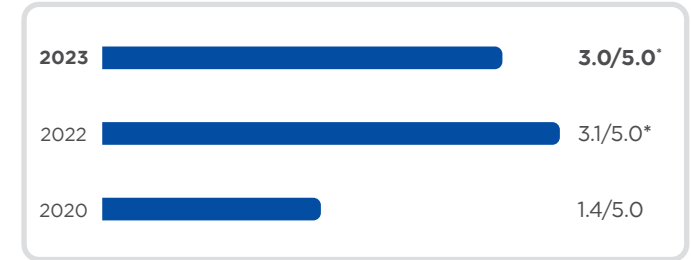
Notes: [*] The assessment for the Privacy Maturity Level is conducted internally based on self-assessment and excludes Boost, ADA, ADL and Link Net

Cyber Security

Axiata strives to build trust and confidence among stakeholders as The Next Generation Digital Champion. By aligning our vision with our shared principles, we can focus on key initiatives to establish ourselves as a trusted digital leader in the industry. This allows us to inspire trust and confidence among our peers and customers. To achieve this, we need to change how we usually approach information security. Notably, our adaptability during the pandemic has increased our resilience and awareness. We constantly face attempts to bypass our security measures and we need to reinforce our resilience through robust measures and cyber security governance.

The cyber security team within the Risk and Compliance Department oversees cyber security governance at Axiata. The team reports directly to the Group Chief Risk & Compliance Officer, with oversight from the Risk Compliance and Management Committee (RCMC) and the BRCC. Roles and responsibilities within the cyber security team are established by the Group Chief Risk & Compliance Officer (GCRCO). The RCMC and the BRCC adhere to their respective Terms of Reference (TORs), which encompass cyber security functions. The charter, policy, collective standards, guidelines and procedures for cyber security are reviewed and approved annually by the RCMC, BRCC and the Board. Additionally, we have in place a clear escalation process for employees to directly report any suspicious activity found in the system to the IT Support team.

DIGITAL INTEGRITY

Our Commitment to Enhancing Cyber Resilience

To address evolving and complex cyber threats, we continued to implement the strategies laid out in the three-year Digital Trust and Resilience (DT&R) 2023 cyber security plan. This strategy is designed to enhance our cyber resilience and manage emerging threats and risks effectively. In 2023, our DT&R was delivered through five strategic goals:

Synergy
Aligning common cyber security goals and approaches, including talent, delivery and cyber readiness across Axiata.

Risk-Based Approach
Accelerating business go-to-market efforts through informed decisions based on industry benchmarks and data points.

Crown Jewels
Protecting business-critical assets by enhancing monitoring and detection coverage beyond essential assets.

Future Fit
Embracing new ways of working by developing expertise in cloud computing, networks, APIs, DevSecOps and telco assessments.

Culture
Fostering a cyber security awareness culture within the Axiata ecosystem through the right people, awareness and employee actions.

The key strategic initiatives outlined in the DT&R 2023 were successfully implemented, resulting in tangible benefits such as reduced vulnerabilities, quicker incident response times and reduced potential losses. This has led to improved data protection and strengthened business continuity for long-term cyber resilience. We provided employees with cyber security awareness training programmes to enhance knowledge and engagement, promoting a culture of vigilance and shared responsibility. Employees were also encouraged to engage in cross-divisional collaboration, promoting integrated enterprise risk management through collective brainstorming initiatives.

Valuable partnerships were established with government agencies, allowing us to leverage expertise from both the public and private sectors to enhance our cyber defence capabilities and acquire critical threat intelligence. In addition, the DT&R 2023 strategy prioritised resilience through a risk-based approach, incorporating frameworks such as Enterprise Risk Management, Enterprise Security Architecture, Zero Trust, Threat Management and enhancing the NIST Framework maturity. As we move towards the next three-year DT&R cyber security strategy, our emphasis shifts to optimising current capabilities while fostering synergy and efficiency through automation and innovation.

Axiata will strategically invest in AI-powered automation to bolster threat detection, incident response and security management. We will remain proactive and explore emerging technologies like AI-powered security solutions, advanced threat intelligence solutions and predictive attack tools to stay ahead of evolving threats.

ISO Certification

Smart
ISO/IEC 27001:2013 Information Security Management System (ISMS)

linknet
- ISO 20000-1:2018 Information Technology Service Management System (SMS)
- ISO 27001:2013 Information Security Management System (ISMS)

Dialog
ISO 27001:2022 Information Security Management System (ISMS)

AXIATA DIGITAL LABS
ISO 27001:2022 Information Security Management System (ISMS)

In 2023, multiple initiatives were implemented to enhance cyber security in Axiata and across our OpCos. We implemented a risk management framework aligned with ERM, ensuring business and risk owners were actively involved. Cyber and technical matters were also communicated to business leaders to enhance their understanding of risks and prioritise security investments.

Additionally, to enhance NIST maturity across OpCos, we rolled out strategic initiatives, bolstering our collective cyber resilience and reducing potential risks. We equipped the Senior Leadership Team with awareness in cyber security through a ransomware wargame, enabling informed decision-making and proactive risk mitigation.

DIGITAL INTEGRITY

Cyber Fusion Centre Receives Recognition

In August 2022, Axiata launched its Cyber Fusion Centre as part of its DT&R strategy. This centre not only enhances situational awareness in cyber security but also promotes public-private partnerships to bolster cyber resilience in the region. It offers advanced support and protection for digital data, enabling modern threat monitoring and hunting to ensure business continuity.

The cutting-edge cyber security facility was awarded the Malaysia Cybersecurity Awards 2003 Cyber Security Project of the Year and its operational standards were accredited with CREST Certification, making it a FIRST Member. Customer data privacy controls are evaluated through 24/7 monitoring of critical applications, penetration tests, vulnerability assessments, Red Team exercises, threat intelligence functions and incident management protocols.

In 2023, we hosted YB Ahmad Fahmi (Minister of Digital Communications) at the Axiata Cyber Fusion Centre, emphasising the crucial role in enhancing Malaysia's cyber security through public-private collaboration. We also conducted impactful campus visits for university students to bridge the gap between industry requirements and the academic curriculum, nurturing talent pipelines and contributing to a future-ready workforce.

In 2023, our internal audit team audited our IT infrastructure and Information Security Management systems. We also conducted third party vulnerability analysis through the Axiata Cyber Fusion Centre.

In our commitment to address threats promptly and efficiently, we accelerated response capabilities by automating processes and integrating threat intelligence tools. Red Team exercises were also organised annually, to ensure that our team is able to operate independently in real-time scenarios and identify potential vulnerabilities across all our OpCos.

- Axiata Group Cyber Security team obtained CREST accreditation, validating adherence to industry-leading cyber security standards and meeting Bank Negara's RMIT mandatory requirements

- Our Red Team members secured second place in the Cyber Nations Championship, displaying exceptional skills among participants from 24 countries, highlighting our global competitiveness and the talent of our team

- We successfully transitioned from an outsourced security operation centre model to a fully insourced model, resulting in improved control, efficiency and significant cost savings

During the year, the OpCos implemented various initiatives to enhance cyber security:

Smart
- Initiated transition to ISO 27001:2022 from ISO 27001:213 for cyber security
- Implemented Data Leakage Prevention (DLP) to protect and mitigate data breaches
- Achieved NIST overall maturity score of 3.54
- Appointed a Data Privacy Officer to oversee the implementation of controls aimed at protecting and preventing data breaches within our organisation

robi
- Implemented Phase 1 of the Zero Trust Maturity Programme

Boost
- Implemented Data Leakage Prevention (DLP) to mitigate data security risk
- Leveraged NIST Cyber Security Framework to improve overall cyber security maturity

EDOTCO
- Launched a Data Loss Prevention (DLP) Project to improve DLP standards and deploy DLP technology within our Office 365 system
- Established information labels and identified sensitive information, especially in Personal Identifiable Information (PII)

Improving the Maturity Level of Our Cyber Security

We are committed to collaborating, knowledge-sharing and safeguarding our most critical assets while embracing new technologies. To ensure the maturity of our security programme, we continuously monitor and enhance our controls based on the National Institute of Standards and Technology (NIST) framework. Our progress and effectiveness are evaluated using the globally recognised NIST Cyber Security Framework, which assesses five key areas: Identify, Protect, Detect, Respond and Recover. This framework serves as a comprehensive structure for our cyber security maturity programme. An independent NIST assessment is conducted every two years, while regular self-assessments are carried out to continuously enhance our security measures.

Aggregate Cyber Security Maturity Level for Axiata Group

Year	Score
2023	**3.4/5.0**
2022	3.7/5.0
2021	3.7/5.0

Target

To rank among the top 25% in the ASEAN region on the NIST maturity industry benchmark by 2025

We continued to rank **in the top 30%** in 2023, exceeding the regional average of companies across Asia Pacific, Europe and Latin America.

In 2023, NIST refined the assessment criteria and updated the methodology to ensure that practices remain aligned with the evolving global threat landscape. Consequently, the adjustment led to a slight drop in our rating compared to 2022. Despite undergoing several mergers and acquisitions during the year, we maintained an overall cyber security maturity of 3.4 across the Group. This was due to our focus on enhancing maturity in specific areas of cyber security, including Zero Trust, Telco Security and Cyber Resilience.

There were no substantiated complaints concerning breaches of customer customer privacy or loss of data in the year under review.

BUSINESS ETHICS & GOVERNANCE

To establish ourselves as The Next Generation Digital Champion in the ASEAN and South Asia region, we focus on fostering a culture of good governance and ethical business conduct. We are committed to maintaining stringent compliance standards, preventing bribery, corruption and anti-competitive practices, while ensuring transparency in taxation, respecting human rights and upholding freedom of expression. We adhere to applicable laws and regulations across all the countries where we operate.

Why Is This Important

Upholding strict business ethics is a crucial focus at Axiata. To this end, we have implemented robust governance practices and aligned all business activities with our Code of Conduct, which follows the T.R.U.S.T principles outlined in the Malaysian Anti-Corruption Commission (MACC) Act. We believe that by nurturing a culture of ethics, we can promote transparency and trust in our relationships with stakeholders.

Outlook

We strive to conduct our business responsibly to comply with changing regulations. Our actions are guided by vigorous policies and procedures, and we remain committed to promoting ethical practices throughout our supply chain. We will continue to enhance our efforts to foster a culture of compliance and integrity within our operations to gain customers' trust and meet stakeholder interests.

Our Approach

To strengthen our position as the Next Generation Digital Champion in ASEAN and South Asia, we are committed to embedding a culture of good governance and ethical business practices. We ensure that we comply with regulatory requirements, laws and industry best practices in every country that we operate in to ensure transparency and accountability in all that we do. Our approach to business ethics encompasses the following areas:

Corporate Governance	Ethics & Compliance	Anti-Bribery & Corruption
Human Rights	Risk Management	Anti-Competitive Behaviour
Whistleblowing	Tax Transparency	

Our efforts in business ethics are guided by the core values of the three C's under our Winning Culture: Obsession for Customers, Courage for Change and Passion for Collaboration. This is delivered through Uncompromising Integrity, Exceptional Performance (UI.EP), which is embedded in our business operations and supply chain activities.
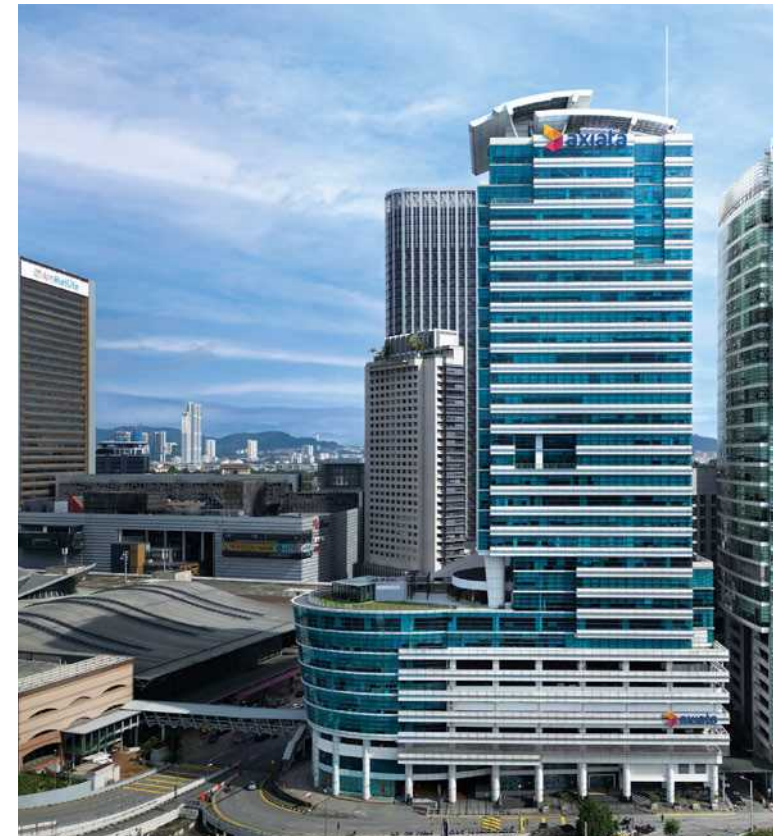
BUSINESS ETHICS & GOVERNANCE

Our Progress

Corporate Governance Framework

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

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

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

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

IAR, Transparency & Accountability on pages 82 to 102

Among the key changes to our governance framework include:

Axiata Enterprise Investment Board (AEIB) Committee Expansion

In efforts to refine attention on investment activities within the Group, the Board had expanded the scope of the previously named Axiata Enterprise Investment Board Committee (AEIB) to encompass a broader range of investment activities. The AEIB was renamed as the Axiata Board Investment Committee (ABIC) effective 28 August 2023 and further mandated in line with the committee's broader scope. At the same time, similar committees have been rolled out at PT XL Axiata Tbk, PT Link Net Tbk, Robi Axiata Limited, Dialog Axiata PLC and Smart Axiata Co., Ltd. emulating the same function as ABIC.

Sharpening Our Focus on ESG

Since the inaugural issue of our annual report in an integrated manner, in the IAR 2017 issued in 2018, matters relating to Environment, Social and Governance (ESG) remain a core focus of Axiata and command significant attention. In keeping with the growing importance of ESG, we welcome the introduction of various ESG recommended practices in MCCG 2021 as well as the Listing Requirements by introducing key performance indicators (KPIs) on ESG matters for the Group Chief Executive Officer (GCEO) and OpCo CEOs as well as designating the Group Chief Corporate Officer as the senior management member in charge of ESG matters. The Board also plans for at least a twice-yearly tabling of ESG matters at Board meetings.

Implementing the Fit & Proper (F&P) Policy

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

Our Governance Structure

Shareholders — **Board of Directors**

- Board Audit Committee (BAC)
- Board Risk and Compliance Committee (BRCC)
- Axiata Board Investment Committee (ABIC)*
- Board Sustainability Committee (BSC)
- Board Nomination and Remuneration Committee (BNRC)

Axiata Corporate Centre Management Team

- OpCo Boards and Committees
- Operating Companies' Management Team
- OpCo Organisation

Group Cooperation & Coordination

- Group Executive Council
- Mergers and Acquisitions Committee
- Group Talent Council
- Chief Technology Officer Council
- Chief Information Officer Council
- Axiata AI Group Council[1]
- Risk and Compliance Management Committee
- Axiata Enterprise & International Business Council[2]
- Capital Allocation Council

Compliance Guidelines

| Main LR of Bursa Securities & Companies Act 2016 | MCCG 2021 | Axiata's Corporate Governance Framework |

Notes:
* Previously known as the Axiata Enterprise Investments Board Committee. The renaming and rescoping of the committee took effect from 28 August 2023
[1] Previously known as Group AI, Analytics and Digitisation Council upon consolidation of Group Analytics Council and Digitisation Expert Working Group in Q3 2023 and thereafter, renamed to its current name in March 2024
[2] Consolidation of Enterprise Business Expert Working Group and Group Wholesale Council in Q1 2024

BUSINESS ETHICS & GOVERNANCE

Compliance, Ethics and Integrity

Upholding strong business ethics, compliance and regulatory compliance is fundamental to ensuring shareholder protection and strengthening of stakeholder trust. It also ensures legal compliance and fosters accountability, thus strengthening our reputation and competitiveness. Our business continues to be grounded on the fundamental core values of UI.EP, which guides us in upholding ethical business practices and adherence to all governing laws and regulations in the countries in which we operate.

Embedding a Culture of Compliance

The corporate compliance programme in Axiata is premised on the Axiata Anti-Bribery and Anti-Corruption Plan (ABAC Plan). The 2021 to 2023 ABAC Plan was developed based on ISO standards, the MACC Adequate Procedure and independent maturity assessments conducted within Axiata. It is underpinned by six core principles, as indicated in the diagram on the right. In 2023, 100% of the planned activities were executed. The successful completion of the 2021 to 2023 ABAC Plan has led Axiata Group to achieve a robust maturity assessment and effectiveness testing. The new ABAC Plan for FY2024 to FY2026 is underpinned on the same six core principles with specific prioritisation on "Organisation Culture" and "Sustainability" to ensure that the culture of compliance is embedded within the organisation.

First In Transparency Reporting in Sri Lanka

In its commitment to ethical conduct, transparency and anti-corruption, Dialog achieved the highest ranking in the Transparency in Corporate Reporting (TRAC) assessment for 2023. The assessment, conducted by Transparency International Sri Lanka, evaluated disclosure practices among the top 125 public limited companies in Sri Lanka.

Based on the proposed evolved journey and the new ways of working, the recommendation is to maintain the existing ABAC Plan for FY2024-2026 with specific areas of focus:

AXIATA ABAC PLAN

Integrity & Governance ▶ Upholding Strong Integrity & Governance

Organisational Culture ▶ Strengthening the Culture of UI.EP

Transparency ▶ Improving Efficiency, Transparency and Integrity in Key Processes within the Organisation

Compliance Monitoring ▶ Ensuring Effective Compliance Monitoring

Accountability ▶ Ensuring Accountability across the Organisation

Sustainability ▶ Ensuring Sustainability of Compliance within the Organisation

BUSINESS ETHICS & GOVERNANCE

Adhering to Our Policies and Procedures

Axiata's operations are guided by the following policies and procedures:

Anti-Bribery and Anti-Corruption Policy and Procedures	**Gifts, Donations & Sponsorships Policy and Procedures**	**Anti-Money Laundering Guidelines**
Code of Conduct	**Corporate Social Responsibility Standard Operating Procedure**	**Third Party Due Diligence Guidelines and Checklist**
Whistleblowing Policy and Procedures	**Branding, Advertising & Marketing and Sponsorship Policy and Procedures**	

Our ABAC Policy covers bribes in any form, including kickbacks on any aspect of contract payments or soft dollar practices, as well as guidelines for charitable contributions and sponsorships.

Mitigating Risks Related to Corruption

Aligned with the MACC T.R.U.S.T principles, particularly relating to "Risk Assessment", we have established corruption risk registers for all core departments in Axiata to ensure that we identify activities which may pose possible risks of bribery and corruption, whereby appropriate mitigating controls are duly implemented.

Critical controls such as the establishment of Gifts, Donations, Sponsorship Committee (GDSC) across the Group, limits of authorities on gifts, donations, sponsorships, entertainment and corporate hospitality, and Third Party Due Diligence on all vendors and suppliers ensure that possible risks of bribery and corruption are duly mitigated. These risk registers are aligned with the Axiata Enterprise Risk Register and are monitored and reported to the RCMC and BRCC periodically.

Our corruption risk registers are maintained via an automated platform to ensure process efficiency, accuracy and consistency of data.

Additionally, Axiata has prioritised certain compliance processes such as the VITAL System to register the giving and receiving of gifts, donations and sponsorships and the ABAC Chatbot across the Group to assist employees with common ABAC inquiries.

Assessments Related to Bribery and Corruption

During the year, 100% of our operations were assessed for corruption-related risks.

To ascertain the compliance programme's effectiveness across the Group, we conducted an effectiveness test comprising a gap analysis of our ABAC policies and procedures, an integrity survey and an assessment of documents. An independent party conducted the integrity survey, and we achieved a 70% completion rate across the Group. The gap assessment indicated that our ABAC Policies and policies are 99% aligned with the MACC Adequate Procedures requirements, UK Bribery Act and Foreign Corrupt Practices Act. The overall effectiveness assessment indicated that the compliance programme is strong, with low possible risks of bribery and corruption. In addition to the effectiveness testing, another review on compliance maturity was conducted, and the results show that we achieved a strong maturity level across the organisation. The identified gaps from these assessments will be addressed in the ABAC Plan for FY2024 to FY2026.

There were no confirmed incidents of corruption and actions taken in the year under review.

Anti-Bribery and Corruption Awareness and Training

To enhance awareness and understanding of our stance against corrupt practices, our Corporate Centre and OpCos implemented initiatives for employees, governing bodies and business partners. These efforts included internal and external communications, awareness training sessions, mandatory ABAC training and discussions. As part of our contribution towards strengthening ABAC awareness in the country, roundtable sessions with key telcos in Malaysia were organised in 2023, whereby knowledge sharing, best practices on ABAC, ethics and integrity were discussed. Also, we participated as speakers in various external conferences to share ABAC best practices and supplier engagement sessions in Sri Lanka and Indonesia.

Our Training Status for External Commitment

We strive to create long-term value by fostering a winning culture based on integrity, ethics and compliance, achieved through our mandatory training and awareness programme for employees and broader stakeholders:

Target

> 90% training completion for Anti-Bribery & Anti-Corruption, Whistleblowing, Data Privacy & Cyber Security yearly

ABAC	**98.5%**
Cyber Security	**98.5%**
Data Privacy	**98.2%**

Target: >90%
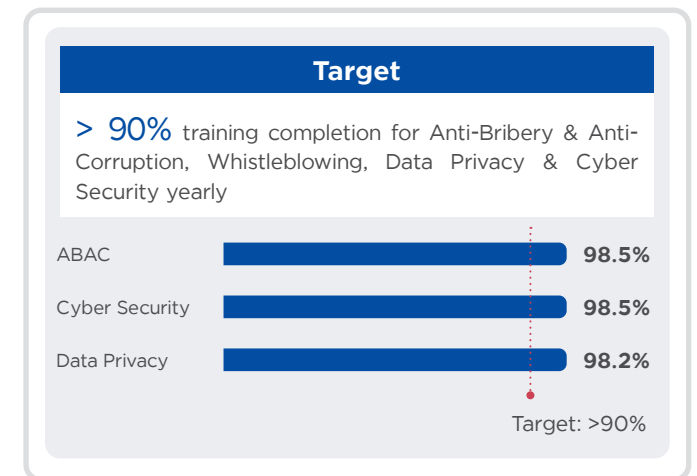
BUSINESS ETHICS & GOVERNANCE

Speaking Up

Axiata's Code of Conduct reinforces the importance of speaking up about anything that is unlawful, unethical, or inconsistent with our Code. Everyone with a relationship with Axiata and its subsidiaries across the Group can voice and register their concerns, including anonymously, through the Axiata Group Speak Up Channel at https://axiatagroup.integrityline.com, which is operated by an independent external provider and overseen by Axiata Group Internal Audit. We maintain a strict no-retaliation policy to protect any person raising concerns in good faith.

All reports received through the Speak Up Channel are thoroughly reviewed and responded to, including conducting investigations where appropriate. Substantiated reports would be subjected to a disciplinary process and actions meted out where appropriate, which may include dismissal.

🌐 Speaking Up Policy and Procedures available here

Anti-Competitive Behaviour

Competition compliance is a crucial aspect of maintaining ethical business practices, which all stakeholders must adhere to. As outlined in the Axiata Supplier Code of Conduct, our suppliers and vendors are forbidden from engaging in anti-competitive behaviour. We do not have a specific policy and procedure for anti-competitive behaviour. However, our Supplier Code of Conduct prohibits suppliers and vendors from engaging in anti-competitive behaviour.

Additionally, the Employee Code of Conduct mandates all employees to comply with applicable competition laws and refrain from participating in any activities that may violate these laws (refer to Article 3.7 of the COC).

Risk Management

Axiata's Enterprise Risk Management (ERM) policy and framework outlines the Group's approach to managing risks. It demonstrates the Group's dedication to assessing risks in line with business goals, integrating risk management into decision-making, anticipating potential risks amid internal and external changes and ensuring transparent communication through monitoring and reporting structures.

Axiata has embraced a risk management strategy aligned with ISO 31000:2018, which has been adapted according to the Group's business operations.

📄 **IAR**, Our Risks Linked to Strategy on pages 29 to 34

📄 **GAFS**, Statement on Risk Management and Internal Control on pages 28 to 36

Human Rights

The value chains of mobile operations involve human rights risks due to the nature of the operations. These risks encompass various issues, such as the treatment and working conditions of workers across the supply chain, the treatment of employees within the company and the protection of customers' rights on the Internet.

In our commitment to upholding human rights across our operations, we have implemented the following efforts:

- **Upholding Human Rights**

  Axiata is committed to respecting all its employees and stakeholders' human rights and complying with local laws. In November 2022, we joined the UN Global Compact, integrating the Ten Principles into our business operations and culture. This underscores our commitment to upholding human rights, protecting the environmental, and combatting corruption.

  📄 **SNCR**, UNCG Principles Index on page 137

- **Business Ethics and Governance**

  We strictly adhere to the highest standards of business ethics and comply with applicable laws, regulations and policies across our markets. This encompasses anti-corruption measures, tax transparency, fair competition and human rights, supported by robust corporate governance.

  📄 **SNCR**, More information within this chapter

- **Fair, Diverse and Inclusive Workplace**

  Axiata's Employee Code of Conduct sets standards for our employees and interactions with our direct stakeholders within our supply chain, emphasising universal human rights and International Labour Organization (ILO) core labour standards. We are steadfast in our commitment to providing a safe and supportive work environment that prioritises employee wellbeing. This involves protecting our employees from any discrimination, harassment and/or retaliation. Other areas covered include but is not limited to ensuring there is no forced labour, child labour, fair remuneration, freedom of association/collective bargaining, or unsafe work conditions.

  For the year in review, no report concerning human rights across the Group was received via the Speak Up channel or other channels.

  📄 **SNCR**, Fair, Diverse and Inclusive Workplace on pages 67 to 70, and Employee Health, Safety & Wellbeing on pages 75 to 77

- **Supply Chain**

  Our suppliers and vendors are guided by Axiata's Supplier Code of Conduct. Axiata's Supplier Code of Conduct mandates compliance with relevant local labour laws and regulations, and international labour rights and principles outlined by the ILO in the 1998 Declaration on Fundamental Principles and Rights at Work. It covers expectations regarding no forced labour, child labour avoidance, non-discrimination, respect and dignity, wages and benefits, working hours, health and safety, environmental protection, data privacy, cyber security and other relevant matters.

  📄 **SNCR**, Sustainable Supply Chain on pages 102 to 103

- **Right to Privacy and Freedom of Expression**

  Axiata Group is committed to protecting the privacy and data of our data subjects with utmost care and respect. This is enforced by our Data Privacy Policy, which outlines the mandatory requirements to protect personal data based on the T.R.U.S.T principles (Transparent, Rights, Use, Security, and Transfer) and applicable laws and regulations in our markets. To ensure compliance with the principles and regulations, Data Privacy offices are established at all operating companies. The maturity of privacy practices adopted is measured through a framework aligned with global best practices, and strategic oversight is maintained by the Board Risk and Compliance Committee.

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

- **Child Rights and Safety Online**

  Mobile operators are crucial in educating children and their guardians about online risks and enabling a safer online ecosystem. At Axiata, our OpCos rolled out initiatives and raised awareness to showcase measures to safeguard users from potential harm, including Child Sexual Abuse Material (CSAM), cyberbullying and other online risks. We are progressively implementing measures across our OpCos to block CSAM by collaborating with the Internet Watch Foundation.

  📄 **SNCR**, Digital Inclusion on pages 39 to 48

Way Forward

We will take several key steps to strengthen our human rights stance, including ensuring our business and direct stakeholders operate with respect to human rights. This includes enhancing our processes and prioritising awareness and training programmes.

BUSINESS ETHICS & GOVERNANCE

Tax Transparency

Axiata contributes both direct and indirect taxes, along with fees, to the economies, nation-building efforts and the socio-economic development of all the countries where we operate. Tax transparency is crucial for ensuring regulatory compliance, maintaining trust among stakeholders, investors and customers, mitigating legal and reputational risks and contributing to sustainable development.

Approach to Tax

Our taxation approach is guided by Axiata Group Policies – Taxation Chapter, which sets out policies for Axiata and OpCos' tax affairs to ensure compliance with tax laws, regulations and effective tax management. Decision-making thresholds are guided by the Group's and OpCos' Limit of Authority.

Axiata is committed to operating our businesses in compliance with the tax laws of the countries where we operate in, contributing responsibly our fair share of taxes to society and meeting shareholder obligations.

Tax Governance, Control and Risk Management

The critical aspects of corporate governance are to ensure compliance with tax laws and mitigate risks. Therefore, effective tax governance involves establishing clear policies, procedures and oversight to manage tax-related activities. This includes assigning responsibilities to various personnel within Axiata to enhance transparency, build trust with stakeholders and drive sustainability.

At Axiata, the Group Chief Financial Officer (CFO) is responsible for Group tax compliance matters. Additionally, the Group Tax Department monitors and coordinates on tax matters of Axiata and its OpCos. Similarly, OpCo CFOs are responsible for ensuring compliance with tax law and obligations within their respective OpCos. All OpCos have either designated personnel or a Taxation department to handle respective country's tax matters.

In tax management, the OpCo Tax function or the designated tax personnel undertake tax risk assessment to manage tax risk exposures for the legal entity. The tax risk assessment and tax management shall be approved by the OpCo CFO and is communicated to the Group Tax Department.

The Group Tax Department assesses aggregated tax risk based on information received from OpCos to determine and report on overall tax position for Axiata Group based on information received from OpCos. The Audit Committee of the Board deliberates and approves Axiata's financial reporting, including the review of tax matters material to the financial statements. This role is also carried out by the respective OpCo Audit Committee of the OpCo Board.

In addition, the BSC oversees matters relating to the Integrated Annual Report (IAR) and National Contributions Report (NCR) suite preparation at Axiata Group level, including endorsing the tax disclosures in Axiata Group's IAR and NCR suite.

  IAR, Board Accountability on pages 94 to 95.

Tax Reporting

The Group discloses its yearly taxes and fee contributions by country and by OpCo in our National Contribution Report. Additionally, our Group Audited Financial Statements report taxes paid to the Government. In the year under review, Axiata contributed USD1.3 billion in direct and indirect taxes and fees to the governments of all the countries we operate in.

  SNCR, National Contribution Report on pages 105 to 125

Approach to Engagement with Tax Authorities

Axiata and its OpCos adhere to strict ethical standards when engaging with tax authorities. We refrain from engaging in inaccurate or evasive practices. If tax laws are unclear, we seek professional tax advice. In addition, we actively participate in tax consultations that are relevant to our business or industry to ensure that our perspectives are heard, which may ultimately influence future outcomes.

REGULATORY & POLITICAL RISK

Axiata Group continues to navigate the complex and dynamic landscapes of the telecommunications, digital, and fintech industries. These sectors are characterised by rapid technological advancements and are subject to significant regulatory scrutiny. The balance between innovation and regulatory compliance remains a critical focus for Axiata, as it operates in the highly regulated markets of Southeast Asia and South Asia. Axiata maintains a zero tolerance level on Legal and Regulatory non-compliance as per Axiata's Regulatory Compliance Framework (ARCF). The Company's proactive engagement with regulators and governments underscores its commitment to ensuring sustainable business growth and meeting regulatory obligations and compliance.

Why Is This Important

The significance of regulatory and political risk management for Axiata cannot be overstated. Stakeholder interests are paramount, necessitating a vigilant approach to monitoring regulatory changes and political dynamics. This ensures Axiata's long-term business viability and compliance with diverse and evolving regulatory requirements across its operational footprint. The Group's strategic relationships with policymakers and regulatory bodies are essential in maintaining high compliance levels and influencing regulatory outcomes favourable to the industry.

Outlook

The economic landscape, marked by high interest rates and the weakening of local currencies against the USD, has influenced regulatory and fiscal policies. This scenario has increased taxes, including sector-specific levies like the Social Security Contribution Levy (SSCL) in Sri Lanka, affecting our operations. Despite these challenges, Axiata's focus on managing government relations and advocating for beneficial policies through regulatory consultations has been pivotal. Our efforts towards timely and affordable spectrum releases for 4G and 5G services underscore our commitment to advancing connectivity and digital inclusion.

Our Approach

Axiata's strategy in managing regulatory and political risks involves a proactive and engaged approach. By closely monitoring external factors that could impact the regulatory environment, Axiata aims to mitigate risks through engagement with policymakers, regulatory stakeholders, and industry peers. This collaborative approach seeks to address common issues and advocate for policies that support the telecom sector's growth and innovation.

Our Progress

In 2023, Axiata faced heightened regulatory scrutiny across its operations, marked by an increase in regulatory fees and stricter quality of service regulations. The evolving landscape of telecom laws demanded a vigilant approach to regulatory management. Axiata's response, guided by the Axiata Regulatory Compliance Framework (ARCF), was designed to ensure that the company not only meets compliance expectations but also minimises exposure to regulatory risks and remains agile in the face of regulatory changes. This framework underscores Axiata's commitment to navigating the complex regulatory environments of its markets, ensuring the company's operations align with the latest legal standards and contribute to its strategic objectives.

Regulatory risks in 2023 included:

- Spectrum availability
- Licence rights curtailment
- Higher regulatory fees, charges and taxation
- Stringent Quality of Service (QoS) regulations
- Compliance with rules related to SIM registration and value-added services, where relevant
- Changes to telecom laws and regulations

Stakeholder Engagement Mode

Axiata employs a strategic model to engage with regulators, policymakers, and industry players, aiming to foster collaborative discussions around regulatory challenges and opportunities.
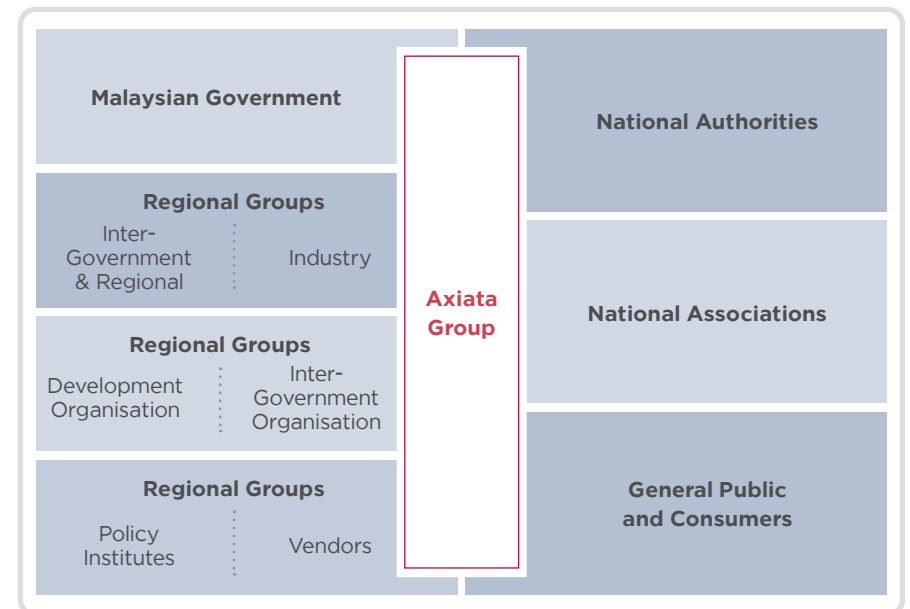
REGULATORY & POLITICAL RISK

Regulatory Experts Working Group

Axiata has established a working group of regulatory experts across its markets, focusing on sharing insights and best practices and developing a unified stance on key regulatory issues affecting the telecom sector. This Expert Working Group convened six times in 2023 to discuss a range of topics critical to navigating the regulatory landscape, including QoS management, Over-The-Top (OTT) Network Contributions, Artificial Intelligence (AI) regulations, Data Protection legislation, and the role of CEOs in Regulatory Management.

Leveraging these insights and our regulatory strategy, we have obtained several positive outcomes in 2023, such as:

> USD200 million was preserved by the continuation of **Robi's** "Airtel" brand, ensuring a strong market presence

Robi's advocacy on pricing of spectrum allocations in local currency has reduced almost **30%** in spectrum acquisition costs

Smart successfully mitigated regulatory risks

Dialog successfully renewed its core mobile license for the next **10 years**

Dialog mitigated the effects of the new **SSCL**, effectively avoiding the negative impact of **~3%** of revenues effectively

XL's joint advocacy with the industry on spectrum costs has led to savings in microwave band fees

De-escalated proposed stringent network **QoS** rules in several markets, avoiding unwarranted **capex** commitments

Advocated measured and careful **increases** in retail tariffs to enable market repair in several markets

Participation in Forums

Axiata's commitment to leading in regulatory strategy and stakeholder engagement is evidenced by its active participation in various forums and workshops, such as the South Asian Telecommunication Regulators' Council (SATRC) Workshop on Spectrum Policy, the GSMA Mobile World Congress Ministerial Programme and others. These engagements reflect Axiata's role in advocating for global best practices in spectrum management, regulatory costs, promoting fair policymaking, and addressing the long-term sustainability of the sector and creating a fair playing field.

Mobile Communications and Health

In Mobile Communications and Health, Axiata remains sensitive to community health and safety concerns regarding antennas and mobile phone usage. With the transition towards 5G, the electromagnetic field (EMF) emissions issue has been thoroughly addressed. The International Commission on Non-Ionising Radiation Protection (ICNIRP) and the World Health Organization (WHO) have set standards to ensure safe exposure levels, which Axiata and its OpCos strictly adhere to.

Notably, the ICNIRP's 20-year research, published in its latest guidelines in 2020, concludes that the frequencies used for 5G mobile networks pose no health risks to humans. This finding aligns with Axiata's commitment to upholding the highest health and safety standards, ensuring that its services and infrastructure do not harm users. The Group's compliance with established science-based standards demonstrates its dedication to promoting digital inclusion while addressing any health-related concerns associated with mobile technology.

Political Risks

Axiata continues to navigate through geopolitical challenges, including Sri Lanka's ongoing recovery from its worst economic crisis in its history, rising interest rates, the ongoing situation in Myanmar, and others.

These situations have necessitated comprehensive assessments and due diligence, particularly regarding sanctions impacting vendors, suppliers, and partners. Rigorous checks against international sanction lists ensure compliance and minimal operational disruption.

General Elections scheduled in 2023 and 2024 across Southeast Asia and South Asia mean potential changes to governments and government policies. Axiata maintains a neutral political stance, fostering positive relations with the government of the day and contributing to the nation's socio-economic development through CSR initiatives across our markets. This approach has enhanced our ability to better monitor and anticipate geopolitical risks, leveraging local expertise and knowledge to navigate the fluid political landscapes. Our commitment to resilience is underpinned by robust Business Continuity Plans (BCP) across all OpCos, ready to be activated in crisis situations, ensuring continuity amidst political and social tensions.

SUSTAINABLE SUPPLY CHAIN

A key part of Axiata's success and growth lies in its extensive network of suppliers and vendors. Our network of suppliers spans across nine countries in both the ASEAN region and South Asia, providing digital and mobile telecommunication services. With over 4,000 suppliers, we can create positive change for the communities in which we operate, impacting environmental, social and governance aspects.

Why Is This Important

At Axiata, it is essential to maintain the quality of our services and foster innovation to meet our customers' evolving needs. To this end, our suppliers are expected to maintain the highest standards of business conduct and integrate sustainability practices into their operations. A sustainable supply chain is important to our stakeholders and as such, we strive to provide support to our supply chain partners, enhancing their ability to manage EESG factors within their business operations.

Outlook

Operational risks and supply chain disruptions can lead to adverse impacts on Axiata's core business and operations. To address these risks, our supply chain strategy includes partnering with established suppliers to leverage their scale. This involves collaborating with top regional suppliers and relying on deliveries from various Asian locations that are more stable and are less vulnerable to geopolitical risks.

Our Approach

Our suppliers are instrumental in helping us meet customer demands and ensuring that our operations run smoothly. Axiata's supply chain encompasses diverse categories, ranging from equipment and infrastructure vendors to connecting society to IT service providers who drive our operations forward. We value the contributions of all our suppliers and vendors, and we remain committed to actively collaborating with them to meet their needs. Our aim is to cultivate meaningful and enduring relationships with our suppliers to ensure undisrupted supply chains, particularly during challenging times.

Our procurement activities are guided by the following policies and processes:

Group Procurement Policy

Third Party Due Diligence Operating Guideline

Group Limits of Authority (LoA)

Guideline on Managing High Risk Transaction (HRT) in Procurement Process for Axiata Group & SOP for Corporate Centre Operations

Our supply chain management also focuses on:

- **Strengthening Supply Chain Management**
  Enhancing purchasing, management of risks, evaluating vendors' performance and developing new business relationships

- **Ensuring Suppliers' Compliance to Policies and Procedures**
  Our suppliers are expected to adhere to our Supplier Code of Conduct (SCOC) and other policies such as the Whistleblowing Policy

Axiata Supplier Code of Conduct

All of our suppliers are required to adhere to the minimum principles and standards outlined in the SCOC. They are also encouraged to surpass these requirements whenever possible.

Axiata's suppliers are required to comply with the following:

Axiata Supplier Code of Conduct		
Business Practices	**Health & Safety**	**Labour Rights & Working Conditions**
• Laws, including Regulations and Other Legal Requirements	**Environment**	• Forced or Involuntary Labour
• Policy on Bribery and Corruption		• Preventing Child Labour
• Position on Conflict of Interest	**Data Privacy & Cyber Security**	• Wages and Benefits
• Anti-Competitive Conduct		• Working Hours
• Dealing with Public or Government Officials and Politically Exposed Persons (PEP)	**Anti-Money Laundering**	• Respect and Dignity
		• Non-Discrimination
		• Freedom of Association

We are committed to ensuring that our suppliers fully comply with these principles. Exceptions are only allowed in special circumstances with the approval of Compliance. These principles guide us in our selection of suppliers, ensuring that we actively monitor suppliers' compliance.

Axiata's SCOC is available on our corporate website, with regular updates communicated to our suppliers. We have mitigation measures in place for non-compliant suppliers who do not adhere to the SCOC, and this includes remedial measures to assist them in meeting compliance requirements. Going forward, we will continue to uphold the SCOC, while also supporting our suppliers in enhancing their performance and surpassing the outlined standards.

Our Progress

Supplier Screening

Supplier screenings are conducted on vendors and suppliers during the onboarding process. At the Corporate Centre, for instance, suppliers are screened using an independent screening system. Any breaches related to business ethics, environmental issues or social governance concerns are identified and reviewed. Suppliers are encouraged to implement their own environmental policies to manage and mitigate environmental impacts.

SUSTAINABLE SUPPLY CHAIN

Supplier Assessment

As we strive to build sustainable partnerships and achieve better business outcomes, it is crucial to evaluate our suppliers. This ensures that they align with our practices and standards, helping us to identify gaps and improve overall supply chain performance. Supplier assessments facilitate the identification of potential risks, including suppliers' financial stability, operational capabilities and regulatory compliance, minimising disruptions in our supply chain. Moreover, assessments allow us to monitor their performance, ensuring compliance with quality standards and consistent product quality.

The integration of ESG criteria into our supplier assessment has been incorporated at the Corporate Centre and is one of the methods used to achieve the above objective. Our evaluation encompasses aspects such as environmental and safety standards, carbon emissions, human rights and social impacts.

Additionally, supplier assessment helps to optimise costs, preventing unnecessary expenses from delays or legal issues. Improving supplier performance enhances efficiency and inventory management, accelerates production and boosts customer satisfaction. Regular assessments also promote better communication and collaboration with suppliers as we work towards common goals.

Corporate Centre: Enhancing Risk Management and ESG Integration

In line with the new approach to work, Corporate Centre Procurement will transition to a "Centralised Control and Localised Execution" model. We anticipate that this shift will enhance efficiency, agility and responsiveness in meeting the Corporate Centre business requirements.

In 2023, the Corporate Centre rolled out the Guideline on Managing High Risk Transactions (HRT) in the Procurement Process for Axiata Group and Standard Operating Procedure (SOP) for Corporate Centre Operations. The target of this SOP was to review ABAC HRT Procurement procedures/Key Controls designed to fulfil the requirements of Adequate Procedures (T.R.U.S.T.) in managing procurement process.

The Corporate Centre also incorporated ESG elements as part of the technical evaluation during the Request for Proposal (RFP) stage, specifically for empanelled vendors. Since its implementation, seven RFP projects have undergone these evaluations, with an approximate forecasted expenditure of RM3.7 million. Going forward, plans are underway to include ESG evaluation in the early stages of vendor onboarding process, which is expected to be rolled out in 2024.

Grievance Mechanism

At Axiata, we provide avenues for suppliers to report concerns related to violations of the SCOC, illegal or unethical behaviour or any suspected wrongdoing. One such platform is the Speak Up channel, which is accessible to all suppliers. We also have in place a Whistleblowing Policy and procedures, enabling whistleblowing reports to be submitted without fear of reprisal. We remain committed to protecting individuals who submit reports or raise concerns in good faith, and those involved in or conduct investigations.

Supporting Local Suppliers

We work with a wide range of suppliers, spanning different categories and sizes. As part of our commitment to supporting local economies and building a diverse supplier base, we closely monitor the proportion of our suppliers that are local and the percentage of our spending allocated to local suppliers across our various OpCo markets. It is important to note that the definition of suppliers at Axiata varies by country depending on the local regulations where the OpCo operates.

Our partnerships with local suppliers offer flexibility and influence over our supply chain. This enables us to mitigate supply chain risks and better manage our operational footprint. Additionally, our support for local suppliers contributes to socio-economic growth by creating job opportunities in the communities where we operate.

Proportion of Spending on Local Suppliers

Year	Category	%
2023	Digital Telco, Infrastructure, Digital Businesses (excluding ADA) and CC	**69%^**
2022	Digital Telco, Infrastructure and CC	53%
2021	Digital Telco, Infrastructure and CC	52%

Notes:
1. Total value of invoices for purchase of goods or services during the reporting period
2. Local suppliers refer to companies or persons that provide products or services to the reporting company, and that are based in the same geographic market as the reporting company (that is, no transnational payments are made to a local supplier)
3. The geographic definition of 'local' can include the community surrounding operations, a region within a country or a country
^ This data was subjected to external independent limited assurance. Refer to the independent limited assurance report on pages 138 to 139

Supplier Engagement and Capacity Building

Axiata partners with suppliers to improve product and service delivery, while strengthening its ESG performance and enhancing supplier capabilities. In 2023, we continued to work closely with suppliers, implementing initiatives aimed at enhancing operational excellence, procurement practices, compliance and integrity. These initiatives are vital for guiding supplier activities and transactions, ensuring that our organisation operates in a fair and transparent manner and practises responsible business ethics. Below is a list of selected engagement activities organised for our suppliers among OpCos:

linknet
- Engaged over 200 suppliers in a Supplier Forum themed "Elevating Governance for Stronger Sustainability"

EDOTCO
- Provided ABAC awareness sessions for EDOTCO's top 20 suppliers in Bangladesh
- Engaged suppliers on sustainability-related matters

robi
- Enhanced awareness on Value-Based Business Relationship
- Conducted awareness sessions on ethical business practices, ABAC, SCOC and third party due diligence

AXIATA DIGITAL LABS
- Facilitated knowledge-sharing sessions on sustainability trends and Axiata's expectations
- Conducted an eco-friendly catering event to certify caterers with sustainable practices

NATIONAL CONTRIBUTION REPORT

NATIONAL CONTRIBUTION REPORT

Overview

The 2023 National Contribution Report (NCR 2023) should be read in tandem with Axiata's Integrated Annual Report, Governance & Audited Financial Statements, and the Sustainability & National Contribution Report to understand the context in which we operate and our holistic value creation initiatives.

Long-term Good Corporate Citizen

Our national contributions represented by the long-term value that we have created through our investments in the local telecommunications industry, network infrastructure, talent development, environmental conservation and in society.

USD8.7 billion Total GDP contribution	Employed more than **10,600** employees across Asia	Total capex + opex investment **USD4.8** billion	Supported around **0.6** million jobs across Asia	Total taxes and fees paid to government **USD1.3** billion

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

Achievements Across The Group In 2023

Malaysia Digital Ecosystem — USD568 million
Investments[1] in 2023
~16,516 jobs supported
~0.1% of Malaysia GDP in terms of GVA contribution

Indonesia — 18 years — USD1,858 million
Investments[1] in 2023
~267,723 jobs supported
~0.3% of Indonesia GDP in terms of GVA contribution

Bangladesh — 28 years — USD674 million
Investments[1] in 2023
~109,176 jobs supported
~0.4% of Bangladesh GDP in terms of GVA contribution

Sri Lanka — 28 years — USD461 million
Investments[1] in 2023
~65,493 jobs supported
~0.9% of Sri Lanka GDP in terms of GVA contribution

Malaysia - CelcomDigi (Key Associate Company)[2] — 35 years — USD631 million
Investments[1] in 2023
~28,822 jobs supported
~0.3% of Malaysia GDP in terms of GVA contribution

Cambodia — 25 years — USD251 million
Investments[1] in 2023
~48,493 jobs supported
~1.4% of Cambodia GDP in terms of GVA contribution

EDOTCO — 11 years — USD332 million
Investments[1] in 2023
~61,454 jobs supported

Supporting around **0.6** million[3]
Job Opportunities across Asia

☐ Years of Investment

Notes:
[1] Investment in the forms of capital expenditure and operating expenditure
[2] Contributions from CelcomDigi as a key associate are proportioned at Axiata's share of the entity which is 33.1%
[3] Including jobs supported by CelcomDigi as a material key associate
[4] Financials presented in this Report are based on data provided by the Group Controller numbers and not the financial statements of subsidiaries
Source: KPMG analysis

Report Structure

This Report consists of economic impact assessment of six OpCos, including:

- Smart (Cambodia)
- XL including Link Net (Indonesia)
- Dialog (Sri Lanka)
- Robi (Bangladesh)
- EDOTCO (Bangladesh, Cambodia, Laos, Pakistan, Philippines, Sri Lanka and Indonesia)

The Report also includes a chapter with the economic impact assessment of Axiata's digital ecosystem and group operations in Malaysia. Subsidiaries included in this analysis are:

- ADA Malaysia
- Axiata Digital Labs Malaysia
- Boost Malaysia
- EDOTCO (Malaysia)
- Axiata Group Berhad (Corporate Centre)
- Axiata Foundation
- Axiata Enterprise

The Report also consists of an overview of CelcomDigi's contributions to the Malaysian economy in 2023, as it is a material Key Associate Company of Axiata Group.

For this Report, a refreshed set of analysis will be conducted for 2019-2023, with the latest available data being provided as inputs. This may result in discrepancies compared to previous NCRs.

For each section, the Report presents the economic and financial assessments of Axiata Group and its subsidiaries' contributions to national economies

Economic Contribution to the Nation
▼
Investing and Innovating for the Long Term
▼
Contribution to Public Finance
▼
Talent Development

NATIONAL CONTRIBUTION REPORT

Malaysia Digital Ecosystem

Beyond telecommunications, Axiata has built an extensive portfolio of digital businesses, supported by activities at Group headquarters. This digital ecosystem has an extensive footprint in Malaysia, contributing to Malaysia's economy and growth, which will be presented in this section of the Report. Companies included as part of this analysis are3:

- Axiata Group Berhad (Corporate Centre)
- Axiata Foundation
- ADA Malaysia
- EDOTCO (Malaysia)
- Boost Malaysia
- Axiata Digital Labs Malaysia
- Axiata Enterprise

As a digital company, Axiata recognises the need for cyber security and resilience, investing heavily in their capabilities to control and manage digital risks.

Axiata Cyber Fusion Centre

In August 2022, Axiata launched its Cyber Fusion Centre as part of its Digital Trust & Resilience strategy. This centre not only enhances situational awareness in cyber security but also promotes public-private partnerships to bolster cyber resilience in the region. It offers advanced support and protection for digital data, enabling modern threat monitoring and hunting to ensure business continuity.

- The cutting-edge cyber security facility was awarded the Malaysia Cybersecurity Awards 2023 "Cyber Security Project of the Year", and its operational standards were accredited with CREST Certification, making it a FIRST Member
- Customer data privacy controls are evaluated through 24/7 monitoring of critical applications, penetration tests, vulnerability assessments, Red team exercises, threat intelligence functions and incident management protocols
- In 2023, Axiata hosted YB Ahmad Fahmi (Minister of Digital Communications) at the Axiata Cyber Fusion Centre, emphasising the crucial role in enhancing Malaysia's cyber security through public-private collaboration

Contribution to Gross Value Added (GVA)

USD500 million
(0.1% of the Nation's GDP)

Operational Direct GVA
USD192 million

Operational Indirect and Induced GVA:
USD242 million

Capital Investment GVA
USD66 million

- Axiata's total Gross Value Added (GVA) contribution to the Malaysia economy reached **USD500 million**, accounting for **0.1%** of the national GDP in 2023
- Axiata's operations directly and indirectly contributed **USD434 million**, accounting for **87%** of total contribution
- A further **USD66 million** GVA was generated by Axiata's capital investment, accounting for **13%** of total contribution

Direct Employees		2,437
Female **44.6%**		Malaysians **92.4%**

- **2,437 staff** were directly employed by Axiata in 2023
- Around **44.6% of total employees** were women, higher than the national level recorded at 39%[2]
- Malaysian citizens accounted for **92.4% of total employees**

Total Jobs Supported		16,516
Directly Employed **2,437**	Operational Indirectly Supported **9,972**	Supported by Capital Investment **4,107**

- Overall, Axiata supported **16,516 jobs** in 2023 through its operations and capital investments
- Axiata's operations directly and indirectly supported **12,409 jobs**, accounting for 75% of total employment contribution
- A further **4,107 jobs** were supported by Axiata's capital investments

Capital + Operational Expenditure		USD568 million
Capital Expenditure USD101 million	**Operational Expenditure USD467** million	**Every USD1** Spent on capex → Translated to **USD5.0** GVA Contribution[4]

- Axiata's total Capital and Operational Expenditure reached **USD568 million** in 2023, with Capital Expenditure recorded at USD101 million (18%) and Operational Expenditure at USD467 million (82%)
- Axiata added **USD5.0 GVA** to the Malaysian economy in 2023 for every USD1 spent through its capital investment.

Contribution to Public Finance	USD54 million

(**0.08%** of total tax revenue of the government)

- Axiata contributed **USD54 million** in total taxes and fees paid, accounting for **0.08%** of total tax revenue of the Malaysian federal government[5]

Notes:
[1] Totals may not add up due to rounding
[2] Source: Malaysia Labour Force Survey Report (December 2023), Department of Statistics Malaysia
[3] For companies analysed in this section, only their financials from operations in Malaysia are taken into account
[4] Including GDP contribution from productivity impact
[5] Total tax revenue for the government in 2023 was estimated at RM303,200 million (Source: Ministry of Finance, Malaysia)

NATIONAL CONTRIBUTION REPORT

Digital Businesses and Group Operations' Total Economic Contribution to the Malaysian Economy

Axiata's operations and investments in Malaysia continued to contribute USD500 million to Malaysia's GDP in 2023. **With a total operating expenditure of USD467 million** and **capital investment of USD101 million**, the total Gross Value Added (GVA) contribution to Malaysia's economy was estimated at **USD500 million** in 2023, accounting for **0.1% of national GDP**.

Axiata's Malaysia operations **directly contributed USD192 million**, accounting for **38% of total GVA** contribution. It also **indirectly contributed USD242 million** through the inputs it purchased from local suppliers. This indicates that **for every USD1 Axiata directly added to Malaysia's economy, it generated another USD1.3 indirectly** through purchasing goods and services from Malaysian suppliers, **which is around the general industry average of USD0.9**.

USD66 million GVA was generated by capital investment in Malaysia, accounting for **13%** of total contribution. (Figure 1)

Figure 1: GVA Contribution to the Malaysian economy 2023
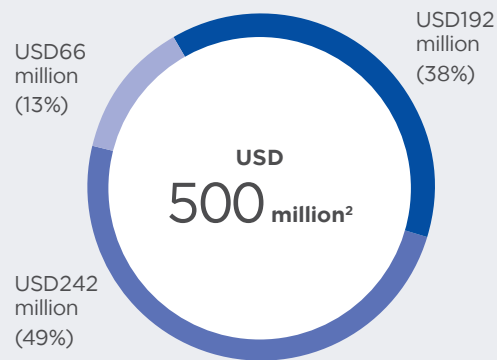
USD **500** million[2]

USD66 million (13%)

USD192 million (38%)

USD242 million (49%)

● GVA by capital investment
● Operational direct GVA
● Operational indirect and induced GVA

Notes: [1] *Totals may not add up due to rounding*
Source: KPMG analysis

Digital Businesses and Group Operations' Total Economic Contribution Over the Last Three Years[1]

Axiata's total GVA contribution in Malaysia **decreased from USD531 million in 2021 to USD500 million in 2023**, with a consistent share of the country's GDP at around 0.1%. Over the last three years, **total operating profits decreased by a CAGR of 17.4%**. (Figure 2)

Figure 2: GVA Contribution to the Malaysian economy 2021-2023
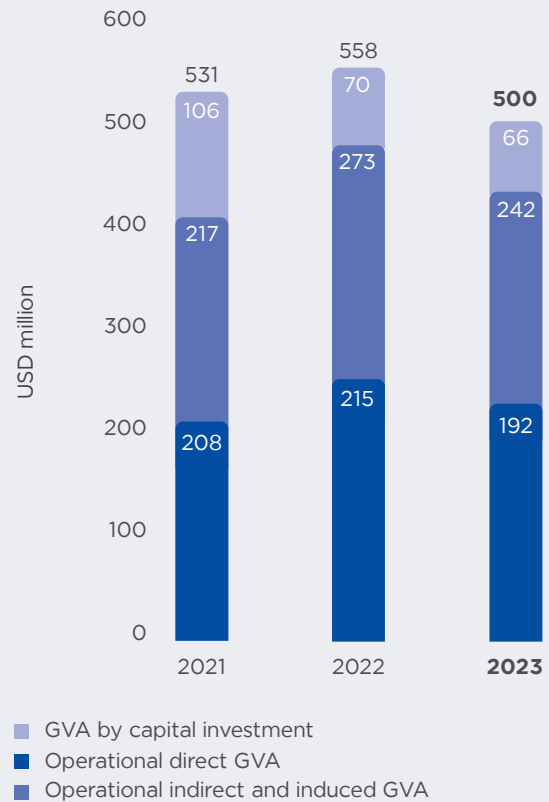
USD million

Year	GVA by capital investment	Operational indirect and induced GVA	Operational direct GVA	Total
2021	106	217	208	531
2022	70	273	215	558
2023	66	242	192	500

■ GVA by capital investment
■ Operational direct GVA
■ Operational indirect and induced GVA

Notes: [1] *The timeframe for analysis is limited to 2021-2023 as many of Axiata's digital businesses in Malaysia are in the nascent stage and only showed signs of operational maturity from 2021 onwards*
Source: KPMG analysis

Investing and Innovating for the Long Term

Total **accumulated capital investment** by Axiata's operations in Malaysia over the last three years **was USD343 million**. In 2023, Axiata continued to make significant investments of USD101 million. This continuous investment paves the way for Axiata's development of digital services, spurring long-term development and ongoing significant contribution to the Malaysian economy. (Figure 3)

Figure 3: Total capital investment 2021-2023
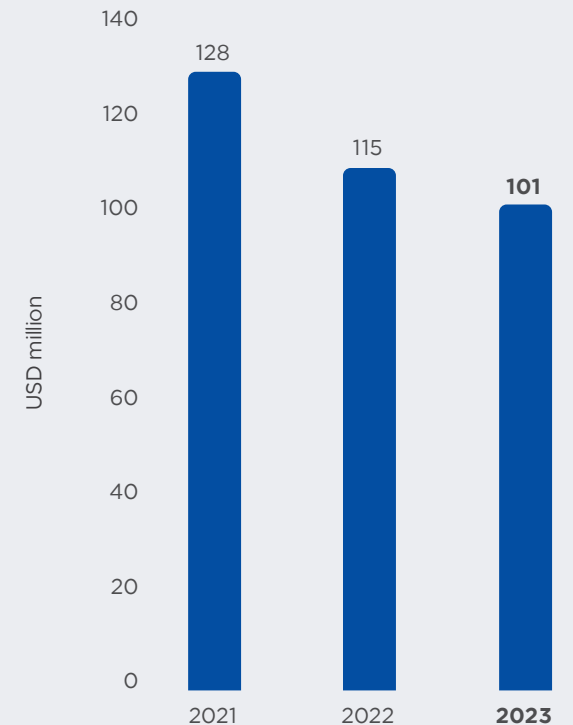
USD million

Year	Total capital investment
2021	128
2022	115
2023	101

Notes: [1] *The timeframe for analysis is limited to 2021-2023 as many of Axiata's digital businesses in Malaysia are in the nascent stage and only showed signs of operational maturity from 2021 onwards*
Source: Axiata and KPMG analysis. Totals may not add up due to rounding

NATIONAL CONTRIBUTION REPORT

Contributions to Public Finance

Total **accumulated taxes and fees paid** to public finance over the last three years reached **USD157million**. Annual taxes and fees paid have been relatively consistent from 2021 to 2023 and have broadly maintained the same contribution as a percentage of total government revenue.

In 2023, Axiata and its subsidiaries contributed **USD54 million in total taxes and fees paid, accounting for 0.08%** of the total tax revenue of the Government of Malaysia**. (Figure 4)

Total Employment Impact

Axiata's digital businesses and group operations directly **provided 2,437 jobs** in 2023. 92% of total employees were Malaysian, and around **44.6% of the employees were female**, which is higher than the national level recorded at 39%.

These operations in Malaysia indirectly supported **an additional 9,972 jobs** in Malaysia through its suppliers and a further 4,107 jobs were supported by capital investments. The total number of employees supported decreased from 17,596 in 2022 to 16,516 in 2023. (Figure 5)

Figure 4: Total taxes and fees paid to public finance 2021-2023

Figure 5: Total employment impact 2023

Notes: [1]   Totals may not add up due to rounding
Source: KPMG analysis

NATIONAL CONTRIBUTION REPORT

CelcomDigi

CelcomDigi was formed through a merger between Celcom and Digi in November 2022. Post-merger, CelcomDigi remains as a significant contributor to the Malaysian economy and also a material Key Associate Company of Axiata Group. While Axiata retains a 33.1% stake in CelcomDigi, which justifies its inclusion in this report, the full contributions of CelcomDigi to the economy are presented in the section.

Contribution to Gross Value Added (GVA)

USD3,454 million (0.9% of the Nation's GDP)

Operational Direct GVA **USD1,276** million	Capital Investment GVA **USD371** million
Operational Indirect and Induced GVA: **USD1,577** million	Productivity GVA **USD230** million

- CelcomDigi's total Gross Value Added (GVA) contribution to the Malaysian economy reached **USD3,454 million**, accounting for **0.9%** of the national GDP in 2023
- CelcomDigi's operations directly and indirectly contributed **USD2,853 million**, accounting for **82.6%** of total contribution
- A further **USD371 million** GVA was generated by CelcomDigi's capital investment, accounting for **11%** of total contribution
- Contribution from productivity improvement was **USD230 million**, accounting for **7%** of the total contribution

Direct Employees — 3,655

Female **48%**

- **3,655 staff** were directly employed by CelcomDigi in 2023
- around **48% of total employees are women**

Total Jobs Supported — 87,074

Directly Employed **3,655**	Operational Indirectly supported **64,853**	Supported by Capital Investment **18,566**

- Overall, CelcomDigi supported **87,074 job**s in 2023 through its operations and capital investments
- CelcomDigi's operations directly and indirectly supported **68,508 jobs**, accounting for 78.7% of total employment contribution
- A further **18,566 jobs** were supported by CelcomDigi's capital investments

Capital + Operational Expenditure — USD1,907 million

Capital Expenditure **USD398** million	Operational Expenditure **USD1,509** million	**Every** USD1 Spent on capex — Translated to	**USD8.7** GVA Contribution[3]

- CelcomDigi's total Capital and Operational Expenditure reached **USD1,907** million in 2023, with Capital Expenditure recorded at USD398 million (21%) and Operational Expenditure at USD1,509 million (79%).
- CelcomDigi added **USD8.7 GVA** to the Malaysian economy in 2023 for every USD1 spent through its capital investment

Contribution to Public Finance — USD135 million

(**0.2%** of total tax revenue of the government)

- CelcomDigi contributed **USD135 million** in total taxes and fees paid, accounting for **0.2%** of total tax revenue of the Malaysian federal government[4]

Note: [1]   Totals may not add up due to rounding
   [2]   Figures in this section are based on data retrieved from CelcomDigi's Integrated Annual Report Year 2023 encompassing financials, employment and subscribers
   [3]   Including GDP contribution from productivity impact
   [4]   Total tax revenue for the government in 2023 was estimated at RM303,200 million (Source: Ministry of Finance, Malaysia)

NATIONAL CONTRIBUTION REPORT

Indonesia

XL axiata

Linknet

Link Net's performance and relevant metrics are only included in this section from 2022 onwards.

IAR, Our Triple Core Business, XL Axiata Review on pages 62 to 63 and Link Net Review on pages 72 to 73

By consistently expanding their coverage and upgrading their offerings, XL and Link Net supports the growing 4G/5G penetration in the country, creating network effects and productivity gains through connectivity.

Scaling Up Connectivity and Accessibility

XL and Link Net are doing their part in expanding their coverage and upgrading their offerings. Their initiatives include:

- XL and Link Net are orchestrating an accelerated delayering in Indonesia with proposed transformation of XL into a Converged ServeCo to capture Fixed Broadband (FBB) and Fixed Mobile Convergence (FMC) demand, and Link Net into a fibre InfraCo (FibreCo) to scale up FTTH access to eight million homes over the next five years
- XL has emphasised convergence, resulting in an additional 235,000 Fibre to the Home (FTTH) subscribers connected and expanded coverage in 86 cities
- XL also continued its rural connectivity programme in collaboration with BAKTI
- Link Net has upgraded HFC bandwidth from 3.2MHz to 6.4MHz to enable more capacity for HFC customers[2]

SNCR, Network Quality & Connectivity on page 33

Contribution to Gross Value Added (GVA)

USD3,434 million
(0.3% of the Nation's GDP)

Operational Direct GVA
USD1,314 million

Operational Indirect and Induced GVA: USD1,393 million

Capital Investment GVA
USD594 million

Productivity GVA
USD133 million

- XL and Link Net's total Gross Value Added (GVA) contribution to the Indonesian economy reached **USD3,434 million**, accounting for **0.3%** of the total national GDP in 2023
- XL and Link Net's operations directly and indirectly contributed **USD2,707 million**, accounting for **79%** of total GVA contribution
- A further **USD594 million** was contributed by XL and Link Net's capital investment, accounting for **17%** of total GVA contribution
- Contribution from productivity improvement was **USD133 million**, accounting for **4%** of the total GVA contribution

Direct Employees — 2,372

XL Direct Employees **1,495**	Female **29.1%**	Indonesian **99%**
Link Net Direct Employees **877**		

- In total, approximately **2,372 staff** were directly employed by XL and Link Net in 2023
- Around **29% of total employees** were women
- Indonesian citizens accounted for **99% of total employees**

Total Jobs Supported — 267,723

Directly Employed **2,372**	Operational Indirectly Supported **141,958**	Supported by Capital Investment **123,393**

- Overall, XL and Link Net supported **267,723 jobs** in 2023 through its operations and capital investments
- XL and Link Net's operations directly supported **2,372 jobs** and indirectly supported **141,958 jobs**
- Capital investment generated approximately **123,393 jobs**

Capital + Operational Expenditure — USD1,858 million

Capital Expenditure	Operational Expenditure	Every Translated to USD1 Spent on capex
XL: **USD470 million**	XL: **USD1,079 million**	**USD5.3** GVA Contribution
Link Net **USD180 million**	Link Net **USD129 million**	

- XL and Link Net's total Capital and Operational Expenditure reached **USD1,858 million** in 2023, with Capital Expenditure recorded at **USD650 million (35%)** and Operational Expenditure at **USD1,208 million (65%)**
- XL and Link Net added **USD5.3 GVA** to the Indonesian economy in 2023 for every USD1 spent through its capital investment

Contribution to Public Finance — USD370 million

(**0.2%** of total tax revenue of the government)

XL: **USD361 million**
Link Net: **USD9 million**

- XL and Link Net contributed **USD370 million** in total taxes and fees paid, accounting for **0.2%** of total tax revenue of the government of Indonesia[2]

Notes: [1] *Totals may not add up due to rounding*
        [2] *Total tax revenue of the government was Rp2,774 trillion (USD182 billion). (Source: Ministry of Finance, Indonesia Preliminary Realisation government revenue)*

NATIONAL CONTRIBUTION REPORT

XL and Link Net's Total Economic Contribution to Indonesian Economy

Led by XL and Link Net's total operating expenditure of USD1,209 million and capital investment of USD650 million, the company's total Gross Value Added (GVA) contribution to Indonesia's economy was **USD3,434 million**, accounting for **0.3% of national GDP**.

XL and Link Net's operations **directly** contributed **USD1,314 million**, accounting for **38%** of total GVA contribution. **Another USD1,393 million was indirectly generated** through the expenditures by XL and Link Net's suppliers. For every USD1 XL and Link Net contributed directly to Indonesia's economy, approximately another **USD1.1** was generated indirectly through local suppliers, **higher than a general industry of USD0.6[1]**.

A further **USD594 million** was contributed by XL and Link Net's capital investment with a share of 17% of total GVA contribution. GVA contribution from productivity improvement was estimated at **USD133 million**, accounting for 4% of total GVA contribution. (Figure 1)

Figure 1: GVA Contribution to the Indonesian economy 2023

USD594 million (17%)

USD1,314 million (38%)

USD 3,434 million[2]

USD133 million (4%)

USD1,393 million (41%)

- GVA by capital investment
- Operational direct GVA
- Operational indirect and induced GVA
- Productivity

Notes: [1] Based on simple average of general industry
       [2] Totals may not add up due to rounding
Source: KPMG analysis; Statistics Indonesia 2016

XL and Link Net's Total Economic Contribution Over the Last Five Years

XL & Link Net's total GVA contribution in Indonesia increased from USD3,247 million in 2019 to USD3,434 million in 2023. Total GVA contribution **increased from USD3,109 million in 2022 to USD3,434 million** in 2023, supported by growth in operational profits and the number of 4G subscribers in the country.

However, the contribution remains lower than that of 2021 (USD3,925 million) due to **the significant increase in mobile connections in 2021, which was not repeated in 2023**. (Figure 2)

Figure 2: GVA Contribution to the Indonesian economy 2019-2023

0.3%   0.2%   0.4%   0.3%   **0.3%**

3,247   2,315   3,925   3,109   **3,434**

- GVA by capital investment
- Operational direct GVA
- Operational indirect and induced GVA
- Productivity
- As a % of total GDP

Source: KPMG analysis; GSMA Intelligence; EIU0

Investing and Innovating for the Long Term

Total **accumulated capital investment** by Axiata in Indonesia over the last five years **reached USD3,058 million**. In 2023, total capital investment was USD650 million. Over 2019 to 2023, capital investment grew from USD566 million to USD650 million. Continuing capital investment supports XL and Link Net's development in Indonesia and makes a significant contribution to the Indonesian economy. (Figure 3)
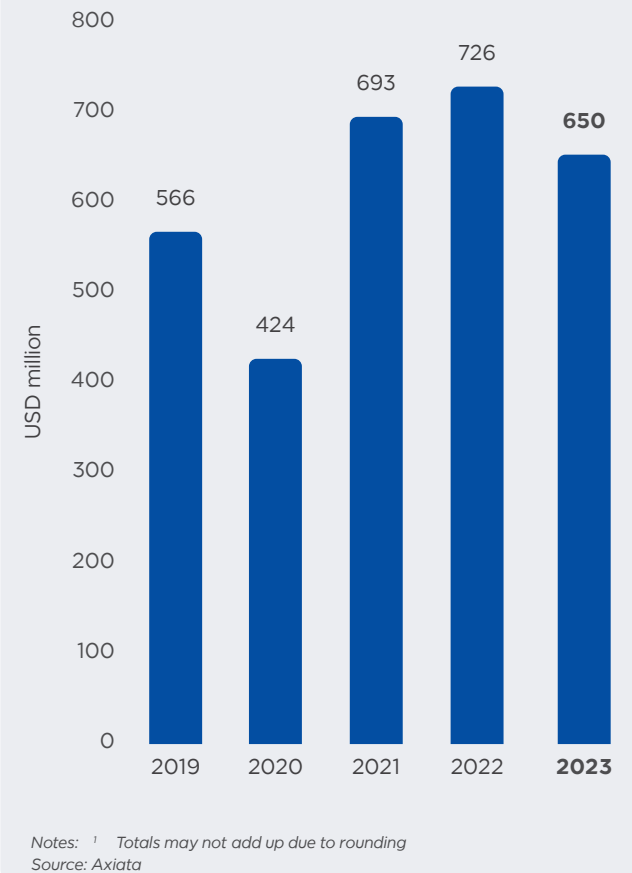
Figure 3: Total capital investment 2019-2023

566   424   693   726   **650**

2019   2020   2021   2022   **2023**

Notes: [1] Totals may not add up due to rounding
Source: Axiata

NATIONAL CONTRIBUTION REPORT

Contributions to Public Finance

Total **accumulated taxes and fees paid** to public finance over the last five years reached **USD2,086 million**.

Annual taxes and fees paid remained consistent from 2022 to 2023 at **USD370 million in 2023, accounting for 0.2%** of total tax revenue of the Government of Indonesia. (Figure 4)

Figure 4: Total taxes and fees paid to public finance 2019-2023
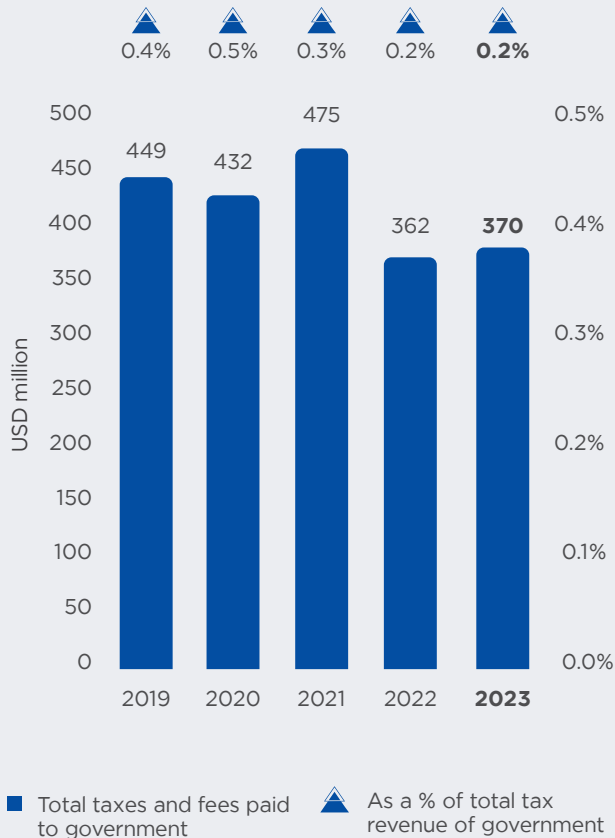
Source: Axiata and KPMG analysis

Total Employment Impact

XL directly **provided 1,495 jobs** while Link Net **provided 877 jobs** in 2023. **99% of total employees** were Indonesian and around **29% of employees were women**.

A further **141,958 jobs** were supported indirectly by the total operations in Indonesia. XL and Link Net's capital investment supported **123,393 jobs**. (Figure 5)

Figure 5: Total employment impact 2023

2,372 (1%)

123,393 (46%)

141,958 (53%)

267,723
Jobs Supported[1]

● Supported by capital investment
● Directly employed
● Operational indirectly supported

Notes: [1] *Totals may not add up due to rounding*
Source: KPMG analysis

XL & Link Net's Labour Productivity in Indonesia Over the Last Five Years

XL & Link Net's productivity in Indonesia, measured as Gross Value Added (GVA) per employee, was **USD554,106** in 2023. It **grew by a CAGR of 2.8%** from USD496,175 in 2019.

Labour productivity was lower for the first time in 2022 due to the increase in the number of employees resulting from XL's acquisition of Link Net. Labour productivity in 2023 was higher than 2022 due to an increase in operational profit and employees compensation. (Figure 6)

Figure 6: XL and Link Net's labour productivity 2019-2023
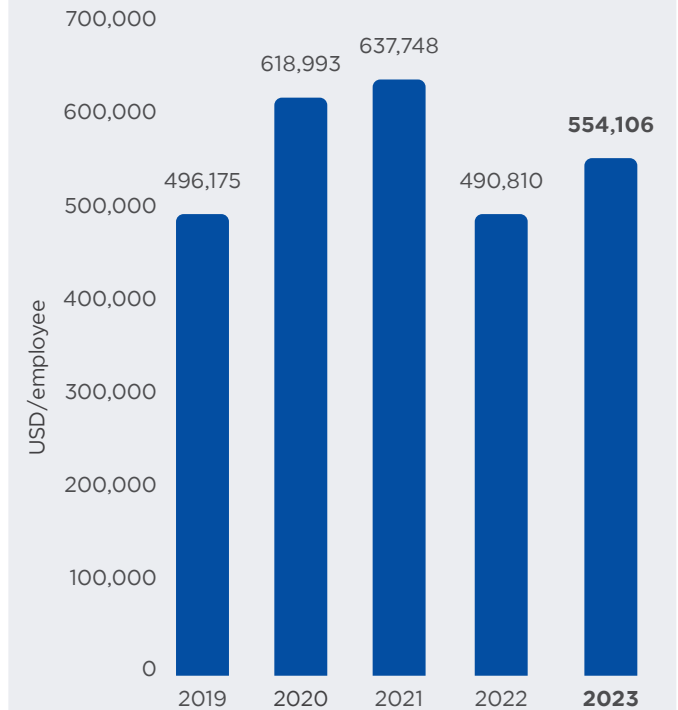
Source: KPMG analysis

NATIONAL CONTRIBUTION REPORT

Sri Lanka

🖸 **IAR**, Our Triple Core Business, Dialog Axiata Review on pages 64 to 65

Technology and trends such as Artificial Intelligence has the potential to transform businesses and operations. Dialog has tapped into these technologies to streamline their operations and enhance their offerings, boosting productivity.

Improving Customer Experience Through AI

Leveraging the power of technology, Dialog has implemented an AI-powered Virtual Digital Assistant (DIA), which offers a seamless and autonomous virtual assistant experience.

• With features like first-contact resolution, intelligent ticket classification and trilingual support, DIA simplifies problem escalation and significantly reduces effort required for resolution

• By the end of 2023, DIA captured nearly 100% more chat resolutions, enhancing the customer experience

🖸 **SNCR**, Customer Experience on page 38

Contribution to Gross Value Added (GVA)
USD801 million
(0.9% of the Nation's GDP)

Operational Direct GVA
USD228 million

Operational Indirect and Induced GVA: USD233 million

Capital Investment GVA
USD70 million

Productivity GVA
USD270 million

• Dialog's total Gross Value Added (GVA) contribution to the Sri Lankan economy reached **USD801 million**, accounting for **0.9%** of total national GDP in 2023

• Dialog's operations directly and indirectly contributed **USD461 million**, accounting for **58%** of total GVA contribution

• Capital investments contributed **USD70 million**, representing a share of **9%** of total GVA contribution

• GVA contribution due to the productivity improvement was **USD270 million**, accounting for **34%** of the total GVA contribution

Direct Employees   1,756

Female 24%	Sri Lankan 99.8%

• **1,756 staff** were directly employed by Dialog in 2023

• Around **24% of total employees** were women

• Sri Lankans accounted for **99.8% of total employees**

Total Jobs Supported   65,493

Directly Employed 1,756	Outsourced 148	Operational Indirectly Supported 22,169	Supported by Capital Investment 41,420

• Overall, Dialog supported approximately **65,493 jobs** in 2023 through its operations and capital investments

• Dialog's operations directly supported **1,756 jobs** and indirectly supported **22,169 jobs**

• Dialog's capital investment supported **41,420 jobs**

Capital + Operational Expenditure   USD461 million

Capital Expenditure USD75 million	Operational Expenditure USD386 million	Every USD1 Spent on capex	Translated to	USD10.7 GVA Contribution[1]

• Dialog's total Capital and Operational Expenditure reached **USD461 million** in 2023, with Capital Expenditure recorded at **USD75 million** (16%) and Operational Expenditure at **USD386 million** (84%)

• Dialog added **USD10.7 GVA** to the Sri Lankan economy in 2023 for every USD1 spent through its capital investment

Contribution to Public Finance   USD124 million

(**1.5%** of total tax revenue of the government)

• Dialog contributed **USD124 million** in total taxes and fees paid, accounting for **1.5%** of total tax revenue of the government of Sri Lanka[1]

Note: [1]   *Total tax revenue of the government in Sri Lanka was LKR2,373 billion (USD8 billion). (Source: Ministry of Finance, Sri Lanka)*
         [2]   *Totals may not add up due to rounding*

NATIONAL CONTRIBUTION REPORT

Dialog's Total Economic Contribution to the Sri Lanka Economy

Dialog's substantial operational activities and capital investment contributed significantly to the Sri Lankan economy in 2023. Led by Dialog's total **operating expenditure of USD386 million and capital investment of USD75 million**, the Dialog's total Gross Value Added (GVA) contribution to Sri Lanka's economy was **USD801 million** in 2023, accounting for **0.9%** of national GDP.

Dialog's operations directly contributed **USD228 million**, representing a share of **28%** of total GVA contribution. Another **USD233 million was indirectly generated** through the expenditures by Dialog's suppliers, accounting for **29% of total GVA**. For every USD1 Dialog contributed directly to the economy, **another USD1** was generated indirectly through local suppliers, higher than a **general industry average of USD0.4**[1].

Productivity improvements contributed **USD270 million**, accounting for **34%** of total GVA. Dialog's capital investment contributed a further **USD70 million** with a share of **9%** of total GVA. (Figure 1)

Figure 1: GVA Contribution to the Sri Lankan economy 2023

USD70 million (9%)
USD228 million (28%)
USD 801 million[2]
USD270 million (34%)
USD233 million (29%)

- GVA by capital investment
- Operational direct GVA
- Operational indirect and induced GVA
- Productivity

Notes: [1] *Based on simple average of general industry*
[2] *Totals may not add up due to rounding*
Source: KPMG analysis; ADB 2006

Dialog's Total Economic Contribution Over the Last Five Years

Dialog's total GVA contribution **fell at a CAGR of 3.4%** from **USD922 million** to **USD801 million** over the last five years. The contribution accounted for 0.9% of the nation's GDP in 2023. This is mainly driven by a decrease in Operational direct GVA and Operational indirect and induced GVA from 2021 onwards, both of which can be attributed to a sharp decline in operational profits. The lower operational profits remain in 2023 due to the inflationary impact, exposure to a depreciated exchange rate, and organisational transformation costs resulting from the financial crisis in 2022.

From 2022 to 2023, productivity improvements also decreased from **USD349 million to USD270 million**, due to the extensive uptake of 4G connections in 2022 which was not observed in 2023. (Figure 2)

Figure 2: Figure 2: GVA Contribution to the Sri Lankan economy 2019-2023

Year	Value	% of GDP
2020	922	1.1%
2019	817	1.0%
2021	1,354	1.7%
2022	998	1.2%
2023	801	0.9%

- GVA by capital investment
- Operational direct GVA
- Operational indirect and induced GVA
- Productivity
- As a % of total GDP

Source: KPMG analysis
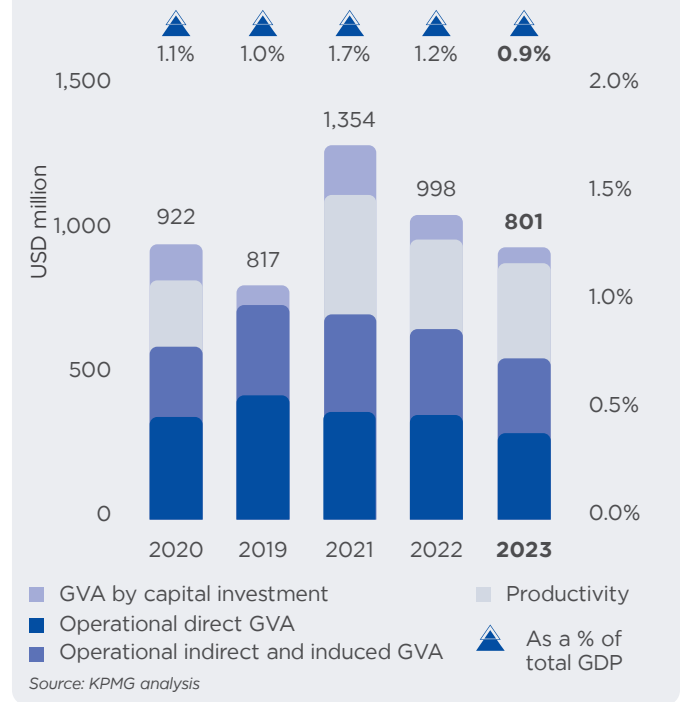
Investing and Innovating for The Long Term

Dialog's total **accumulated capital investment reached USD779 million** over 2019-2023. Capital investment was **USD75 million** in 2023. Continuous capital investment supports Dialog's long-term development and contributes to the growth of the Sri Lankan economy. (Figure 3)

Figure 3: Total capital investment 2019-2023

Year	USD million
2019	164
2020	155
2021	179
2022	206
2023	75

Source: Axiata
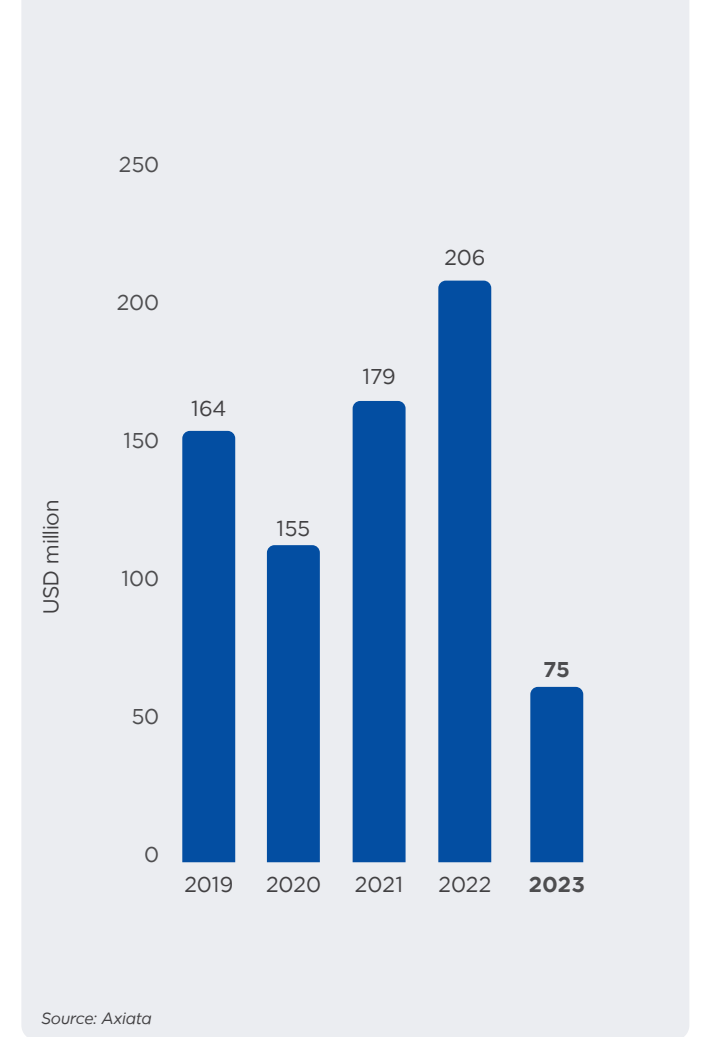
NATIONAL CONTRIBUTION REPORT

Contributions to Public Finance

From 2019 to 2023, Dialog has contributed **USD634 million** of taxes and fees to public finance. Annual taxes and fees paid decreased over this period, from USD186 million in 2019 to **USD124 million** in 2023.

In 2023, Dialog's taxes and fees paid **accounted for 1.5%** of total tax revenue of Sri Lanka's government. (Figure 4)

Total Employment Impact

Dialog's direct operations generated **1,756 jobs** in 2023. **24%** of the total employees were female. Dialog was dominated by Sri Lankans as **99.8%** of total employees were locals.

A further **22,169 jobs** were supported indirectly by Dialog's operations. Its capital investment supported **41,420 jobs**. (Figure 5)

Dialog's Labour Productivity

Dialog's productivity, measured as Gross Value Added (GVA) per employee, **increased by a CAGR of 10%** from USD81,755 in 2019 to **USD119,544** in 2023.

An increase in labour productivity of **84.7%** was observed for 2023 due to a sharp decline in the number of direct employees, from 3,041 in 2022 to 1,756 in 2023.(Figure 6)

Figure 4: Total taxes and fees paid to public finance 2019-2023
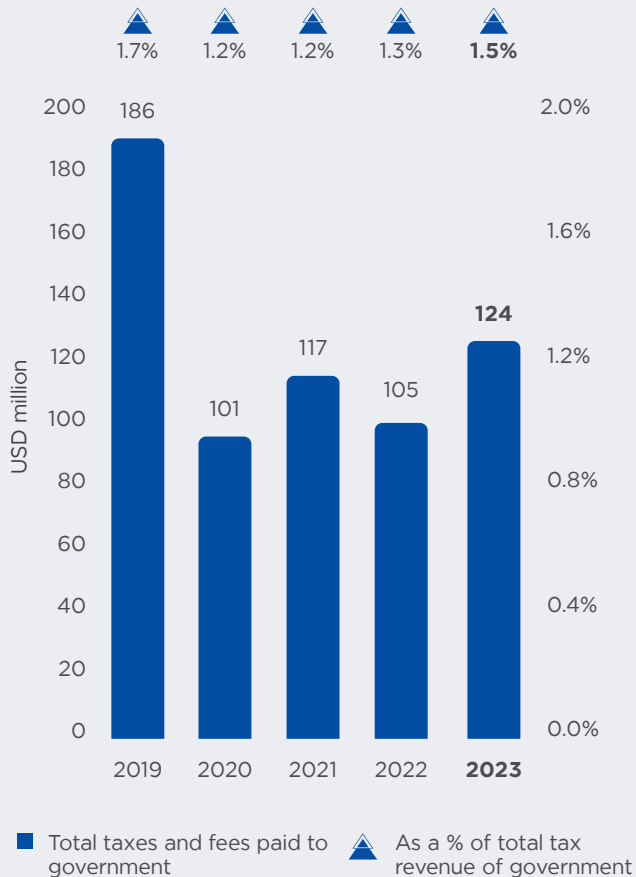
1.7% 1.2% 1.2% 1.3% **1.5%**

Total taxes and fees paid to government

As a % of total tax revenue of government

Source: Axiata and KPMG analysis

Figure 5: Total employment impact 2023

1,756 (3%)

41,420 (63%)

22,169 (34%)

65,493 Jobs Supported[1]

148 (0.2%)

- Directly employed
- Operational indirectly supported
- Outsourced
- Supported by capital investment

Notes: [1]   Totals may not add up due to rounding
Source: KPMG analysis

Figure 6: Dialog's labour productivity 2019-2023

119,544

81,755   69,279   89,450   64,739

USD/employee
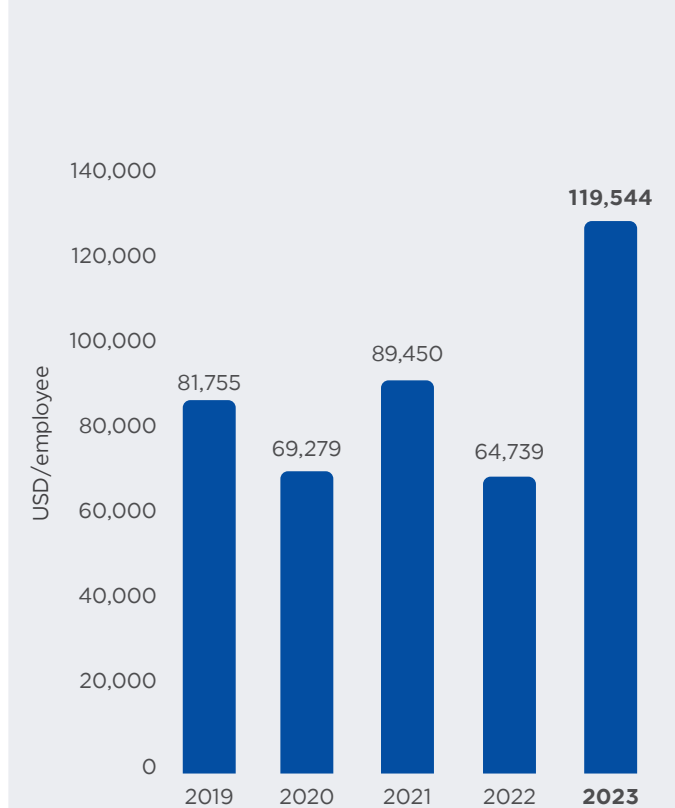
Source: Axiata

NATIONAL CONTRIBUTION REPORT

Bangladesh

📖 **IAR**, Our Triple Core Business, Robi Axiata Review on pages 66 to 67

Robi has continuously invested in their infrastructure, in order to provide customers with comprehensive and seamless user experiences.

Infrastructure Investments

Robi has maintained a significant level of capital investments over the years, building infrastructure and creating value for the country. Investments in 2023 include:

- Deployed approximately 1,000 new sites, increasing nationwide basic indoor coverage from 90% to 92%
- Integrated 3,500 L2600 co-location sites into the network, resulting in over 50% improvement in user experience

Phasing Out of 3G Network

In 2023, Robi successfully completed 3G network shutdown in most part of the country except Dhaka

📖 **SNCR**, Network Quality & Connectivity on page 33

Contribution to Gross Value Added (GVA)
USD1,662 million
(0.4% of the Nation's GDP)

Operational Direct GVA
USD466 million

Operational Indirect and Induced GVA: USD435 million

Capital Investment GVA
USD199 million

Productivity GVA
USD561 million

- Robi's total Gross Value Added (GVA) contribution to the Bangladeshi economy reached **USD1,662 million**, accounting for **0.4%** of total national GDP in 2023
- Robi's operations directly and indirectly contributed U**SD901 million**, accounting for **54%** of total GVA contribution
- Capital investments contributed **USD199 million** with a share of **12%** of total GVA
- GVA contribution due to the productivity improvement was **USD561 million**, accounting for **34%** of the total GVA

Direct Employees[3]   1,243

Female 13.2%	Bangladeshi 99.5%

- **1,243 staff** were directly employed by Robi in 2023
- **13.2% of total employees** were women
- Bangladeshi citizens accounted for **99.5% of total employees**

Total Jobs Supported   109,176

Directly Employed 1,243	Operational Indirectly Supported 76,829	Supported by Capital Investment 31,104

- Overall, Robi supported **109,176 jobs** in 2023 through its operations and capital investments
- Robi's operations directly supported **1,243 jobs** and indirectly supported **76,829 jobs**
- Robi's capital investment supported **31,104 jobs**

Capital + Operational Expenditure   USD674 million

Capital Expenditure **USD176** million	Operational Expenditure **USD498** million	Every USD1 Spent on capex	Translated to	**USD9.4** GVA Contribution[1]

- Robi's total Capital and Operational Expenditure reached **USD674 million** in 2023, with Capital Expenditure recorded at **USD176 million** (26%) and Operational Expenditure at **USD498 million** (74%)
- Robi added **USD9.4 GVA** to the Bangladeshi economy in 2023 for every USD1 spent through its capital investment

Contribution to Public Finance   USD448 million

(**1.1%** of total tax revenue of the government)

- Robi contributed **USD448 million** in total taxes and fees to government, accounting for **1.1%** of total tax revenue of the government of Bangladesh[2]

Note:
1. Including GDP contribution from market penetration related productivity impact
2. Total tax revenue of the government was budgeted at BDT4,500 billion (USD41.7 billion) (Source: Ministry of Finance, Bangladesh)
3. Employees consists of Robi only

NATIONAL CONTRIBUTION REPORT

Robi's Total Economic Contribution to The Bangladesh Economy

Robi's substantial operations and investments in Bangladesh contributed significantly to the country's economic growth. **With a total operating expenditure of USD498 million** and **capital investment of USD176 million**, Robi contributed **USD1,662 million** to the economy of Bangladesh in 2023, accounting for **0.4%** of **national GDP**.

Robi's operations **directly contributed USD466 million**, accounting for **28%** of total GVA contribution. Another **USD435 million was** indirectly generated through the expenditures by Robi's suppliers. **For every USD1 Robi directly** added to Bangladeshi economy, **it generated just under another USD0.9 indirectly** from local suppliers, higher than an average of USD0.4 for general industry[1].

Productivity improvements contributed **USD561 million**, accounting for **34%** of total GVA. **Capital investment** contributed a further **USD199 million**, representing a share of **12%** of the total GVA. (Figure 1)

Figure 1: GVA Contribution to the Bangladesh economy 2023

USD199 million (12%)
USD466 million (28%)

USD 1,662 million[2]

USD561 million (34%)
USD435 million (26%)

- GVA by capital investment
- Operational direct GVA
- Operational indirect and induced GVA
- Productivity

Notes: [1] *Based on simple average of general industry*
[2] *Totals may not add up due to rounding*
Source: KPMG analysis; ADB 2006

Robi's Total Economic Contribution Over The Last Five Years

Robi's total GVA contribution **increased at a CAGR of 3.5%** from **USD1,448 million in 2019 to USD1,662 million in 2023**, representing **0.4%** of the national GDP in 2023.

Robi's total GVA **was higher in 2023 at** USD1,662 million as GVA contribution from productivity impact increased from USD217 million in 2022 to USD561 million in 2023, due to the higher growth from mobile connections in 2023 compared to 2022. (Figure 2)

Figure 2: GVA Contribution to the Bangladesh economy 2019-2023

Year	0.4%	0.4%	0.5%	0.4%	**0.4%**
Total	1,448	1,306	1,664	1,276	**1,662**

USD million

- GVA by capital investment
- Operational direct GVA
- Operational indirect and induced GVA
- Productivity
- As a % of total GDP

Source: KPMG analysis
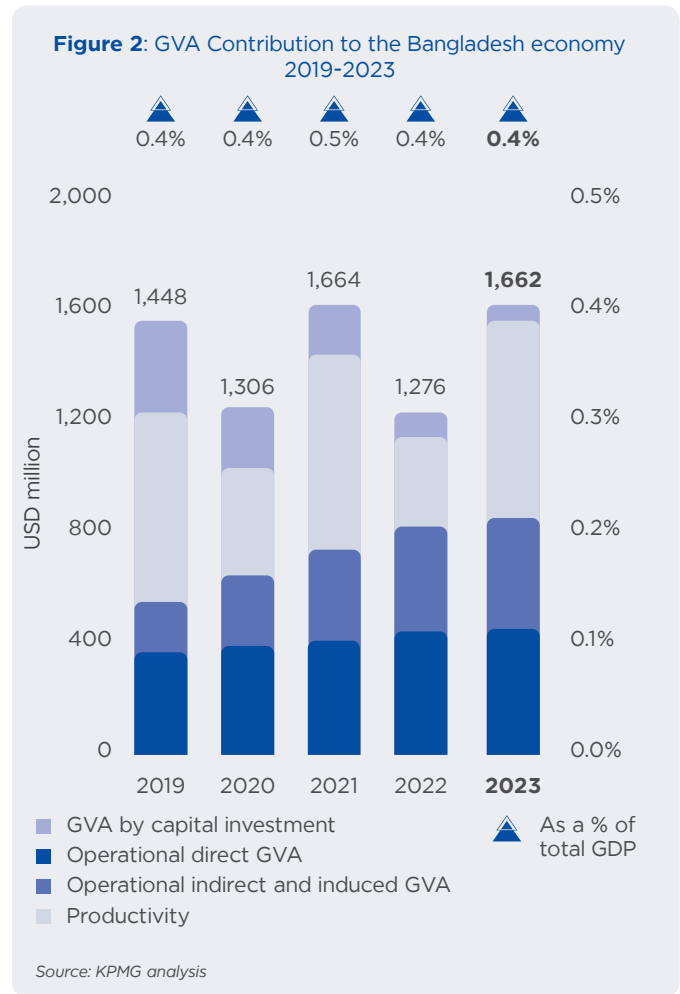
Investing and Innovating for The Long Term

Robi's capital investment was **USD176 million in 2023**. The total **accumulated capital investment reached USD978 million** over the last five years. Capital investment plays an important role in facilitating long-term sustainable development of Robi's business and contributing to the growth of Bangladeshi economy. (Figure 3)
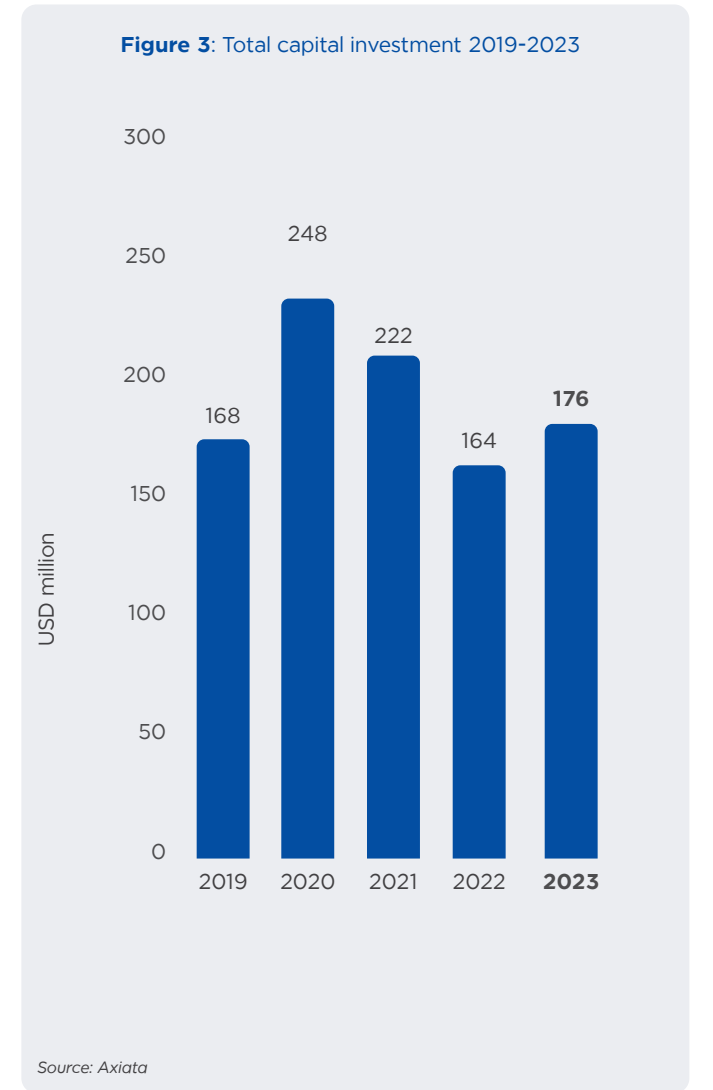
Figure 3: Total capital investment 2019-2023

2019	2020	2021	2022	2023
168	248	222	164	**176**

USD million

Source: Axiata

NATIONAL CONTRIBUTION REPORT

Contributions to Public Finance

Total **accumulated taxes and fees paid** to public finance over the last five years reached **USD2,245 million**.

Annual taxes and fees paid in 2023 was **USD448 million, accounting for 1.1%** of total tax revenue of the government of Bangladesh. (Figure 4)
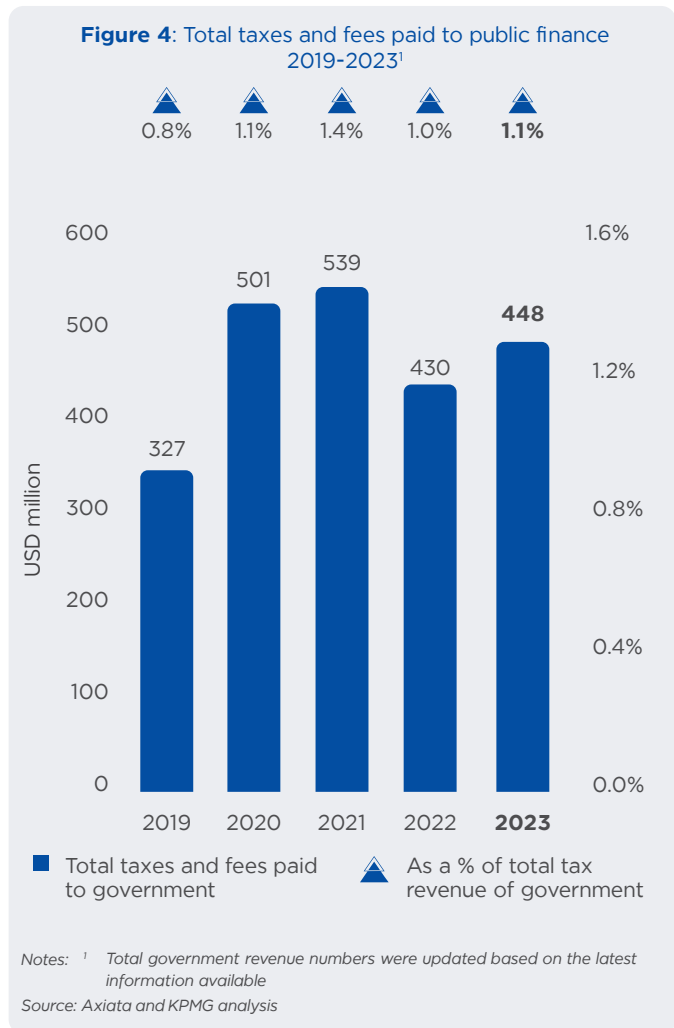
Total Employment Impact

1,243 jobs[1] were directly provided by Robi's operations in 2023. 13.2% of Robi's employees were women. The firm is predominated by Bangladesh citizens with **99.5%**.

Robi's operations also indirectly supported **76,829 jobs**. A further **31,104 jobs were supported by** its capital investment. (Figure 5)
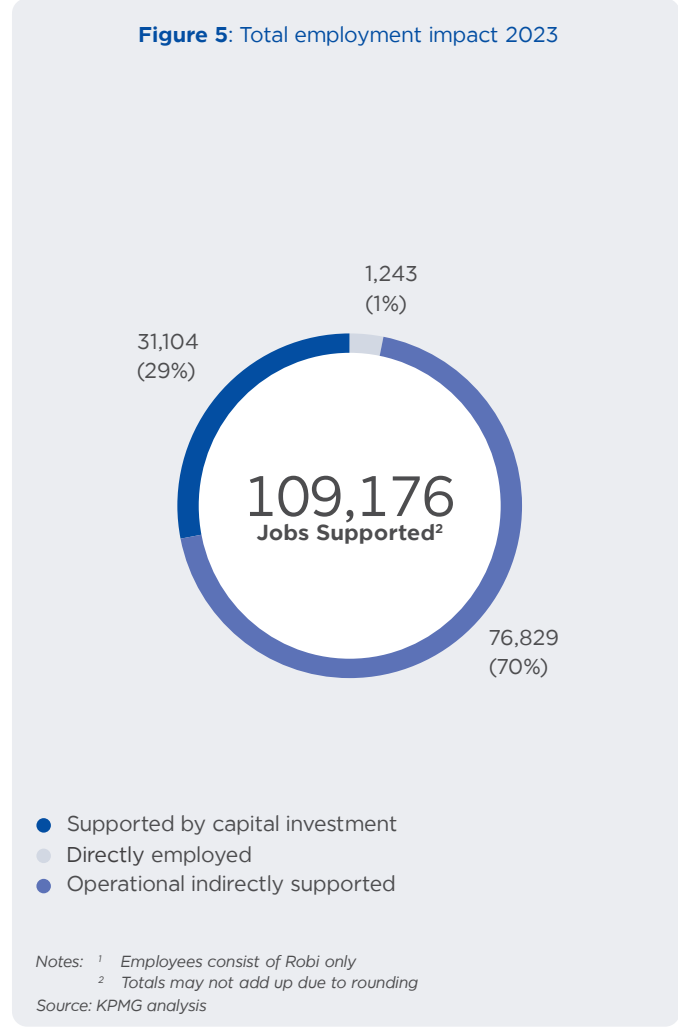
Robi's Labour Productivity

Robi's productivity, measured as Gross Value Added (GVA) per employee, increased by **a CAGR of 9.5% to USD 375,127 in 2023** from USD 261,151 in 2019. This growth was mainly driven by a decreasing employment number and increasing operating profits.

Robi's productivity increased slightly by 2.8% from USD364,909 per worker in 2022. (Figure 6)

Figure 4: Total taxes and fees paid to public finance 2019-2023[1]

Figure 5: Total employment impact 2023

- Supported by capital investment
- Directly employed
- Operational indirectly supported

Figure 6: Robi's labour productivity 2019-2023

Notes: [1] Total government revenue numbers were updated based on the latest information available
Source: Axiata and KPMG analysis

Notes: [1] Employees consist of Robi only
[2] Totals may not add up due to rounding
Source: KPMG analysis

Source: KPMG analysis

NATIONAL CONTRIBUTION REPORT

Cambodia

📄 **IAR**, Our Triple Core Business, Smart Axiata Review on pages 68 to 69

Smart's commitment to network wide expansion and upgrades throughout the nation drives enhancement in infrastructure and boosts productivity.

Improving Connectivity

Smart has implemented a wide spectrum of initiatives to expand and improve network coverage. Through these efforts, Smart aim to bridge the digital divide, empower communities and foster socioeconomic development in Cambodia. Projects that have been initiated to improve network coverage include:

- Improving connectivity and reducing the digital divide by connecting the unconnected with high-speed 4G and 4.5G connectivity
- Allocated a major portion of its capex to increase coverage and connect more people with high-speed data connectivity
- Collaborated with the Telecommunication Regulator of Cambodia to enhance the quality of service and improve coverage
- Developed a long-term roadmap aimed at enhancing the quality of service at 357 sites, starting with central regions and completed 162 QoS sites by the end of 2023

📄 **SNCR**, Network Quality & Connectivity on page 33

Contribution to Gross Value Added (GVA)

USD462 million
(1.4% of the Nation's GDP)

Operational Direct GVA
USD216 million

Operational Indirect and Induced GVA: USD108 million

Capital Investment GVA
USD59 million

Productivity GVA
USD78 million

- Smart's total Gross Value Added (GVA) contribution to Cambodian economy reached **USD462 million**, accounting for **1.4%** of total national GDP in 2023
- Smart's operations directly and indirectly contributed **USD324 million**, accounting for **70%** of total contribution
- **A further USD59 million** GVA was generated by Smart's capital investment, accounting for **13%** of total contribution
- GVA contribution due to the **productivity** increase was **USD78 million**, accounting for **17%** of the total GVA contribution

Direct Employees — 1,113

Female 35.9%	Cambodian 97.9%

- **1,113 staff** were directly employed by Smart in 2023
- **36% of total employees** were women
- Cambodian citizens accounted for **97.9% of total employees**

Total Jobs Supported — 48,493

Directly Employed 1,113	Operational Indirectly supported 30,544	Supported by Capital Investment 16,836

- Overall, Smart supported **48,493 jobs** in 2023 through its operations and capital investments
- Smart's operations directly and indirectly supported over **31,657 jobs**
- A further **16,836 jobs** were supported by Smart's capital investments

Capital + Operational Expenditure — USD251 million

Capital Expenditure **USD75** million	Operational Expenditure **USD176** million	Every **USD1** Spent on capex	Translated to ▶ **USD6.2** GVA Contribution[2]

- Smart's total Capital and Operational Expenditure reached **USD251 million** in 2023 with Capital Expenditure recorded at **USD75 million** (30%) and Operational Expenditure at **USD176 million** (70%)
- Smart added **USD6.2 GVA** to the Cambodian economy in 2023 for every USD1 spent through its capital investment

Contribution to Public Finance — USD127 million

(**3.5%** of total tax revenue of the government)

- Smart contributed **USD127 million** in total taxes and fees paid, accounting for **3.5% of total tax revenue** of Cambodian government[2]

Note: [1] 2023 GDP estimated at USD32,170 million. (Source: As reported by Xinhua News Agency)
[2] Total tax revenue of the government in 2023 was estimated at USD3,612 million. (Source: As reported by The Phnom Penh Post)
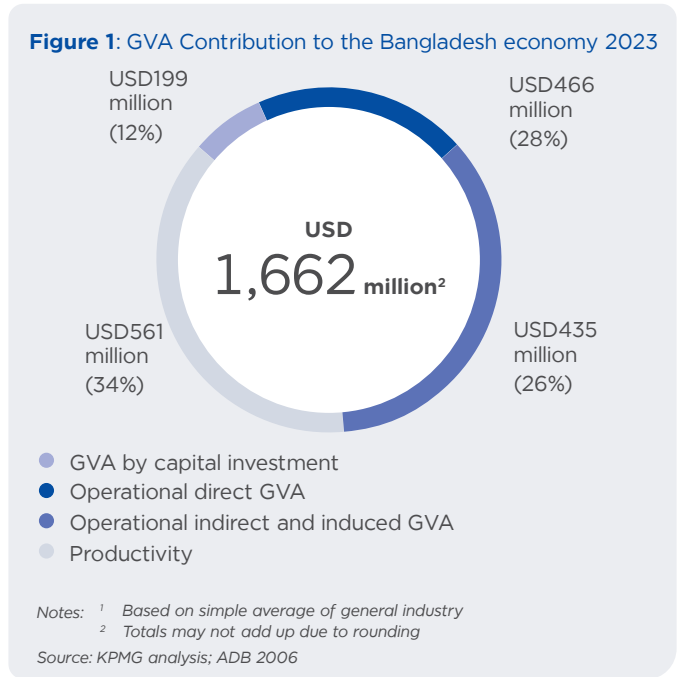
NATIONAL CONTRIBUTION REPORT

Smart's Total Economic Contribution to The Cambodian Economy

Smart's substantial operations and investments in Cambodia had a strong positive impact on the Cambodian economy in 2023. **With a total operating expenditure of USD176 million** and **capital investment of USD75 million**, Smart's total Gross Value Added (GVA) contribution to Cambodia's economy was estimated at **USD462 million** in 2023, accounting for **1.4% of national GDP.**

Smart's operations **directly contributed USD216 million**, accounting for **47% of total GVA** contribution. It also **indirectly contributed USD108 million** to economic activity. For every USD1 Smart contributed directly to Cambodia's economy, another **USD0.5** was generated indirectly through local suppliers, **higher than the general industry average of USD0.4**[1].

Capital investment contributed USD59 million, representing **13% of total GVA**. A further **USD78 million** was generated from **productivity improvements**, accounting for **17% of total GVA**. (Figure 1)

Figure 1: GVA Contribution to the Cambodian economy 2023

USD59 million (13%)
USD216 million (47%)
USD78 million (17%)
USD108 million (23%)

USD 462 million[2]

- GVA by capital investment
- Operational direct GVA
- Operational indirect and induced GVA
- Productivity

Notes: [1] Based on simple average of general industry
        [2] Totals may not add up due to rounding
Source: KPMG analysis; OECD 2011
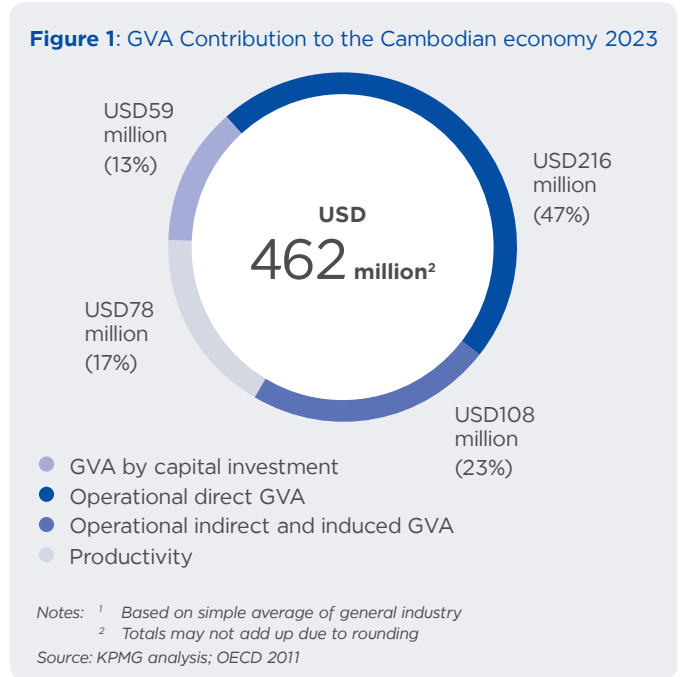
Smart's Total Economic Contribution Over The Last Five Years

Smart's total GVA contribution **ranged between USD345 million and USD462 million** representing a share of the country's GDP between 1.3% and 1.6% during the last five years.

Over the last five years, total **operational profits** grew from **USD151 million** to **USD202 million** with a CAGR of 7.5%. Productivity gains in 2023 were higher as there was overall subscriber growth in the market driven by a significant increase in 4G subscribers. (Figure 2)

Figure 2: GVA Contribution to the Cambodian economy 2019-2023

1.6%   1.3   1.6%   1.3%   **1.4%**

441   345   430   364   **462**

2019   2020   2021   2022   **2023**

- GVA by capital investment
- Operational direct GVA
- Operational indirect and induced GVA
- Productivity
- As a % of total GDP

Source: KPMG analysis
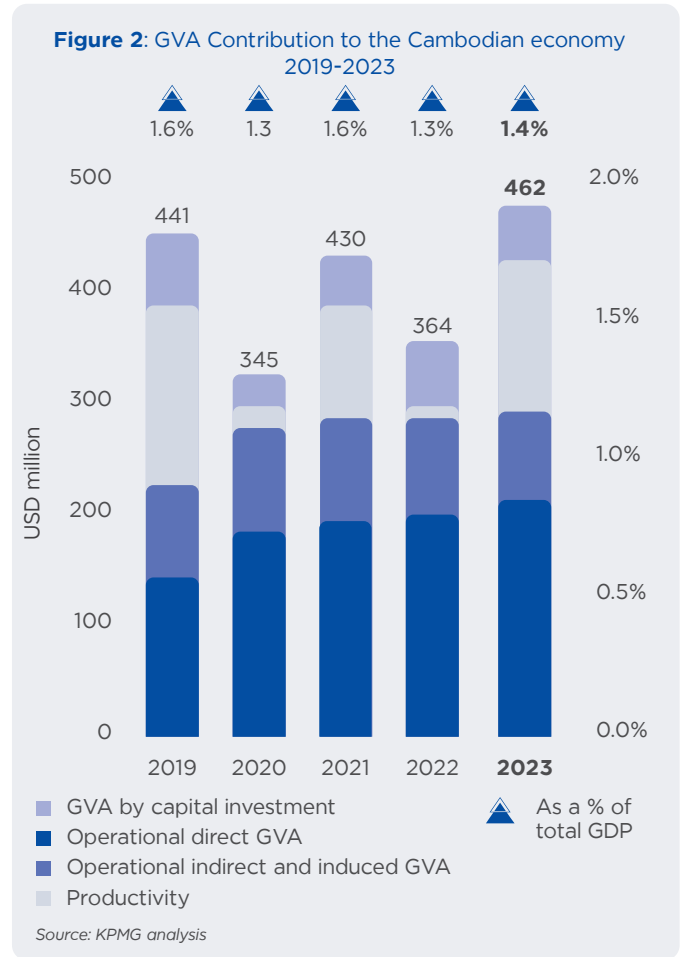
Investing and Innovating for The Long Term

Total **accumulated capital investment** by Smart over the last five years **reached USD377 million**. In 2023, capital investment **was USD75 million**, maintaining Axiata's capital expenditure over the five year period between USD70 million and USD80 million annually. Continuing capital investment supports Smart's development in Cambodia and makes a significant contribution to the Cambodian economy. (Figure 3)
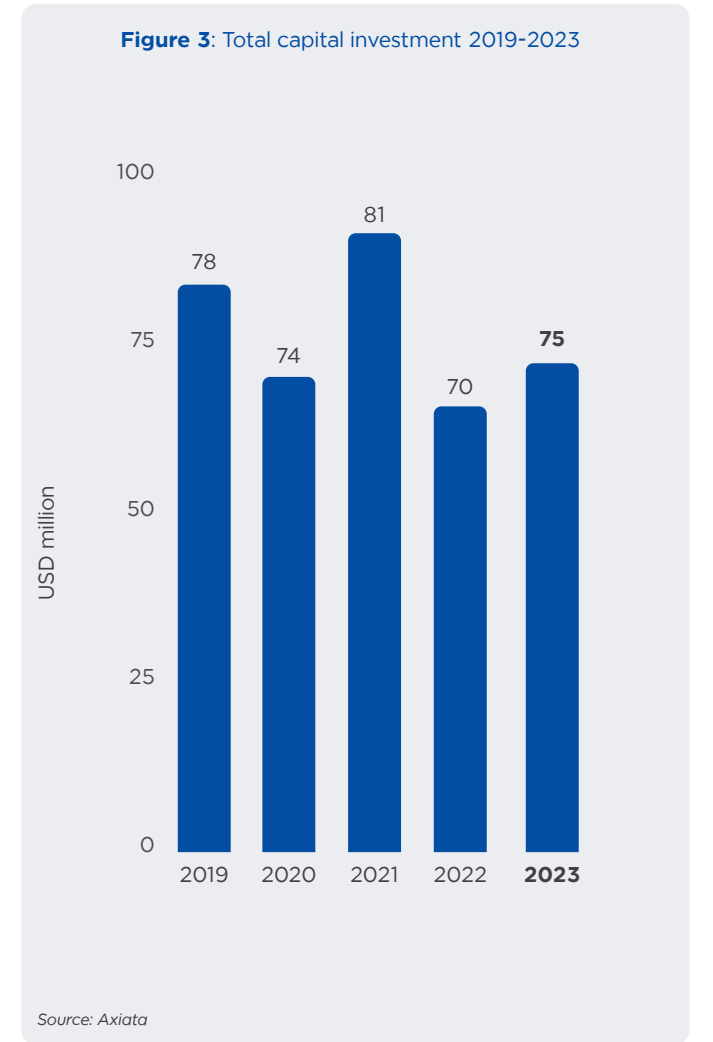
Figure 3: Total capital investment 2019-2023

78   74   81   70   **75**

2019   2020   2021   2022   **2023**

Source: Axiata

NATIONAL CONTRIBUTION REPORT

Contributions to Public Finance

Total **accumulated taxes and fees paid** to public finance over the last five years reached **USD539 million**.

In 2023, Smart contributed **USD127 million** in total taxes and fees, accounting for **3.5% of total tax revenue** of Cambodian government, excluding regulatory related fees and payment. (Figure 4)

Total Employment Impact

Smart directly **provided 1,113 jobs** in 2023. Cambodian citizens accounted for **97.9% of total employees** of the firm. Around **36% of Smart employees were women**.

Smart's operations indirectly supported **an additional 30,544 jobs** and a further **16,836 jobs** were supported by Smart's capital investments. (Figure 5)

Smart's Labour Productivity

Smart's productivity, measured as Gross Value Added (GVA) per employee, **increased from 2019 to 2021** but fell back to 2019 levels in 2023 due to sharp expansion of Smart's workforce. (Figure 6)

Figure 4: Total taxes and fees paid to public finance 2019-2023
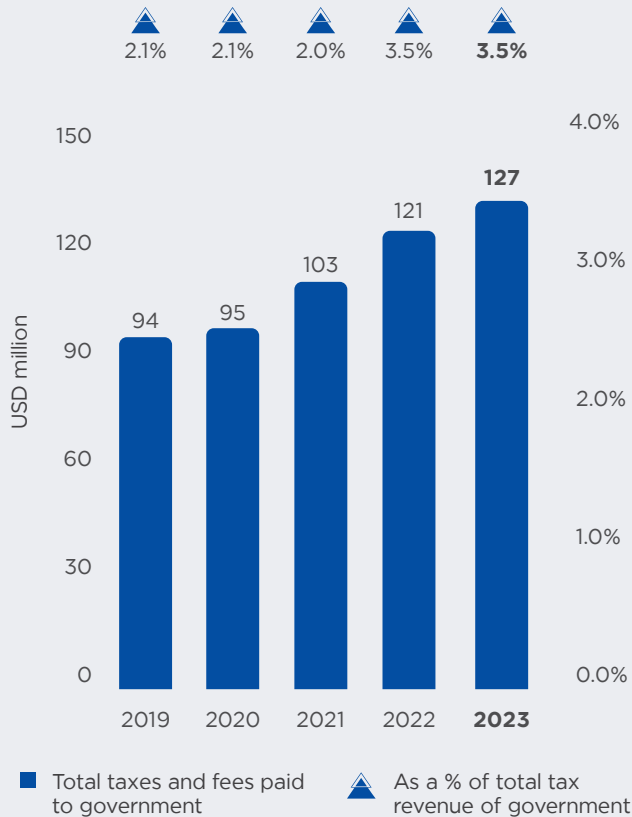
2.1%   2.1%   2.0%   3.5%   **3.5%**

	2019	2020	2021	2022	**2023**
USD million	94	95	103	121	**127**

■ Total taxes and fees paid to government
▲ As a % of total tax revenue of government

Source: Axiata and KPMG analysis

Figure 5: Total employment impact 2023

16,836 (35%)
1,113 (2%)

48,493
Jobs Supported¹

30,544 (63%)

● Supported by capital investment
● Directly employed
● Operational indirectly supported
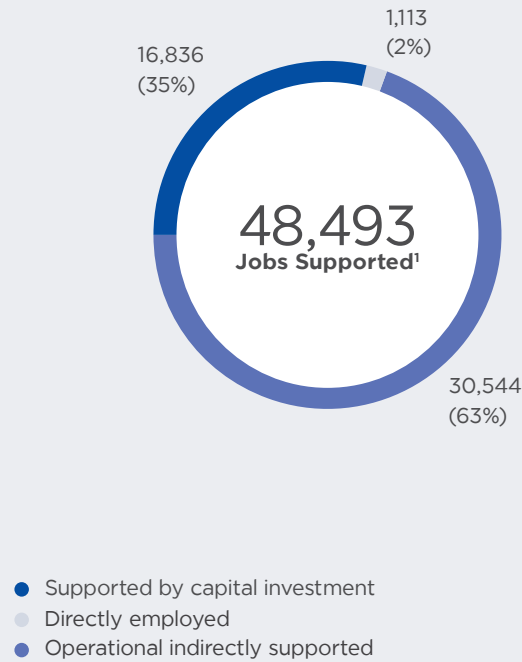
Notes: ¹   Totals may not add up due to rounding
Source: KPMG analysis.

Figure 6: Smart's labour productivity 2019-2023

	2019	2020	2021	2022	**2023**
USD million	196,248	232,614	253,763	238,797	**194,487**
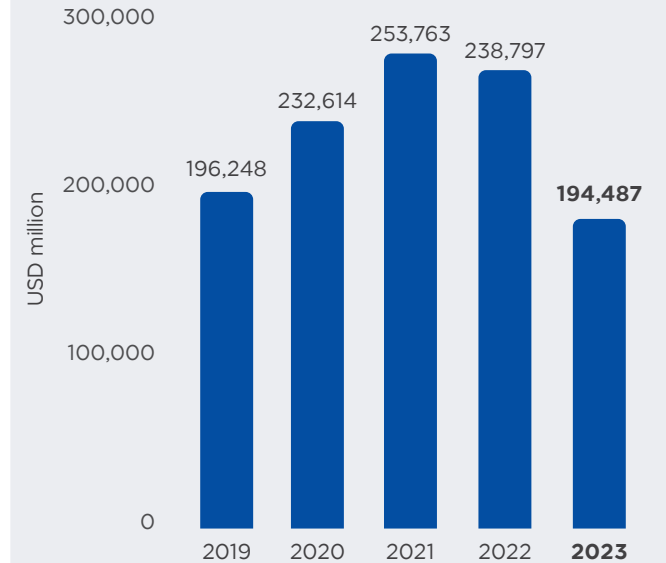
Source: KPMG analysis

NATIONAL CONTRIBUTION REPORT

EDOTCO

Figures presented in this section exclude contributions from EDOTCO Malaysia, except for 2019 where they are still included. This is to avoid double counting as contributions from EDOTCO Malaysia are taken into account in the 'Malaysia's Digital Ecosystem' section Figures also exclude EDOTCO Myanmar for 2023.

Bangladesh   **Cambodia**   **Laos**   **Indonesia**

Pakistan   **Philippines**   **Sri Lanka**

📖 **IAR**, Our Triple Core Business, EDOTCO Axiata Review on pages 70 to 71

As a TowerCo, EDOTCO has sought to provide best-in-class, sophisticated digital infrastructure for its customers through investments and an emphasis on innovation.

Digitisation and Innovation

Through innovation and upgrades to the infrastructure that they provide, EDOTCO will be able to achieve cost savings for their customers and consumers, as well as reduce their carbon footprint, creating a sustainable yet valuable business.

In 2023, EDOTCO signed a Memorandum of Understanding for the Bamboo R&D project to create a sustainable telco tower using bamboo. The implementation of the tubular tower has achieved energy savings of 8.8%, which accounts for up to 31% of the total GF tower rollout.

📖 **SNCR**, Digitisation & Innovation on page 49

Contribution to Gross Value Added (GVA)

USD696 million

Operational Direct GVA
USD247 million

Operational Indirect and Induced GVA: USD196 million

Capital Investment GVA
USD253 million

- EDOTCO's total Gross Value Added (GVA) contribution across the seven economies it operates in reached **USD696 million**
- EDOTCO's operations directly and indirectly contributed **USD443 million**, accounting for **64%** of total GVA contribution
- Capital investments contributed **USD253 million** with a share of **36%** of total GVA

Direct Employees   561

Female
11.1%

- **561 staff** were directly employed by EDOTCO in 2023
- **11.1% of total employees** were women

Total Jobs Supported   61,454

Directly Employed	Operational Indirectly supported	Supported by Capital Investment
561	**26,605**	**32,843**

- Overall, EDOTCO supported **61,454 jobs** in 2023 through its operations and capital investments
- EDOTCO's operations directly and indirectly supported **27,166 jobs**
- EDOTCO's capital investment supported **34,287 jobs**

Capital + Operational Expenditure   USD332 million[1]

Capital Expenditure **USD256** million	Operational Expenditure **USD76** million	Every USD1 Spent on capex	Translated to	USD2.7 GVA Contribution

- EDOTCO's total Capital and Operational Expenditure reached **USD332 million** in 2023, with Capital Expenditure recorded at **USD256 million** (77%) and Operational Expenditure at **USD76 million** (23%)
- EDOTCO added **USD2.7 GVA** to the economies it operates in for every USD1 spent through its capital investment in 2023

Contribution to Public Finance   USD90 million

(**0.02%** of total tax revenue of the governments of countries it operates in)

- EDOTCO contributed **USD90 million** in total taxes and fees to government, accounting for **0.02%** of total tax revenue of the governments in countries it operates in[2]

Note: [1] Capital expenditure and operational expenditure data provided by Axiata in MYR, then converted to USD
[2] Total tax revenue of government is estimated at USD373 billion, and is the sum of tax revenue of government across all seven countries where EDOTCO operates other than Malaysia and Myanmar Where available, tax revenue of government estimates are obtained from national agencies. Estimates are otherwise obtained from IMF WEO

NATIONAL CONTRIBUTION REPORT

EDOTCO's Total Economic Contribution

EDOTCO's substantial operations and investments contributed significantly to the economic growth in countries it operates in. **With a total operating expenditure of USD26 million** and **capital investment of USD256 million**, EDOTCO contributed **USD696 million** to the economies.

EDOTCO's operations **directly contributed USD247 million**, accounting for **35% of total GVA** contribution. Another **USD196 million was** indirectly generated through the expenditures by EDOTCO's suppliers. **For every USD1 EDOTCO directly** added to the economies, **it generated another USD0.8 indirectly** from local suppliers.

Capital investment contributed a further **USD253 million**, representing a share of **36%** of the total GVA. (Figure 1)

Figure 1: GVA Contribution to the Economies in 2023

USD253 million (36%)

USD247 million (35%)

USD
696 million[1]

USD196 million (28%)

- GVA by capital investment
- Operational direct GVA
- Operational indirect and induced GVA

Notes: [1] *Totals may not add up due to rounding*
Source: KPMG analysis

Investing and Innovating for The Long Term

EDOTCO's capital investment was **USD256 million in 2023**. Capital investment plays an important role in facilitating long-term sustainable development of EDOTCO's business and contributing to the growth of the economies it operates in.

USD million

2019	2020	2021	2022	2023
143	108	158	15	245
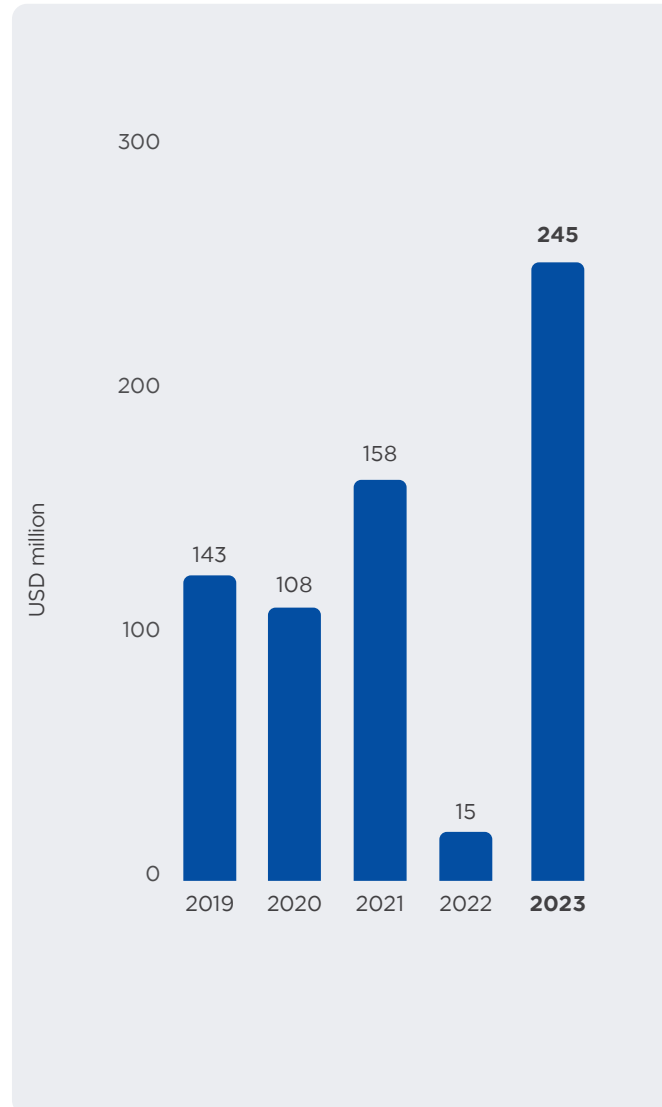
Contributions to Public Finance

Annual taxes and fees paid in 2023 was **USD90 million, accounting for 0.02%** of total tax revenue of the government of economies EDOTCO operates in.

Year	Total taxes and fees paid	As a % of total tax revenue
2019	72	0.06%
2020	57	0.03%
2021	55	0.03%
2022	74	0.02%
2023	**90**	**0.02%**

- ■ Total taxes and fees paid to government
- ▲ As a % of total tax revenue of government
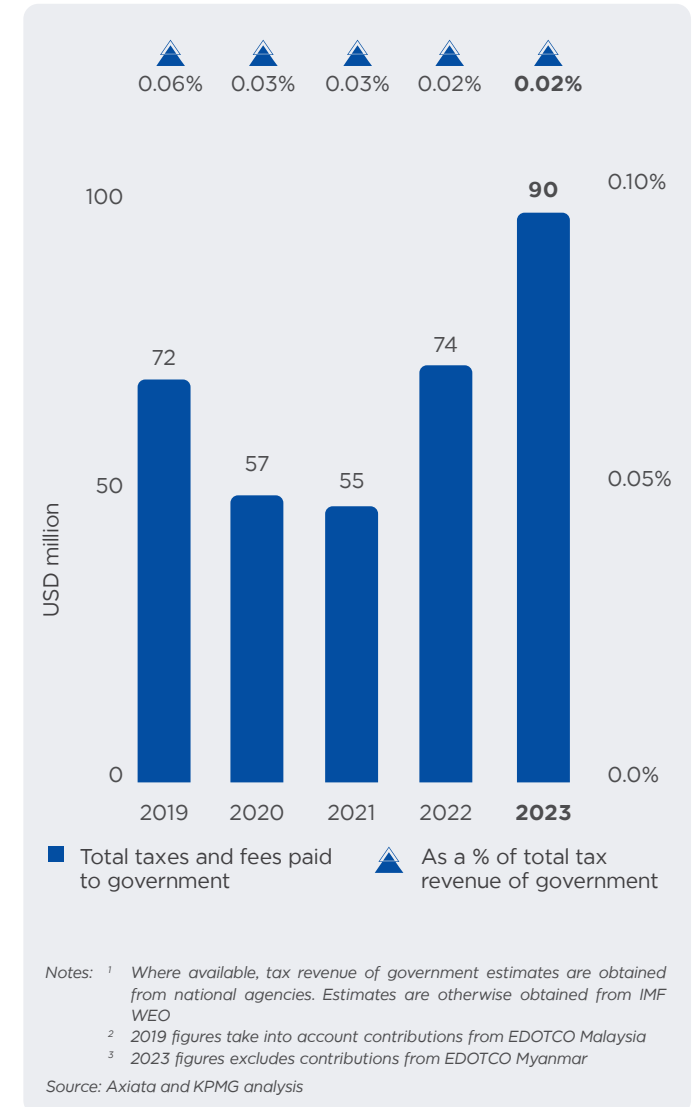
Notes: [1] *Where available, tax revenue of government estimates are obtained from national agencies. Estimates are otherwise obtained from IMF WEO*
[2] *2019 figures take into account contributions from EDOTCO Malaysia*
[3] *2023 figures excludes contributions from EDOTCO Myanmar*

Source: Axiata and KPMG analysis

NATIONAL CONTRIBUTION REPORT

Total Employment Impact

561 jobs were directly provided by EDOTCO's operations in 2023. 11.1% of EDOTCO's employees were women.

EDOTCO's operations also indirectly supported **26,605 jobs**. A further **34,287 jobs were supported by** its capital investment. (Figure 5)

Smart's Labour Productivity

EDOTCO's productivity, measured as Gross Value Added (GVA) per employee was **USD439,530 in 2023.** Labour productivity has been growing over 2019-2023, at a CAGR of 9.8%.

Figure 5: Total employment impact 2023

561 (1%)

34,287 (56%)

61,454
Jobs Supported[1]

26,605 (43%)

● Supported by capital investment
● Directly employed
● Operational indirectly supported

Notes: [1] *Totals may not add up due to rounding*
Source: KPMG analysis

EDOTCO's labour productivity 2019-2023

USD million

	2019	2020	2021	2022	**2023**
	302,751	291,731	316,765	406,447	**439,530**
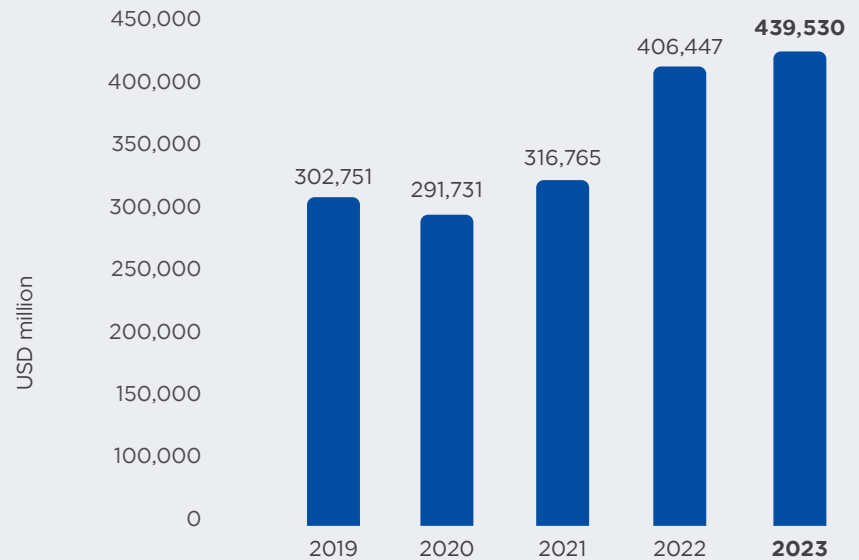
Notes: [1] *2019 figures take into account contributions from EDOTCO Malaysia*
  [2] *2023 figures excludes contributions from EDOTCO Myanmar*
Source: KPMG analysis

NCR METHODOLOGY

1. Methodologies and Computational Formula

Direct Value Added contributions were estimated based on operational data provided by Axiata regarding operating revenues, operating expenditures, compensation of employees, and indirect taxes and levies.

Total Value Added contributions were estimated using an economic multiplier. The total multipliers (Type II) for the Telecomm industry were derived from national Input-Output (-O)tables published by OECD, ADB, and national statistical agencies.

Employment is generated through a number of avenues including:

i. Directly through Axiata and related industries.

ii. Outsourced support services (if any) including customer support and network operations and maintenance.

iii. Indirectly through firms that provide services to Axiata's operations.

iv. Induced as employees from the above spend their household income there by generating further rounds of employment.

Total employment impact is estimated using I-O tables and Average Value Added per Worker derived from relevant Departments of Statistics for each country.

2. Capital Investment

i. Total Value Added = Capital Expenditure in Host Country x Average Value Added Multiplier

ii. **(a) For countries where employment multipliers are available:**
Total Employment in Host Country = Total Capital Expenditure in Host Country x Average Employment Multiplier

(b) For countries where employment multipliers are not available:
Total Employment in Host Country = Total Capital Expenditure Value Added in Host Country/Average Value Added per Worker in Host Country

3. Operational

i. Total Value Added = Direct Value Added x Total Value Added Multiplier where:

Direct Value Added = Operating Revenue –Operating Expenditure +Compensation of Employees + Indirect Taxes and Levies

Note: Operating expenditure provided by Axiata excludes depreciation

ii. **(a) For countries where employment multipliers are available:**
Total Employment = Total Operational Expenditure x Average Employment Multiplier

(b) For countries where employment multipliers are not available:
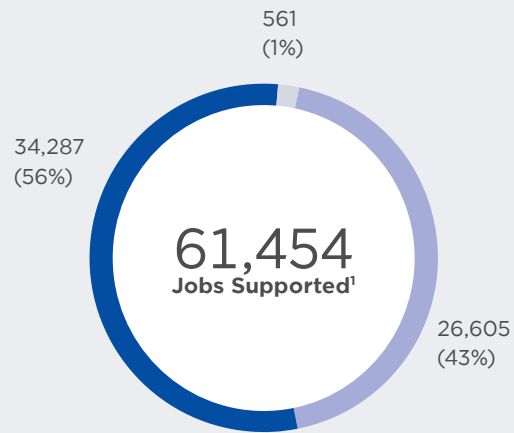Total Employment = (Total Indirect Value Added/ Average Value Added per Worker in Host Country) + (Direct Employment as per Axiata data)

iii. Axiata's labour productivity = Direct Value Added / Number of Employees

Note: Number of Employees include both direct and outsourced employees if any.

4. Productivity Analysis

Axiata Contribution to GDP Growth = National Contribution to GDP Growth x Market Share of Axiata where:

National Contribution to GDP Growth = National Penetration Growth x Growth Factor

Our methodology until FY2021 for National Penetration was = Total Number of Subscribers/Population

For FY2022, we updated the methodology to split the productivity analysis into a mobile ownership effect and an upgrade effect (allowing us to assess the impact of 3G and 4Gconnectivity growth). 5G and IoT connections were less than 10% penetration and therefore were not assessed due to a lack of theoretical network effect.

Note: Until 2021, Growth factor was assumed to be 1.2% per 10% change in market penetration for all countries. For 2022, we assumed Growth factor to be 0.5% per 10% change in connections, 0.07% per 10% change in 3G connections and 0.05% per 10% change in 4G connections

5. Multiplier Analysis

Capex Multiplier = Total Axiata's Value Added Contribution/Capital Expenditure

Note: Total Axiata's Value Added contribution includes Operational Direct Value Added, Operational Indirect and Induced Value Added, Value Added by Capital Investment, and Value Added by Productivity Impact

6. Future Revision of Economic Contributions Estimate

Economic contributions estimated in the latest year may be revised in future. This is largely due to a revision of the underlying economic data such as number of mobile subscribers in the country, GDP growth, population, mobile penetration growth rate, etc. For example, in 2019, the economic data available for the year 2019 is usually a preliminary estimate. In 2020, that 2019 estimate may be revised or superseded by actual figures.

7. Exchange Rate

Exchange rates used in this analysis are derived by taking the average of exchange rates at the start of each month in the financial year (i.e. 1st Jan – 1st Dec). This approach is designed to capture the average exchange rate across the entire year, which is when the economic activities of Axiata that are being analysed take place.

APPENDICES

LIST OF ABBREVIATIONS

Amazon Web Services (AWS)

Annual General Meetings (AGM)

Anti-Bribery & Anti-Corruption (ABAC)

Application Programming Interface (API)

Artificial Intelligence (AI)

Asia Pacific (APAC)

Association of Southeast Asian Nations (ASEAN)

Atmospheric Water Generation (AWG)

Axiata Digital Innovation Fund (ADIF)

Axiata Digital Labs (ADL)

Axiata Enterprise Investment Board (AEIB)

Axiata Equity-in-Education Fund (AEiEF)

Axiata Fast Forward (AFF)

Axiata Foundation (AF)

Axiata Group Analytics (AGA)

Axiata Regulatory Compliance Framework (ARCF)

Axiata Young Talent Programme (AYTP)

AxiataCares Volunteers (ACV)

Base Transceiver Stations (BTS)

Basic Education Equivalency Programme (BEEP)

Beyond Value Chain Mitigation (BVCM)

Board Audit Committee (BAC)

Board Nomination and Remuneration Committee (BNRC)

Board Risk and Compliance Committee (BRCC)

Board Sustainability Committee (BSC)

Business Continuity Management (BCM)

Business Continuity Plans (BCP)

Business Impact Analysis (BIA)

Buy Now Pay Later (BNPL)

Cable Modern Termination System (CMTS)

Capability Maturity Model Integration (CMMI)

Capital Expenditure (CAPEX)

Carbon Disclosure Project (CDP)

CEO Action Network (CAN)

Child Sexual Abuse Material (CSAM)

Civil Society Organisations (CSO)

Cloud Native Computing Foundation (CNCF)

Communication on Progress (CoP)

Continuous Integration and Continuous Deployment (CI/CD)

Corporate Social Responsibility (CSR)

Corporate Sustainability Assessment (CSA)

Customer Experience (CX)

Customer Interaction Centre (CIC)

Data Over Cable Service Interface Specification (DOCSIS)

Dialog Axiata Digital Innovation Fund (DADIF)

Dialog Innovation Challenge (DIC)

Digital Assistant (DIA)

Digital Inclusion Benchmark (DIB)

Digital Learning Programme (DLP)

Digital Trust & Resilience (DT&R)

Diversity, Equity and Inclusion (DEI)

Earnings Before Interest, Taxes, Depreciation and Amortisation (EBITDA)

Economic, Environmental, Social and Governance (EESG)

Employee Engagement Survey (EES)

Enterprise Risk Management (ERM)

Environmental, Safety and Health (ESH)

Environmental, Social and Governance (ESG)

Fibre to the Home (FTTH)

Fibre to the x (FTTx)

Fibre InfraCo (FibreCo)

Financial Yang Ideal (FYI)

Fixed Mobile Convergence (FMC)

Fixed Wireless Broadband (FWBB)

General Packet Radio Service (GPRS)

Gifts, Donations, Sponsorship Committee (GDSC)

Gigabyte (GB)

Gigajoules (GJ)

Global Reporting Initiative (GRI)

Global System for Mobile Communications (GSM)

Global System for Mobile Communications Association (GSMA)

Governance & Audited Financial Statements (GAFS)

Government Information Center (GIC)

Greenhouse Gas (GHG)

Gross Domestic Product (GDP)

Gross Value Added (GVA)

High Risk Transaction (HRT)

High Speed Packet Access (HSPA)

Hybrid Fibre Coaxial (HFC)

Institute for Energy Economics and Financial Analysis (IEEFA)

Industrial Revolution 4.0 (IR 4.0)

Information Security Management System (ISMS)

Information technology (IT)

Intergovernmental Panel on Climate Change (IPCC)

International Commission on Non-Ionising Radiation Protection (ICNIRP)

International Energy Agency (IEA)

International Labour Organization (ILO)

International Standard on Assurance Engagements (ISAE)

International Sustainability Standards Board (ISSB)

Internet of Things (IoT)

Internet Watch Foundation (IWF)

Key performance indicators (KPIs)

Kilowatt (kW)

LIST OF ABBREVIATIONS

Kolej Yayasan Saad (KYS)

Long Term Evolution (LTE)

Lost Time Incident Frequency Rate (LTIFR)

Machine Learning (ML)

Majlis Amanah Rakyat (MARA)

Maktab Rendah Sains Mara (MRSM)

Malaysia Anti-Corruption Commission (MACC)

Malaysian Communications and Multimedia Commission (MCMC)

Malaysian Nature Society (MNS)

Malaysian Relief Agency (MRA)

Memorandum of Understanding (MoU)

Ministry of Post and Telecommunications (MPTC)

Multiprotocol Label Switching (MPLS)

National Committee for Disaster Management (NCDM)

National Institute of Standards and Technology (NIST)

National Tower Companies (NTC)

Net Promoter Score (NPS)

Network for Greening the Financial System (NGFS)

Occupational Health and Safety (OHS)

OpCo Accelerated Development Programme (OADP)

Open Digital Architecture (ODA)

Operating Companies (OpCos)

Operating Expenditure (OPEX)

Radio Access Network (RAN)

Research and Development (R&D)

Risk Compliance and Management Committee (RCMC)

Science Based Targets initiative (SBTi)

Short Messaging System (SMS)

Small and Medium Enterprises (SME)

Social & Emotional Learning Programme (SELP)

Social Security Contribution Levy (SSCL)

South Asian Telecommunication Regulators' Council (SATRC)

Standard Operating Procedure (SOP)

Supplier Code of Conduct (SCOC)

Sustainability & National Contribution Report (SNCR)

Task Force on Climate-related Financial Disclosures (TCFD)

Technical and Vocational Education And Training (TVET)

Telecommunication Company (Telco)

Tower Company (TowerCo)

Transparent, Rights, Use, Security and Transfer (T.R.U.S.T)

UN Global Compact Network Malaysia & Brunei (UNGCMYB)

United Nations (UN)

United Nations Educational, Scientific and Cultural Organisation (UNESCO)

United Nations Global Compact (UNGC)

United Nations Sustainable Development Goals (UN SDGs)

United Nations Women's Empowerment Principles (UN WEP)

University Leadership Development Programme (ULDP)

User Interface (UI)

Voice over LTE (VoLTE)

Voice over WiFi (VoWiFi)

Wireless Fidelity (WIFI)

Women of Axiata and Male Allies (WAMA)

XL Future Leaders (XLFL)

Young CEO Development Programme (YCDP)

Young Executive's Sustainability Summit (YESS)

BURSA DATA PERFORMANCE TABLE (FROM ESG REPORTING PLATFORM)

Indicator	Measurement Unit	2023
Bursa (Anti-corruption)		
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category		
Senior Management	Percentage	79.15
Middle Management	Percentage	100.00
Executives	Percentage	93.31
Non-executives	Percentage	94.60
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0
Bursa (Community/Society)		
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	26,780,000.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	28,465,992
Bursa (Diversity)		
Bursa C3(a) Percentage of employees by gender and age group, for each employee category		
Age Group by Employee Category		
Senior Management Under 30	Percentage	0.30
Senior Management Between 30-50	Percentage	67.98
Senior Management Above 50	Percentage	31.72
Middle Management Under 30	Percentage	6.74
Middle Management Between 30-50	Percentage	85.78
Middle Management Above 50	Percentage	7.48
Executive Under 30	Percentage	39.42
Executive Between 30-50	Percentage	58.02
Executive Above 50	Percentage	2.56

Internal assurance   External assurance   No assurance   (*)Restated

BURSA DATA PERFORMANCE TABLE (FROM ESG REPORTING PLATFORM)

Indicator	Measurement Unit	2023
Non-executive Under 30	Percentage	40.95
Non-executive Between 30-50	Percentage	56.19
Non-executive Above 50	Percentage	2.86
Gender Group by Employee Category		
Senior Management Male	Percentage	69.18
Senior Management Female	Percentage	30.82
Middle Management Male	Percentage	74.20
Middle Management Female	Percentage	25.80
Executive Male	Percentage	66.48
Executive Female	Percentage	33.52
Non-executive Male	Percentage	73.76
Non-executive Female	Percentage	26.24
Bursa C3(b) Percentage of directors by gender and age group		
Male	Percentage	76.83
Female	Percentage	23.17
Under 30	Percentage	0.00
Between 30-50	Percentage	29.27
Above 50	Percentage	70.73
Bursa (Energy management)		
Bursa C4(a) Total energy consumption	Megawatt	1,718,664.25
Bursa (Health and safety)		
Bursa C5(a) Number of work-related fatalities	Number	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.04

Internal assurance	External assurance	No assurance	(*)Restated

BURSA DATA PERFORMANCE TABLE (FROM ESG REPORTING PLATFORM)

Indicator	Measurement Unit	2023
Bursa C5(c) Number of employees trained on health and safety standards	Number	5,906
Bursa (Labour practices and standards)		
Bursa C6(a) Total hours of training by employee category		
Senior Management	Hours	9,685
Middle Management	Hours	64,044
Executive	Hours	156,560
Non-executive	Hours	8,298
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	13.09
Bursa C6(c) Total number of employee turnover by employee category		
Senior Management	Number	69
Middle Management	Number	581
Executive	Number	1,091
Non-executive	Number	346
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0
Bursa (Supply chain management)		
Bursa C7(a) Proportion of spending on local suppliers	Percentage	69.49
Bursa (Data privacy and security)		
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0
Bursa (Water)		
Bursa C9(a) Total volume of water used	Megalitres	501.650692
Bursa (Emissions management)		
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	28,767.76
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	1,094,612.60

Internal assurance   External assurance   No assurance   (*)Restated

BURSA DATA PERFORMANCE TABLE (FROM ESG REPORTING PLATFORM)

Footnotes and Additional Comments for Bursa ESG Common Indicators Table

Bursa C1(a)	• The percentage of employees receiving anti-corruption training includes employees who has resigned
Bursa C2(b)	• Total number of beneficiaries includes both direct and indirect beneficiaries
Bursa C5(b)	• Lost time incident rate ("LTIR") excludes Digital Businesses (ADA, Boost, and ADL) and Corporate Center
Bursa C6(a)	• Training includes all types of vocational training and instruction paid educational leave provided by a company for its employees, training or education pursued externally and paid for in whole or in part by a company and training on specific topics. Training does not include on-site coaching by supervisors • An employee is defined as an individual who is in an employment relationship with the company, according to national law or its application • Employee category, refers to the breakdown of employees by level (such as senior management, middle management) and function (such as technical, administrative, production)
Bursa C7(a)	• In calculating the proportion of spending on local supplies the total amount of spending is based on the total value of invoices for purchase of goods or services during the reporting period • Local suppliers refer to companies or persons that provide products or services to the reporting company, and that are based in the same geographic market as the reporting company (that is, no transnational payments are made to a local supplier) • The geographic definition of 'local' can include the community surrounding operations, a region within a country or a country
Bursa C9(a)	• Total volume of water captures water usage in offices and excludes Digital Businesses (ADA, Boost, and ADL) and Corporate Center
Bursa C4(a)	• Total energy consumed excludes non-renewable energy sources defined as energy sources that cannot be replenished, reproduced, grown, or generated in a short period through ecological cycles or agricultural processes
Bursa C11(a) **Bursa C11(b)**	• The Scope 1 and Scope 2 emissions of Axiata are reported based on the GHG Protocol's Corporate Accounting and Reporting Standard issued by the World Resource Institute and World Business Council for Sustainable Development • Axiata applies the operational control approach in accounting for emissions from those sources over which Axiata has full authority to introduce and implement its operating policies, which includes Axiata and its subsidiaries. Axiata's reporting boundary excludes the digital businesses i.e. Boost, ADA and ADL which are immaterial to the Axiata Group Berhad's overall GHG emissions • Scope 1 & 2 emissions reported here exclude Digital Businesses and may change in the future subject to SBTi validation update • The 2022 Scope 1 & 2 emission had been restated due to the changes in emission factors to reflect the latest 2022 IEA emission factors and organisational boundary due to merger of CelcomDigi and divestment of Ncell. Historical carbon emission data prior to 2022 based on previous methodologies are available in our previous SNCRs

GRI CONTENT INDEX

Axiata Group Berhad has reported the information cited in this GRI content index for the period 1 January 2023 to 31 December 2023 with reference to the GRI Standards.

GRI 1 USED: GRI 1: FOUNDATION 2021

Applicable GRI Sector Standard: Not applicable

Disclosure	GRI Disclosure Description	Location	Omissions
GRI 2: GENERAL DISCLOSURES 2021			
The organisation and its reporting practices			
2-1	Organisational details	Pg. 4	
2-2	Entities included in the organisation's sustainability reporting	Pg. 2	
2-3	Reporting period, frequency and contact point	Pg. 2-3	
2-4	Restatements of information	Pg. 61	
2-5	External assurance	Pg. 138-139	
Activities and workers			
2-6	Activities, value chain and other business relationships	Pg. 2, 4, 26-27, 102-103	
2-7	Employees	Pg. 70, 72	
Governance			
2-9	Governance structure and composition	IAR, Pg. 83-90 Board Charter	
2-10	Nomination and selection of the highest governance body	IAR, Pg. 88	
2-11	Chair of the highest governance body	Tan Sri Shahril Ridza Ridzuan	
2-12	Role of the highest governance body in overseeing the management of impacts	Pg. 14-15, IAR, Pg. 88, 90, 99 Terms of Reference of Board Sustainability	
2-13	Delegation of responsibility for managing impacts	Pg. 15, IAR, Pg. 90 & 99	
2-14	Role of the highest governance body in sustainability reporting	Pg. 14-15, IAR, Pg. 90 & 99	
2-15	Conflicts of interest	IAR, Pg. 82	
2-16	Communication of critical concerns	Pg. 98, 103	
2-17	Collective knowledge of the highest governance body	IAR, Pg. 92-93, GAFS, Pg. 11-13	
2-18	Evaluation of the performance of the highest governance body	IAR, Pg. 91	
2-19	Remuneration policies	IAR, Pg. 93, 96	
2-20	Process to determine remuneration	IAR, Pg. 93	
Strategy, policies and practices			
2-22	Statement on sustainable development strategy	Pg. 6-8	
2-23	Policy commitments	Pg. 75, 94-99, 102	
2-24	Embedding policy commitments	Pg. 12, 15, 102-103, IAR, Pg. 90 & 99, GAFS, Pg. 32-36	
2-25	Processes to remediate negative impacts	Pg. 98, Whistleblowing policy	

Disclosure	GRI Disclosure Description	Location	Omissions
2-26	Mechanisms for seeking advice and raising concerns	Pg. 98, 103	
2-27	Compliance with laws and regulations	Pg. 96-97	
2-28	Membership associations	Pg. 22	
Stakeholder engagement			
2-29	Approach to stakeholder engagement	Pg. 20-21	
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	Pg. 16	
3-2	List of material topics	Pg. 17-19	
Standard Disclosures			
Advancing Digital Societies			
Material Matter: Sustainable Business Growth			
GRI 3: Material Topics 2021			
3-3	Management approach	Pg. 29	
GRI 201: Economic Performance 2016			
201-1	Direct economic value generated and distributed	Pg. 30, 106-124	
Material Matter: Network Quality & Connectivity			
GRI 3: Material Topics 2021			
3-3	Management approach	Pg. 31	
Material Matter: Customer Experience			
GRI 3: Material Topics 2021			
3-3	Management approach	Pg. 36	
Material Matter: Digital Inclusion			
GRI 3: Material Topics 2021			
3-3	Management approach	Pg. 39	
GRI 203: Indirect Economic Impacts 2016			
203-1	Infrastructure investments and services supported	Pg. 39-48	

GRI CONTENT INDEX

Disclosure	GRI Disclosure Description	Location	Omissions
Advancing Digital Societies			
203-2	Significant indirect economic impacts	Pg. 39-48	
Material Matter: Digitisation & Innovation			
GRI 3: Material Topics 2021			
3-3	Management approach	Pg. 49	
GRI 203: Indirect Economic Impacts 2016			
203-1	Infrastructure investments and services supported	Pg. 49-53	
203-2	Significant indirect economic impacts	Pg. 49-53	
Advancing Green Economy			
Material Matter: Climate Change			
GRI 3: Material Topics 2021			
3-3	Management approach	Pg. 55	
GRI 201: Economic Performance 2016			
201-2	Financial implications and other risks and opportunities due to climate change	Pg. 55-61	
GRI 302: Energy 2016			
302-1	Energy consumption within the organisation	Pg. 62	
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	Pg. 61	
305-2	Energy indirect (Scope 2) GHG emissions	Pg. 61	
305-4	GHG emissions intensity	Pg. 62	
305-5	Reduction of GHG emissions	Pg. 61	
Material Matter: Environmental Management			
GRI 3: Material Topics 2021			
3-3	Management approach	Pg. 64	
GRI 303: Water and Effluents 2018			
303-3	Water withdrawal	Pg. 65, 131	
GRI 306: Waste 2020			
306-4	Waste diverted from disposal	Pg. 65	

Disclosure	GRI Disclosure Description	Location	Omissions
Advancing Our People & Communities			
Material Matter: Fair, Diverse & Inclusive Employment			
GRI 3: Material Topics 2021			
3-3	Management approach	Pg. 67	
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	Pg. 131	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Pg. 67	
401-3	Parental Leave	Pg. 67	
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees	Pg. 70, 129-130	
GRI 406: Non-Discrimination 2016			
406-1	Incidents of discrimination and corrective actions taken	Pg. 131	
Material Matter: Talent Development & Attraction			
3-3	Management approach	Pg. 71	
GRI 404: Training and Education 2016			
404-2	Programmes for upgrading employee skills and transition assistance programmes	Pg. 73-74	
404-3	Percentage of employees receiving regular performance and career development reviews	Pg. 71	
Material Matter: Employee Health, Safety & Wellbeing			
3-3	Management approach	Pg. 75	
GRI 403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management safety	Pg. 75	
403-4	Worker participation, consultation and communication on occupational health and safety	Pg. 75	
403-5	Worker training on occupational health and safety	Pg. 76-77	
403-6	Promotion of worker health	Pg. 77	
403-9	Work-related injuries	Pg. 75, 130	
Material Matter: Community Development			
3-3	Management approach	Pg. 78	
GRI 413: Local Communities 2016			
413-1	Operations with local community engagement, impact assessments and development programmes	Pg. 78, 129	

GRI CONTENT INDEX

Disclosure	GRI Disclosure Description	Location	Omissions
Advancing Our People & Communities			
Material Matter: Emergency & Disaster Response			
3-3	Management approach	Pg. 85	
GRI 203: Indirect Economic Impacts 2016			
203-1	Infrastructure investments and services supported	Pg. 86-88	
Advancing Our People & Communities			
Material Matter: Digital Integrity			
GRI 3: Material Topics 2021			
3-3	Management approach	Pg. 90	
GRI 418: Customer Privacy 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Pg. 93	
Material Matter: Business Ethics & Governance			
GRI 3: Material Topics 2021			
3-3	Management approach	Pg. 94	

Disclosure	GRI Disclosure Description	Location	Omissions
Advancing Our People & Communities			
GRI 205: Anti-Corruption 2016			
205-1	Operations assessed for risks related to corruption	Pg. 97	
205-2	Communication and training about anti-corruption policies and procedures	Pg. 97	
205-3	Confirmed incidents of corruption and action taken	Pg. 97	
GRI 207: Tax 2019			
207-1	Approach to Tax	Pg. 99	
207-2	Tax governance, control and risk management	Pg. 99	
207-3	Stakeholder engagement and management of concerns related to tax	Pg. 99	
207-4	Country-by-country reporting	Pg. 109-124	
Material Matter: Regulatory & Political Risk			
GRI 3: Material Topics 2021			
3-3	Management approach	Pg. 100	
Material Matter: Sustainable Supply Chain			
GRI 3: Material Topics 2021			
3-3	Management approach	Pg. 102	
GRI 204: Procurement Practices 2016			
204-1	Proportion of spending on local suppliers	Pg. 103	

TCFD INDEX

TCFD Recommendations	Section and Page Reference	Remarks
Governance *Disclose the organisation's governance around climate-related risks and opportunities*		
a. Describe the board's oversight of climate-related risks and opportunities	• SNCR, Sustainability Governance on pages 14 to 15 • SNCR, Climate Change on pages 57 to 58	
b. Describe management's role in assessing and managing climate-related risks and opportunities		
Strategy *Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material*		
a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	• SNCR, Climate Change on pages 55 to 58	Partial alignment: Axiata has identified and assessed climate-related risks and opportunities, which will be more comprehensively assessed across the time horizons that will be defined in the future For more information on Axiata's forward-looking plans, please refer to the "Next Steps" under the TCFD: Strategy section on page 58
b. Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning		Partial alignment: Axiata has assessed the climate impacts in a qualitative manner. Moving forward, we will quantify those impacts, and incorporate the outcomes of the assessment into our business, strategy and financial planning For more information on Axiata's forward-looking plans, please refer to the "Next Steps" under the TCFD: Strategy section on page 58
c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario		Partial alignment: Axiata has selected the climate scenarios to be adopted, and will be conducting our climate scenario analysis, moving forward For more information on Axiata's forward-looking plans, please refer to the "Next Steps" under the TCFD: Strategy section on page 58
Risk Management *Disclose how the organisation identifies, assesses, and manages climate-related risks*		
a. Describe the organisation's processes for identifying and assessing climate-related risks	• SNCR, Climate Change on pages 57, 59 to 60	Partial alignment: Axiata has defined a clear process for identifying and assessing their climate-related risks, and is working towards integrating this process into our existing ERM framework For more information on Axiata's forward-looking plans, please refer to the "Next Steps" under the TCFD: Risk Management section on page 60
b. Describe the organisation's processes for managing climate-related risks		
c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management		
Metrics and Targets *Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material*		
a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	• SNCR, Climate Change on pages 55 to 57, 61 to 62	
b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 Greenhouse Gas (GHG) emissions and the related risks		
c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets		

UNGC PRINCIPLES INDEX

Principles	Description	Remark
HUMAN RIGHTS		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	Axiata Group Berhad Employee Code of Conduct Axiata Supplier Code of Conduct Business Ethics and Governance - Human Rights on page 98 Fair, Diverse & Inclusive Employment on pages 67 to 68 Employee Health, Safety & Wellbeing on page 75 Sustainable Supply Chain on page 102
Principle 2	Make sure that they are not complicit in human right abuses	
LABOUR		
Principle 3	Businesses should uphold the freedom of association and effective recognition of the right to collective bargaining;	Axiata Group Berhad Employee Code of Conduct Axiata Supplier Code of Conduct Business Ethics and Governance - Human Rights on page 98 Fair, Diverse & Inclusive Employment on pages 67 to 68 Sustainable Supply Chain on page 102
Principle 4	The elimination of all forms of forced and compulsory labour;	
Principle 5	The effective abolition of child labour and;	
Principle 6	The elimination of discrimination in respect of employment and occupation	
ENVIRONMENT		
Principle 7	Businesses should support a precautionary approach to environmental challenges;	Axiata Group Berhad Employee Code of Conduct Axiata Supplier Code of Conduct Climate Change on pages 55 to 63 Environmental Management on pages 64 to 65
Principle 8	Undertake initiatives to promote greater environmental responsibility; and	Axiata Group Berhad Employee Code of Conduct Axiata Supplier Code of Conduct Axiata Net-Zero Carbon Roadmap Climate Change on pages 55 to 63 Environmental Management on pages 64 to 65 Sustainable Supply Chain on page 102
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	Axiata Net-Zero Carbon Roadmap Climate Change on pages 55 to 63 Environmental Management on pages 64 to 65
ANTI-CORRUPTION		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	Axiata Group Berhad Anti-Bribery and Anti-Corruption Policy Anti-Bribery and Anti-Corruption Policy Statement Anti-Bribery, Anti-Corruption and Anti-Money Laundering Terms & Conditions Axiata Group Berhad Employee Code of Conduct Axiata Supplier Code of Conduct Business Ethics and Governance on pages 94, 96 to 98 Sustainable Supply Chain on pages 102 to 103

INDEPENDENT LIMITED ASSURANCE REPORT

Independent Limited Assurance Report to the Board of Directors of Axiata Group Berhad on the selected sustainability information disclosed in the Sustainability & National Contribution Report 2023

We have been engaged by Axiata Group Berhad (the "Company" or "Axiata") to perform an independent limited assurance engagement on the selected sustainability information for the year ended 31 December 2023 (the "Subject Matter Information") as defined below and marked with the symbol (^) in the Company's Sustainability & National Contribution Report for the year ended 31 December 2023 (the "SNCR 2023").

Our assurance conclusion does not extend to information in respect of earlier periods or to any other information included in the SNCR 2023.

Our Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information has not been prepared, in all material respects, in accordance with the Reporting Criteria referenced in the "Subject Matter Information and Reporting Criteria" section below.

Subject Matter Information and Reporting Criteria

The Subject Matter Information needs to be read and understood together with the Reporting Criteria, which the Company is solely responsible for selecting and applying.

The Subject Matter Information and the Reporting Criteria are set out below:

Subject Matter Information	Measurement unit	2023	Reporting Criteria
Bursa's prescribed common indicators ("Common Indicators"):			
C6(a): Total hours of training by employee category	Number of hours		The Sustainability Reporting Guide (3rd Edition) issued by Bursa Malaysia Securities Berhad
• Senior management		9,685	
• Middle management		64,044	
• Executive		156,560	
• Non-executive		8,289	
C7(a): Proportion of spending on local suppliers	Percentage (%) over total spending	69%	
C11(a): Scope 1 emissions	tCO2e	28,767.76	
C11(b): Scope 2 emissions	tCO2e	1,094,612.60	
Other sustainability information:			
C4(a): Total energy consumption (excluding renewable energy)	Gigajoules (millions)	6.19	Axiata's internal sustainability reporting guidelines and procedures set out in the Company's SNCR 2023
GRI 404-3: Percentage of employees receiving regular performance and career development reviews	Percentage (%) over total number of employees	100%	
GRI 202-2: Proportion of senior management hired from the local community	Percentage (%) over total number of senior management	65%	

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Independent Limited Assurance Report to the Board of Directors of Axiata Group Berhad on the selected sustainability information disclosed in the Sustainability & National Contribution Report 2023 (cont'd)

Responsibilities of the Directors and Management

Management of the Company is responsible for the preparation of the Subject Matter Information included in the Company's SNCR 2023 in accordance with the Reporting Criteria.

This responsibility includes the selection and application of appropriate methods to prepare the Subject Matter Information reported in the Company's SNCR 2023 as well as the design, implementation and maintenance of internal control relevant for the preparation of the Subject Matter Information that is free from material misstatement, whether due to fraud or error. Furthermore, the responsibility includes the use of assumptions and estimates for disclosures made by the Company which are reasonable in the circumstances.

Those charged with governance are responsible for overseeing the Company's sustainability reporting process.

Inherent Limitations

The absence of a significant body of established practice on which to draw to evaluate and measure the Subject Matter Information allows for different, but acceptable, measurement basis and can affect comparability between entities and over time. In addition, Greenhouse Gas ("GHG") quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

The uncertainties and limitations are laid out in more detail in the Reporting Criteria.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Subject Matter Information based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with the approved standard for assurance engagements in Malaysia, ISAE 3000 (Revised) "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information". This standard requires that we plan and perform this engagement under consideration of materiality to express our conclusion with limited assurance about whether the Subject Matter Information is free from material misstatement.

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("MIA") and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

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INDEPENDENT LIMITED ASSURANCE REPORT

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Independent Limited Assurance Report to the Board of Directors of Axiata Group Berhad on the selected sustainability information disclosed in the Sustainability & National Contribution Report 2023 (cont'd)

Summary of Work Performed

Our work included the following procedures. We:

- Evaluated the suitability in the circumstances of the Company's Reporting Criteria as the basis for preparing the Subject Matter Information;
- Obtained an understanding of the Company's control environment, processes and systems relevant to the preparation of the Subject Matter Information at the consolidated level and operating unit level. Our procedures did not include evaluating the suitability of design or operating effectiveness of control activities;
- Evaluated the appropriateness of measurement and evaluation methods, reporting policies used and estimates made by the Company, noting that our procedures did not involve testing the data on which the estimates are based or separately developing our own estimates against which to evaluate the Company's estimates;
- Performed review analytics on the Subject Matter Information;
- Performed limited substantive testing on a sampling basis on transactions included in the Subject Matter Information which involved agreeing data points to/from source information to check that the underlying subject matter had been appropriately evaluated or measured, recorded, collated and reported;
- Assessed the appropriateness of the emission/conversion factors used in the calculation of the Scope 1 and Scope 2 emissions, where relevant;
- Checked mathematical formulas, proxies and default values used in the Subject Matter Information against the Company's Reporting Criteria; and
- Evaluated the appropriateness of the disclosures and presentation of the Subject Matter Information based on the Reporting Criteria.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether the Subject Matter Information has been prepared, in all material respects, in accordance with the Reporting Criteria.

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Independent Limited Assurance Report to the Board of Directors of Axiata Group Berhad on the selected sustainability information disclosed in the Sustainability & National Contribution Report 2023 (cont'd)

Restriction on Distribution and Use and Disclaimer of Liability to Third Parties and For Any Other Purpose

Our report, including our conclusion, has been prepared solely for the Board of Directors of the Company in accordance with the agreement between us dated 6 March 2024. We consent to the inclusion of this report in the SNCR 2023 which will be accessible from the website of the Company at axiata.listedcompany.com in connection with the Company's responsibilities under paragraph 6.2(e) of Practice Note 9 of the Main Market Listing Requirements in respect of the disclosure of a statement on whether the listed issuer has sought independent assurance on the Subject Matter Information. To the fullest extent permitted by law, we do not accept or assume responsibility or liability to anyone other than the Company for our work or this report except where terms are expressly agreed between us in writing. Any reliance on this report by any third party is entirely at its own risk.

PRICEWATERHOUSECOOPERS PLT
LLP0014401-LCA & AF 1146
Chartered Accountants

Kuala Lumpur
26 April 2024

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