

Governing The Portfolio

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“RM” shall mean Ringgit Malaysia being the lawful currency of Malaysia. Any discrepancies between individual amounts and totals are due to rounding.

Axiata, along with its Investment Partners, maintains high degree of influence on its Associates.



3 Nominees
33.1% shares held



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Principals share joint control of the Board and the Company



6 out of 10 seats are from Principals

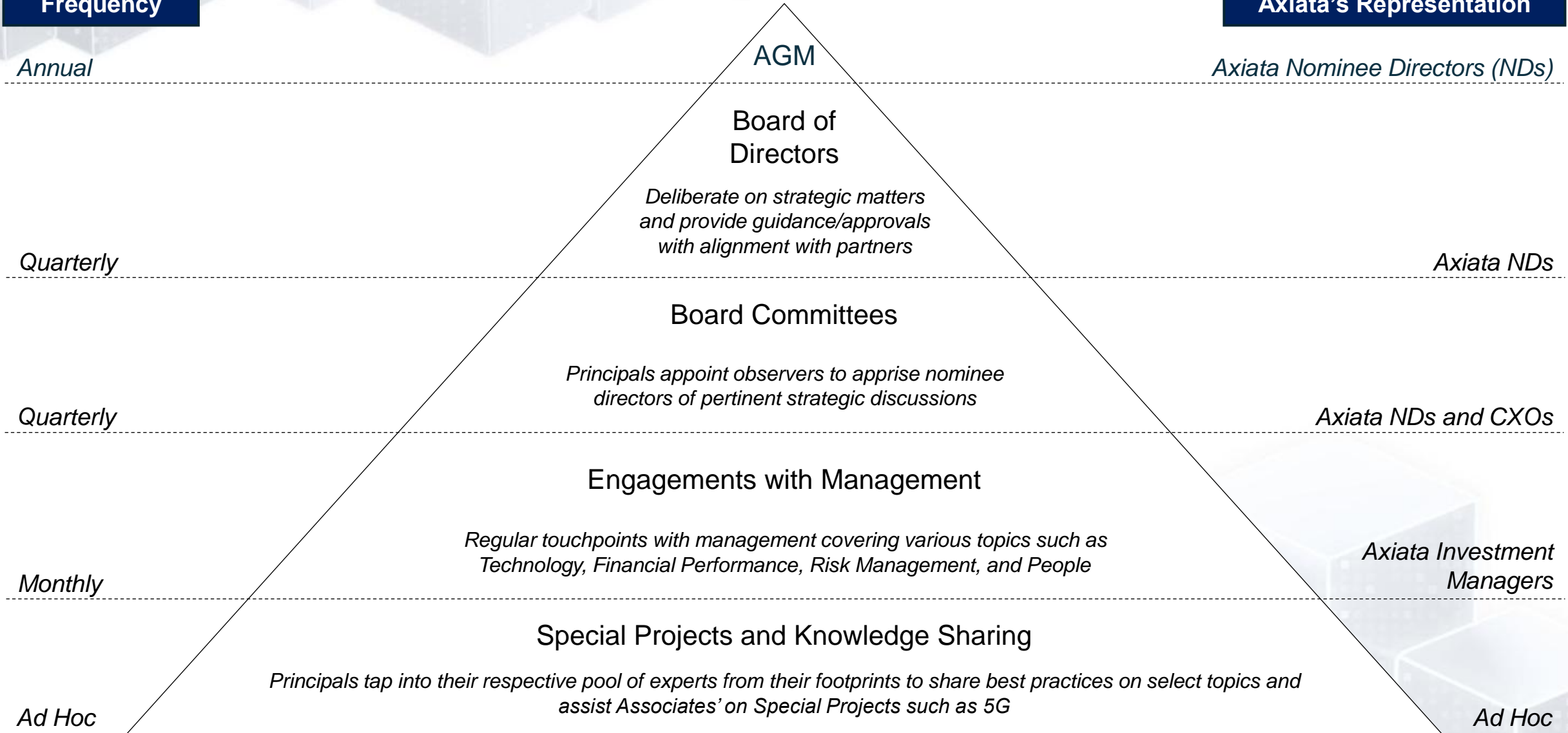
XL and Smartfren merger will be governed in a similar fashion with Axiata and Sinarmas holding 35% shares each.

Axiata's touchpoints with Associates are very similar to our existing engagements with Majority Owned Operating Companies.



Frequency

Axiata's Representation



Axiata and Investment Partner engage regularly to ensure strong alignment on key matters to deliver common objectives.



Strategy, Business Planning, and Performance Management

Financial targets
Strategic investments and dividends

Risk and Compliance, and Financial Controls

Representation at BRCC
Representation at BAC

People and Remuneration

Company scorecards
Key management appointments

Network and Technology

Network and IT strategy
Procurement

CelcomDigi Governance approach to be followed for XL Smart in Indonesia

Thank You

