

# Building the XL Axiata of Tomorrow

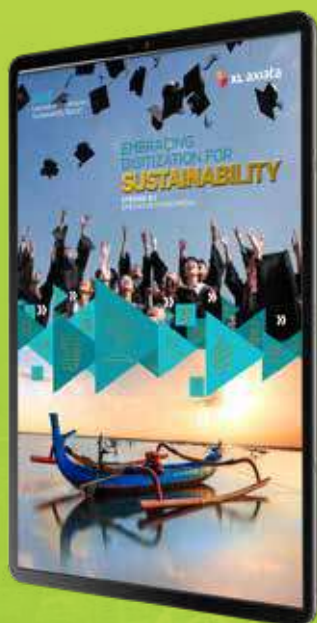
Optimizing Digital for  
Sustainable Future



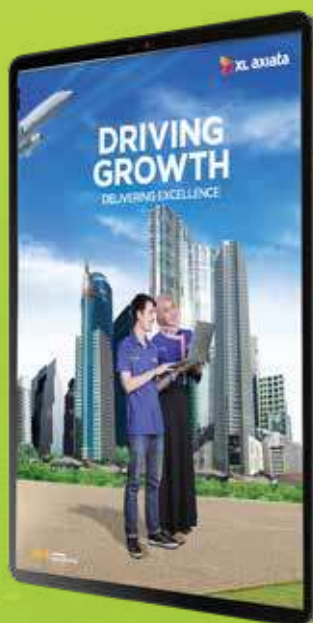
2018

2019

2020



**Embracing  
Digitization for  
Sustainability**



**Driving Growth  
Delivering  
Excellence**



**Transform Faster to  
Emerge Stronger  
Digital Inclusion  
to Sustainable  
Development**



# Building the XL Axiata of Tomorrow

## Optimizing Digital for Sustainable Future

The Company closed 2021 in a strong position, with revenues of IDR26.8 trillion, or up 3% from 2020. The Company's EBITDA margin remained at 50%, but was still within the low target of 50%. In 2021, the Company's capital expenditure (CAPEX) increased significantly from the initial target of 9.9 trillion as the Company invested more to provide customers with better experience. In addition, the Company also launched XL Satu, the first convergence product of XL Axiata - which made the Company the first and only Convergence operator in Indonesia.

In 2021, the ongoing COVID-19 pandemic has made economic conditions a bit challenging, especially for several industries. However, for the telecommunications industry, a pandemic became a different challenge. The challenge was to provide more coverage, more data, more accessibility especially since the implementation of most community activities was shifted online, from school, work, to shopping and other activities. Therefore, the Company understands the importance of improving network and technology performance to ensure that customers get the best service.

The theme of this Annual Report is "Building the Future XL Axiata" which accurately summarizes the Company's strategy going forward. In 2021, the Company renewed its vision to become the Number One Convergence Operator in Indonesia. The Company has made its first achievement towards this vision by launching XL Axiata's first convergence product, namely XL Satu. For the Company, building for the future means building from the ground up, starting from values, people, systems, to products and services. The Company wants to ensure that everything it does always puts the interests of customers first. By focusing on customer excellence, the Company believes that the future XL Axiata will be stronger, better and more solid - ready to move forward and truly achieve the Company's vision to become the number one Convergence Operator in Indonesia.

The Company understands that there will be more challenges as we move forward, but there are also more opportunities in the future. The Company is ready to continue to build the future XL Axiata by remaining steadfast in its commitment to increase its current capacity and become a better, more efficient company that serves its customers with excellence.

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# SUSTAINABILITY STRATEGY [OJK A.1]

## XL AXIATA'S COMMITMENT TO SUSTAINABILITY

The sustainability of the Earth is part of our responsibilities, not only in the interest of the next generation but also for the sake of a healthy environment where we can run a business well. We also acknowledge our role to encourage the government in accomplishing its sustainability goals (SDGs/ Sustainable Development Goals). For this reason, XL Axiata ascertains a sustainability road map as a reference framework in determining plans, designing strategies, and implementing activities.



## SUSTAINABILITY STRATEGY

01

### BUILDING PROSPERITY

XL Axiata contributes to the people's prosperity by building the economy and people's standard of living.

02

### NURTURING PEOPLE

Not only encouraging Indonesia's advance through digital infrastructure development, XL Axiata is also committed to developing human resources in the digital era.

### PROCESS EXCELLENCE

Good governance practices in the Company's operational activities supports XL Axiata as a strong company that continues to grow.

### PLANET AND SOCIETY

XL Axiata consistently implements environmentally and community friendly strategies and operational activities, as these are two factors that determine business growth.

03

04



## DETERMINATION OF MATERIALITY

Determination of Report Content and Scope. This section presents data on XL Axiata's sustainability performance as a company, given that XL Axiata currently does not have a subsidiary. In defining the report content, we have applied the four steps required by the GRI Standards, namely:



The process of determining the content of the Report was carried out with due observance of the basic principles of GRI, namely: stakeholder inclusiveness; sustainability context and completeness.

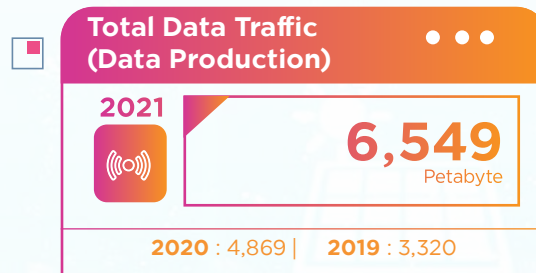
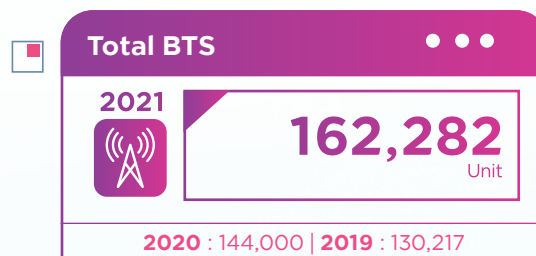
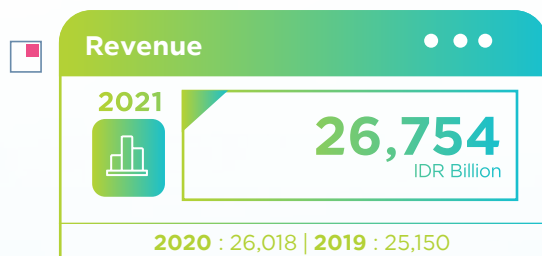
The selected topics presented in the report have been screened for materiality testing through focused group discussion mechanism with XL Axiata stakeholders. The prioritized topics are topics that are relevant topics with significant

impact on stakeholders, business continuity, and sustainability issues.



# 2021 SUSTAINABILITY PERFORMANCE HIGHLIGHTS

## ECONOMIC ASPECT [OJK B.1]



Description	Unit	2021	2020	2019
Product/service quality	Product/ Service Unit	8 (eight): <ul style="list-style-type: none"> <li>Cellular Services (2G, IMT-2000/3G)</li> <li>Internet Access Services</li> <li>Internet Telephone Services for Public Use</li> <li>Content Provider Services</li> <li>Money Transfer Services for Business Entities Other Than Banks</li> <li>Electronic Money Issuance Services</li> <li>Internet Interconnection Services</li> <li>Fixed Closed Network</li> </ul>	8 (eight): <ul style="list-style-type: none"> <li>Cellular Services (2G, IMT-2000/3G)</li> <li>Internet Access Services</li> <li>Internet Telephone Services for Public Use</li> <li>Content Provider Services</li> <li>Money Transfer Services for Business Entities Other Than Banks</li> <li>Electronic Money Issuance Services</li> <li>Internet Interconnection Services</li> <li>Fixed Closed Network</li> </ul>	8 (eight): <ul style="list-style-type: none"> <li>Cellular Services (2G, IMT-2000/3G)</li> <li>Internet Access Services</li> <li>Internet Telephone Services for Public Use</li> <li>Content Provider Services</li> <li>Money Transfer Services for Business Entities Other Than Banks</li> <li>Electronic Money Issuance Services</li> <li>Internet Interconnection Services</li> <li>Fixed Closed Network</li> </ul>
Net Income (Loss) for the Year	IDR Million	1,287,807	371,598	712,579
Environmentally products	Product unit	N/A	N/A	N/A
Involvement of local parties related to the Sustainable Finance business process.	Total	490 (91.93%)	479 (91.41%)	623 (93.54%)
	Contract value (IDR Trillion)	18.37	11.70	20.36



**ENVIRONMENTAL ASPECT [OJK B.2]****Energy Consumption****2,997,993** GigaJoule

2020 : 2,994,129 | 2019 : 2,790,675

**Emission****627,238** Ton CO<sub>2</sub>eq

2020 : 609,757 | 2019 : 572,663

**Energy Intensity****458** Gigajoule/  
Petabyte

2020 : 605 | 2019 : 841

**Emission Intensity****95.8** Ton CO<sub>2</sub>e/  
petabyte

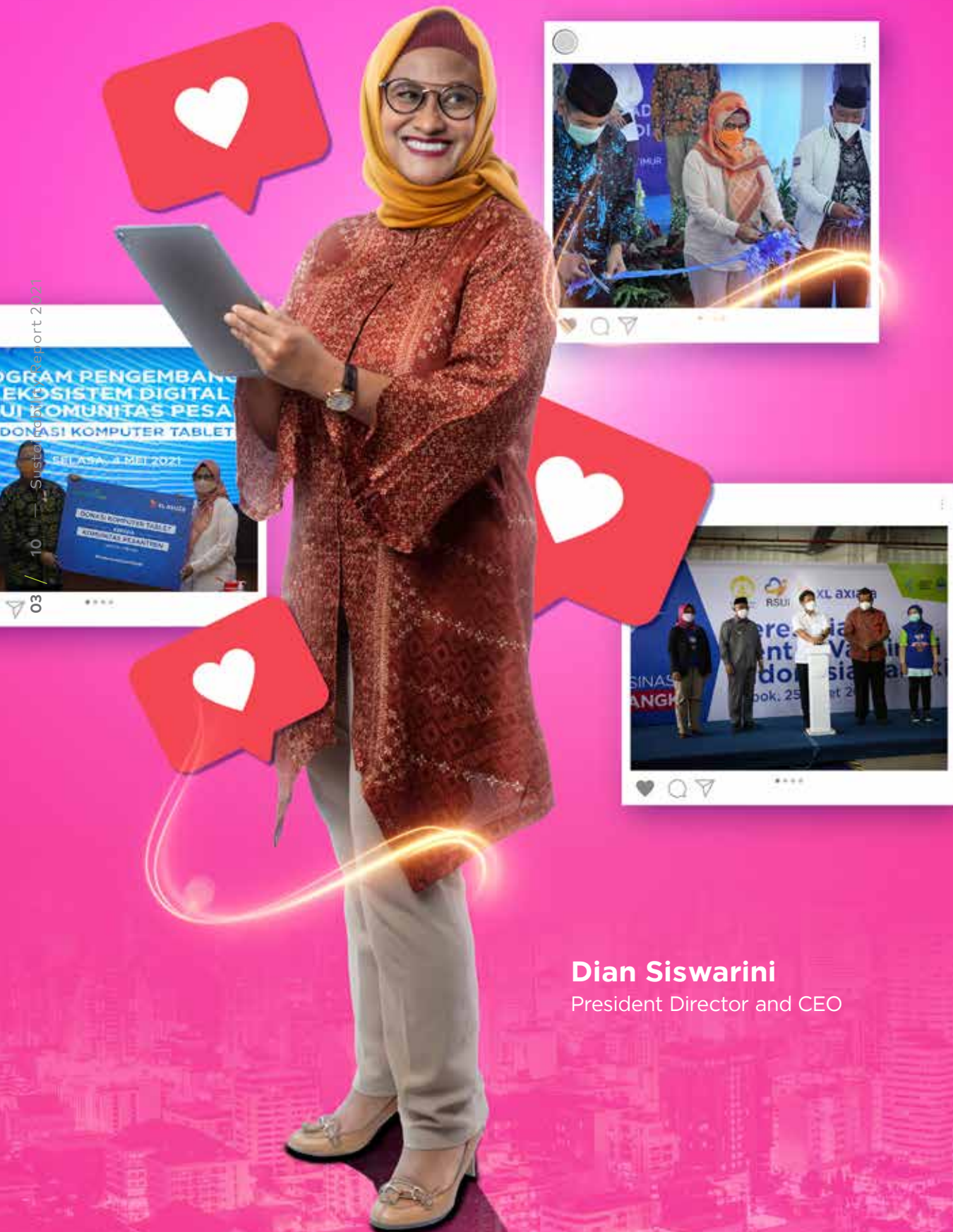
2020 : 131.2 | 2019 : 180.7

**SOCIAL ASPECT [OJK B.3]**

Description	Unit	2021	2020	2019
Total employee	People	1,575	1,614	1,606
Average hours of training	Hour(s)	49.39	25.30	28.65
Expenditures for the community	IDR billion	18.98	12.20	13.09
Total number of women empowered	People	53,000	31,000	6,650
Total of young leaders built through Future Leaders	People	1,500	1,310	1,000
Total elearn.id trainings conducted	People	25,488	39,791	38,000
Total students received XL	People	3,100	131,200	1,200
Total router/modem donated	Unit	13	1,589	1,149
Total quotas donated	Terabyte	9.34	370.97	271.97
Total number of fishermen getting the benefits of the Laut Nusantara application	People	60,250	50,000	25,000



# BOARD OF DIRECTORS' EXPLANATION [GRI 102-14] [OJK D.1]



**Dian Siswarini**

President Director and CEO



**In line with sustainability principles, XL Axiata is committed to running a business that prioritizes harmony in the achievement of economic, social, and environmental aspects. The Company believes that sustainability is a collective goal and it is everyone's responsibility to manifest.**

**Dear esteemed shareholders and stakeholders,**

2021 was characterized by uncertainty due to the ongoing Corona Virus Disease 2019 (COVID-19) pandemic. Uncertainty was felt strongly not only in the social sector, but also in the economic sector. The fear of the national economy would return to negative growth as in 2020 remained difficult to dispel, even in the business world. Moreover, in June-July, a Delta variant emerged which spread quickly and was more vicious and deadly than other variants. According to the Ministry of Health, the Delta variant spread six times faster than other variants of concern (VoC) that had entered Indonesia, such as the Alpha and Beta variants.

In these difficult circumstances, XL Axiata continued to advance and operate its business while adhering to the health protocols in place. As a company that is included in the essential sector, as stipulated in the Second Amendment to the Instruction of the Minister of Home Affairs No. 15 of 2021 concerning the Java-Bali Emergency Enforcement of Community Activity Restrictions (PPKM), XL Axiata's business was able to operate with a maximum capacity of 50% staff.

The commitment and integrity of all XL Axiata personnel to work in 2021 has produced encouraging results. Assets, capital, income and profits in 2021 have increased compared to the previous year. As a form of transparency to the public, as well as compliance with the Regulation of Financial Services Authority No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies or POJK Sustainable Finance, XL Axiata conveys its performance achievements through this Sustainability Report.

## XL AXIATA AND SUSTAINABLE OPERATION

As a public company, XL Axiata is required to implement the POJK Sustainable Finance that officially entered into force on January 1, 2021 after the initial implementation schedule was relaxed on January 1, 2020. According to the regulation's technical guidelines, sustainable finance is a comprehensive support from the financial services industry to generate long-term economic growth by balancing economic, environmental, and social interests. In the broadest sense, sustainable finance for issuers and public companies can be defined as a sustainable operation, that is, one that considers economic, environmental, and social factors. This is due to the fact that a company's function is not only to generate profits, but also to preserve the environment and consider social issues.

XL Axiata fully supports sustainable operation as stipulated in POJK Sustainable Finance. Furthermore, the spirit aligns with the Company's objective of "Developing Indonesia through Democratization of Technology." XL Axiata's role, however, is not only to develop the economy, but also to work towards social welfare and environmental sustainability through various digital-related programs.

XL Axiata is committed to running its operations by promoting harmony between achieving economic, social and environmental aspects, and in accordance with the principle of sustainability. The Company believes that sustainability is a shared future and that achieving it is also a shared responsibility. To this end, the Company has designed a roadmap to make XL Axiata a sustainable company. The Sustainable Development Goals are the main reference for XL Axiata in developing a framework for developing strategies and implementing operational activities.

Furthermore, referring to the Sustainable Development Goals, the sustainability commitment at the Company is designed around the following four sustainability pillars (4P Sustainability Framework), namely Building Prosperity, Nurturing People, Process Excellence, and Planet & Society.



### BUILDING PROSPERITY

#### Building Digital Ecosystem

Providing innovative in bridging the digital gap with economic, environmental and social aspects consideration.



### NURTURING PEOPLE

#### Nurturing Future Leaders

Contribute to the development of young leaders in Indonesia as well as uplifting internal competencies.



### PROCESS EXCELLENCE

#### Digitizing Processes and Governance

Process optimization through lean process with technological innovation to improve efficiency and business continuity



### PLANET & SOCIETY

#### Environmental Management

Improving services and optimizing local potential with social outreach to manage environmental impacts



## STRATEGIC INITIATIVES FOR SUSTAINABLE OPERATION

The COVID-19 pandemic affected Indonesia for the second time in 2021. During the uncertain situation, the government continued to work with other stakeholders, including the business community, to control the spread of the corona virus and contain the pandemic. In line with this, and based on the previous year's experience, business actors have prepared risk mitigation plans as well as objectives, as outlined in the Company's 2021 Work Plan and Budget (RKAP). Similarly, XL Axiata, to meet the objectives of the 2021 RKAP, has developed a number of strategic initiatives and also committed to fully implementing them.

The strategic initiatives set by XL Axiata in the reporting year include focusing on digitizing all business lines and operational excellence, including cost savings to maintain profitability and increase efficiency. In addition, the Company optimizes the use of data analytics for upselling through omni channel sales channel owned by XL Axiata to provide the right products for customer needs. In addition to this, the Company also continuously strived to improve the quality and coverage of the XL Axiata network, provided products that meet customer needs, as well as implement digitization to increase sales.

## ACHIEVEMENTS OF SUSTAINABLE OPERATIONS IN 2021

Throughout 2021, the Company continued to distribute to all XL Axiata personnel various strategic policies that have been prepared and agreed upon. Socialization has taken place through a variety of media, including taking advantage of the momentum and opportunities that management has when meeting with employees. These various forms of socialization were also part of the Company's efforts to foster a culture of business sustainability in the Company's environment. The commitment of all XL Axiata personnel to carry out strategic initiatives throughout the reporting year produced positive results as described below:

### ECONOMIC PERFORMANCE

In general, XL Axiata managed to record a performance improvement over the previous year. The target set in the Company's 2021 Work Plan and Budget (RKAP) has been successfully achieved. As of December 31, 2021, the Company's total assets amounted to IDR72,753,282 million, an increase compared to 2020, which was recorded at IDR67,744,797 million. The increase was influenced by the increase in fixed assets needed by the company for expansion in network infrastructure, accelerating digitization, and further increasing customer satisfaction.

Moreover, Gross Operating income throughout 2021 was recorded at IDR26,754,050 million, an increase compared to 2020, which was recorded at IDR26,009,095 million. The increase in income was influenced by improving economic conditions, and the

Total assets as of December 31, 2021

**IDR72,753,282**

million

Increased from 2020

2021 gross operating revenue

**IDR26,754,050**

million

Increased from IDR26,009,095 million in 2020

## Operating Expenses

 **IDR23,423,492**  
million

Compared to IDR25,381,915 million in 2020

## Profit (Loss) for the Year

 **IDR1,287,807**  
million

Compared to that of 2020 at IDR371,598 million



increasing number of XL Axiata products and services received by the public. Meanwhile, total Operating Expenses amounted to IDR23,423,492 million, declined from 2020, which was recorded at IDR25,381,915 million. The decline was contributed by a decrease in depreciation expense as a result of the accelerated depreciation of the company's 3G technology in 2020, and the efficiency that the company continues to make for other operating expenses.

After deducting various costs/ expenses and liabilities, including taxes, the Company recorded Profit (Loss) for the Year of IDR1,287,807 million, an increase compared to the profit (loss) in 2020 of IDR371,598 million. The achievement was affected by the increase in revenue and the decrease in the company's operating expenses

Consistent with the performance, the direct economic value received by XL Axiata in 2021 was recorded at IDR27,509,218 million, a decline of IDR708,574 million or 2.51% compared to 2020, which was recorded at IDR28,217,792 million. The decline was affected by the decline in profit from tower sale and leaseback from IDR1,061,277 million in 2020 to IDR419,013 million in 2021. The direct economic value distributed in the reporting year amounted to IDR26,221,411 million, declined by IDR1,624,783 million or 5.83% when compared to 2020, which was recorded at IDR27,846,194 million.

Thus, the direct economic value retained in 2021 was recorded at IDR1,287,807 million, increased by IDR916,209 million or 246.56% when compared to 2020 which was recorded at IDR371,598 million.

The achievement of XL Axiata's economic performance was inseparable from the success of the government and the support of other stakeholders in controlling the COVID-19 pandemic. The implementation of Enforcement of Community Activity Restrictions (PPKM) from level 0 to IV, the level of which was adjusted to situations in the field, as well as free mass vaccinations, both for the first and second doses, starting in early 2021, have proven effective in reducing the spread of the corona virus by the end of the year. Following this success, community activities was eased, they could return to work in various economic sectors and running the wheels of the economy. According to BPS, 16 out of the 17 business sectors used to understand and calculate Indonesia's economic growth rate recorded an increase. One of them being the information and communication business sector, which grew by 6.81%.





## ENVIRONMENTAL PERFORMANCE

As a member of the business community and a stakeholder in Indonesia, XL Axiata is committed to environmental protection. The same commitment and spirit has been instilled in the Company's subsidiaries. XL Axiata believes that every citizen has a human right to a good and healthy environment, thus shared commitment is the focus and concern. By optimizing the management of paper materials, electricity, fuel oil, emissions, water, and waste, the company has taken significant steps toward environmental sustainability. To achieve the best results, management adheres to the 3R principles of reduce, reuse, and recycle.

To reduce energy consumption, for example, the Company has been working on a number of digital transformations, such as providing video conference rooms, deploying ting room applications, and automating meeting room electricity. In line with this, the Company has also launched an energy saving program at BTS, commonly referred to as "Green BTS", in the form of PLNization, namely converting the use of diesel generator sets to available PLN power connections at BTS in remote areas, which able to reduce the use of diesel to support the BTS. The next program was outdoorization, a program to modernize/relocate the BTS RAN devices from those that need shelters and airconds into RAN devices that could be installed outdoors where this solution reduced the use of electricity consumption from the aircond.

These various energy saving efforts have resulted in increased efficiency in energy use. There has been an increase an increase in total energy use from 2,799,170 Gigajoules (GJ) in 2020 to 2,895,745 GJ in 2021. However, with the recorded data flow of 6,549 Terabytes in 2021, the energy intensity in the reporting year was 458 Joules/Terabytes, a decrease compared to the previous year, which was 605 Joules/Terabyte. This shown that in addition to an increase in business capacity (data flow), the Company continued to innovate its an effort to reduce energy consumption. As of December 31, 2021, total emissions were recorded at 627,438 tons CO<sub>2</sub>eq, an increase compared to 2020 with total emissions of 609,757 tons CO<sub>2</sub>eq. With a bandwidth of 6,549 Terabytes in 2021, the emission intensity in the reporting year was 96.8 tons CO<sub>2</sub>eq/Terabytes, a decline compared to the emission intensity in 2020, which reached 131.2 tons CO<sub>2</sub>eq/Terabytes.

## SOCIAL PERFORMANCE

The Company's success in creating harmonious relationships with internal stakeholders, or employees and management across divisions, as well as external stakeholders, including consumers/customers and the communities in which the company operates, made XL Axiata's economic and environmental performance in 2021 even more complete. During the reporting year, labor relations were harmonious, and no employee complaints were ever recorded. Furthermore, there were no documented cases of discrimination, child labor, or forced labor.

XL Axiata has organized various types of training and development at a cost of IDR6 billion to improve the capabilities of its employees. The average hours of training have increased to meet the needs of the Company. The average training hours for male employees in 2021 amounted to 53 hours, a significant increase compared to 2020 with an average of 25.34 hours. There was also an increase in average training hours for female employee from 26.44 hours in 2020 to 39.44 hours in 2021.

The Company balanced its efforts to improve employee competency by creating a proper and safe working environment in accordance with the principles of Occupational Safety and Health (K3). As a result, XL Axiata provided various K3 equipment as emergency preparedness, such as light fire extinguishers, fire hydrants, first aid kits, and other equipment. Throughout the year, there were no fatalities or occupational diseases as a result of these efforts.

XL Axiata provided a variety of product and service innovations to consumers and customers, offering more comprehensive options based on their needs. For example, the Suka Suka Package, 75GB Power Blast Package, XL SATU Fiber, and other products were introduced by the Company. Seiring dengan itu, kepuasan konsumen pada tahun pelaporan terbilang sebesar 99.55% naik dibandingkan tahun 2020 yang mencapai 99.46%.

Especially for the community, XL Axiata has organized various activities under the Corporate Social Responsibility (CSR) program with a budget realization of IDR18.98 billion. The program was divided into seven categories; Covid-19 Handling Support, XL Future Leaders, Sisternet, Gerakan Donasi Kuota (GDK), XL Axiata Baik, Laut Nusantara, and Desa Digital Nusantara. In line with the adoption of POJK Sustainable Finance, in implementing CSR programs, the Company has mapped the support for these programs against the 17 Sustainable Development Goals (SDGs) in Indonesia. Based on the monitoring and evaluation carried out by the Company, the CSR activities in 2021 have supported 7 (seven) of 17 SDGs.



## PROSPECTS AND OPPORTUNITIES

The government's success in controlling the COVID-19 pandemic in 2021, as well as its consistent continuation and improvement of programs such as the distribution of free booster vaccines, has managed to make various groups optimistic that the Indonesian economy will continue its positive trend in 2022. The International Monetary Fund, for example, predicted that Indonesia will grow strongly by 5.4%. The World Bank also predicted that the Indonesian economy will grow by 5.2% in 2022.

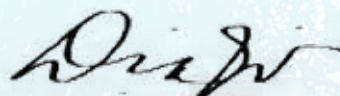
For XL Axiata, the optimistic view of the improved Indonesia's economic growth in 2022 is a very promising opportunity and prospect for business actors in the information and communication sector. Moreover, a number of associations of business actors also affirmed the same thing, including the Association of Telecommunications All Indonesia (ATSI) and the Chamber of Commerce and Industry (KADIN). Therefore, in 2022, The Company is confident that it will be able to achieve better performance than 2021.

## CLOSING

XL Axiata's success in achieving its best performance in 2021 resulted from the efforts and support of various parties. Hence, we would like to thank the Board of Commissioners for supervising and providing direction to the Board of Directors to enable them in carrying out duties properly. We would also like to express our gratitude to the Shareholders for their trust in allowing the Board of Directors to perform and fully carry out their duties.

Our deepest gratitude is also conveyed to all employees. We believe that the Company's success would be impossible to achieve without the diligence, dedication, and loyalty of all employees. We would also like to thank our suppliers/partners, consumers/customers, central/local governments/regulators, and the community for their support. We believe that all of these supports shall help XL Axiata become more advanced, developed, and sustainable in the years to come.

Jakarta, March 30, 2022  
On behalf of the Board of Directors  
PT XL Axiata Tbk



**Dian Siswarini**  
President Director and CEO







# ABOUT SUSTAINABILITY REPORT

Within context of sustainable development, the report is a medium for XL Axiata to present information on its contribution to the achievement of Sustainable Development Goals/SDGs.

# ABOUT SUSTAINABILITY REPORT

## INFORMATION ABOUT REPORT

The XL Axiata Sustainability Report 2021 is the second report issued by the Company since the enactment of Financial Services Authority Regulation No.51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies. This regulation requires public companies to publish a Sustainability Report as of January 1, 2020. However, before this regulation came into effect, the Company had issued a Sustainability Report voluntarily since 2013. Thus, this report is the ninth report issued by the Company. The last report before this was published on March 30, 2021. [GRI 102-51]

As an integral part of the Company's Annual Report, this report is published every year. The report contains plans, strategies and achievements of XL Axiata's sustainability performance as a holding company, without a subsidiary, covering economic, environmental and social performance, along with the impacts, in the period January 1-December 31, 2021. [GRI 102-45, 102-50, 102-52]

To assist stakeholders in analyzing the Company's performance trends, the quantitative data in this report is presented using the principle of comparability for at least three consecutive years. Meanwhile, to comply with the principle of validity, if there is a restatement of the information provided in the previous report, which is caused by a change in the

measurement method, we put a remark of \*restated. [GRI 102-48]

In the context of sustainable development, this report is a medium for XL Axiata in presenting information related to its contribution to the achievement of the Sustainable Development Goals (SDGs). Therefore, we also convey the materiality link of this report with the SDGs, in accordance with the SDG Compass, The Guide for Business Action on the SDGs, compiled by GRI, the United Nations Global Compact, and the World Business Council for Sustainable Development (WBCSD), which can be found on the page 133

In reporting financial data, we use techniques based on the Indonesian Statement of Financial Accounting Standards ("PSAK"). As for sustainability data, we use internationally accepted data measurement techniques. Reports are made in two languages, namely Indonesian and English. In addition to the printed edition, the report can be viewed and downloaded through the Company's official website at [www.xlaxiata.co.id](http://www.xlaxiata.co.id)

## REPORT REFERENCE

This report was prepared based on POJK No.51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Service Institutions, Issuers and Public Companies; Circular Letter of the Financial Services Authority No. 16/SEOJK.04/2021 concerning the Form and Content of the Annual Report of Issuers or Public Companies; and

the GRI Standards (GRI Standards) issued by the Global Sustainability Standards Board (GSBB) – an institution established by the Global Reporting Initiative (GRI) to handle the development of sustainability reporting standards. In accordance with the options provided in the GRI Standards, namely Core Options and Comprehensive Options, this Report has been prepared in accordance with the GRI Standards: Comprehensive Options. [GRI 102-54]

In line with XL Axiata's commitment to running a sustainable business, we strive to provide all information and data requested by the guidelines. To make it easier for readers to find information in accordance with the guidelines, we include special markers in the form of numbers and letters according to the contents of the Sustainability Report as regulated in Attachment II of POJK No.51/2017 and SEOJK Number 16/SEOJK.04/2021 in blue brackets, or the inclusion of the GRI Standard disclosure No. behind the relevant sentence or paragraph in red brackets. Complete data on the suitability of the contents of the report with the guidelines are presented at the back of this report, starting on page 127 [GRI 102-55] [OJK G.4]



## PROCESS OF DETERMINATION OF REPORT CONTENT [GRI 102-46]

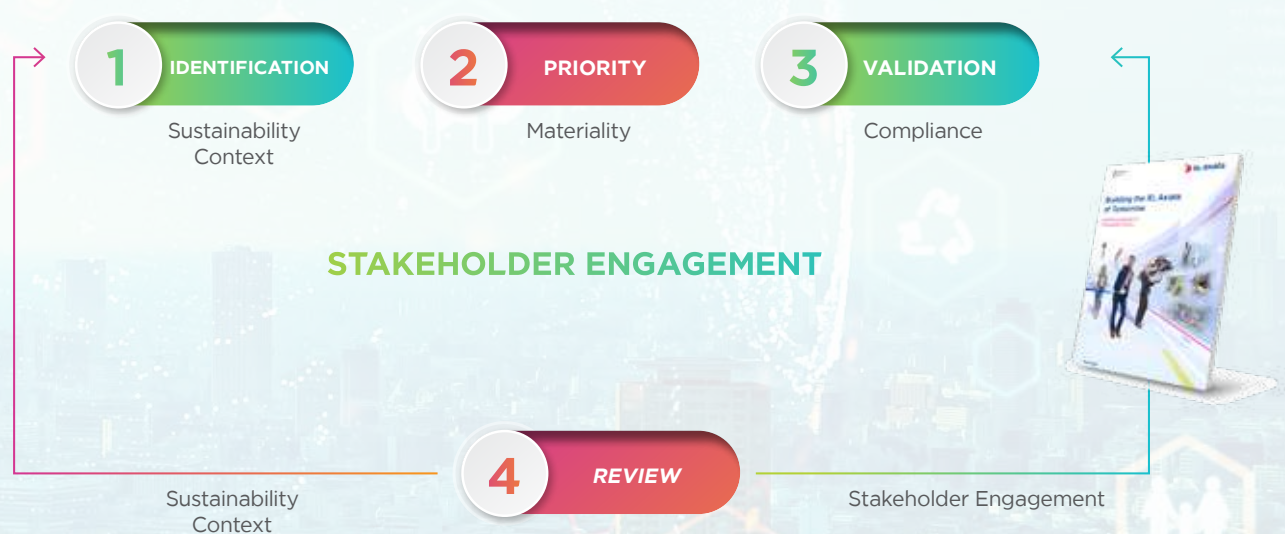
In determining the content of the report, we refer to 4 (four) principles according to the GRI guidelines, namely:

1. Stakeholders inclusiveness.  
Axiata involved stakeholders through an online Focus Discussion Group (FGD) on 19 November 2021, which was followed by conducting a materiality level survey on 22-30 November 2021.
2. Materiality.  
The content of this report reflects the company's economic, environmental and social operations, and influences the assessment and decision-making of stakeholders.
3. Sustainability context.  
XL Axiata reports on topics related to sustainability issues.
4. Completeness.  
This report contains all material topics along with their boundaries and clearly discloses the economic, environmental and social impacts, so that they are useful for stakeholders in decision making.

Furthermore, in determining the topic and boundaries of the report, we follow the GRI guidelines which define 4 (four) namely:

1. Identification  
We identify material/important topics and set boundaries for impact on the topic (boundary);
2. Priority  
We prioritize the topics identified in the previous step;
3. Validation  
We validate material topics that are considered material;
4. Review  
e review the report after it is published in order to improve the quality of the report for the following year.

The four steps in defining Report content are illustrated in the following Report Content Defining Process Flowchart.



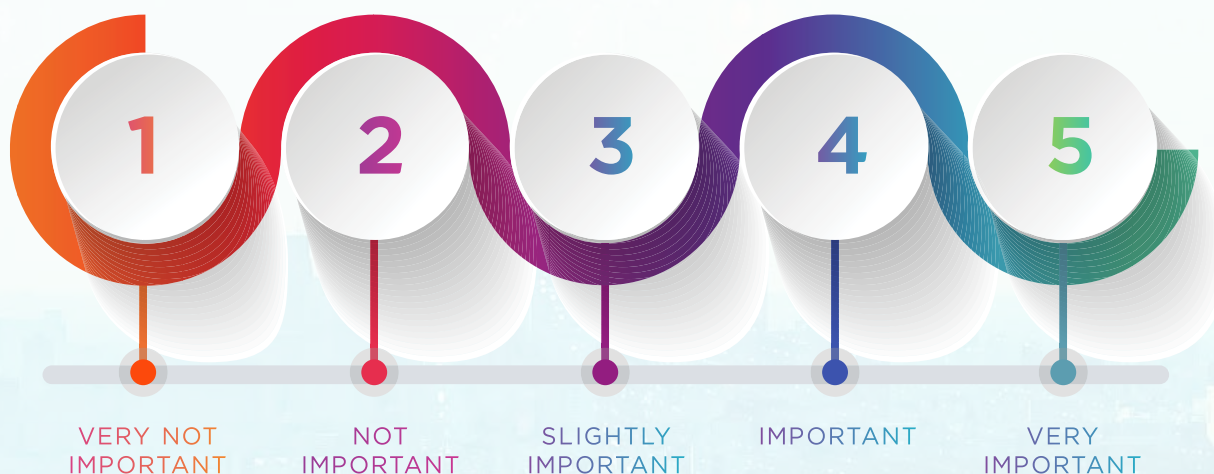
To get the best report quality, we review the report content in order to meet the 6 (six) quality principles recommended by GRI, namely:

1. Accuracy  
The information presented must be accurate and detailed so that it can be used by stakeholders to assess the Company's performance.
2. Balance  
The Company's performance presented must contain both positive and negative aspects so that it can be assessed rationally and thoroughly.
3. Clarity  
The information presented must be easy to understand and open for stakeholders to access.
4. Comparability  
The information presented must be consistent and can be used by stakeholders to assess changes in performance that occur in the Company within a certain period of time, by including data and information for several years prior to the reporting period used.
5. Reliability  
The report must contain and use information and processes used in preparing reports, which can be checked and reflect the quality and

materiality of the information presented.

6. Timeliness  
Reports must be published regularly so that stakeholders can make timely decisions based on available information.

Determination of material topics and boundaries is based on issues that have a significant impact on XL Axiata and its stakeholders. To get the Material Topic, because it was still in the COVID-19 pandemic situation, the Company conducted an online Focus Group Discussion (FGD) on November 19, 2021, which was attended by the Company's internal stakeholders across divisions. Furthermore, the agreed material topics were tested through a materiality level test survey involving internal and external stakeholders. In addition to being a form of stakeholder involvement, a survey was conducted to obtain a rating for each material topic. In the survey, respondents were asked to rate 15 material topics that had been agreed upon in the FGD on a scale of 1-5 based on their level of importance, namely:





No.	Topics	No.	Topics
Economic Performance		Environmental Topics	
1	Economic Performance	5	Energy
2	Market Presence	6	Water
3	Indirect Economic Impact	7	Emission
4	Procurement Practices		
Social Topics			
8	Employment	9	Occupational Health and Safety
10	Trainings and Education		

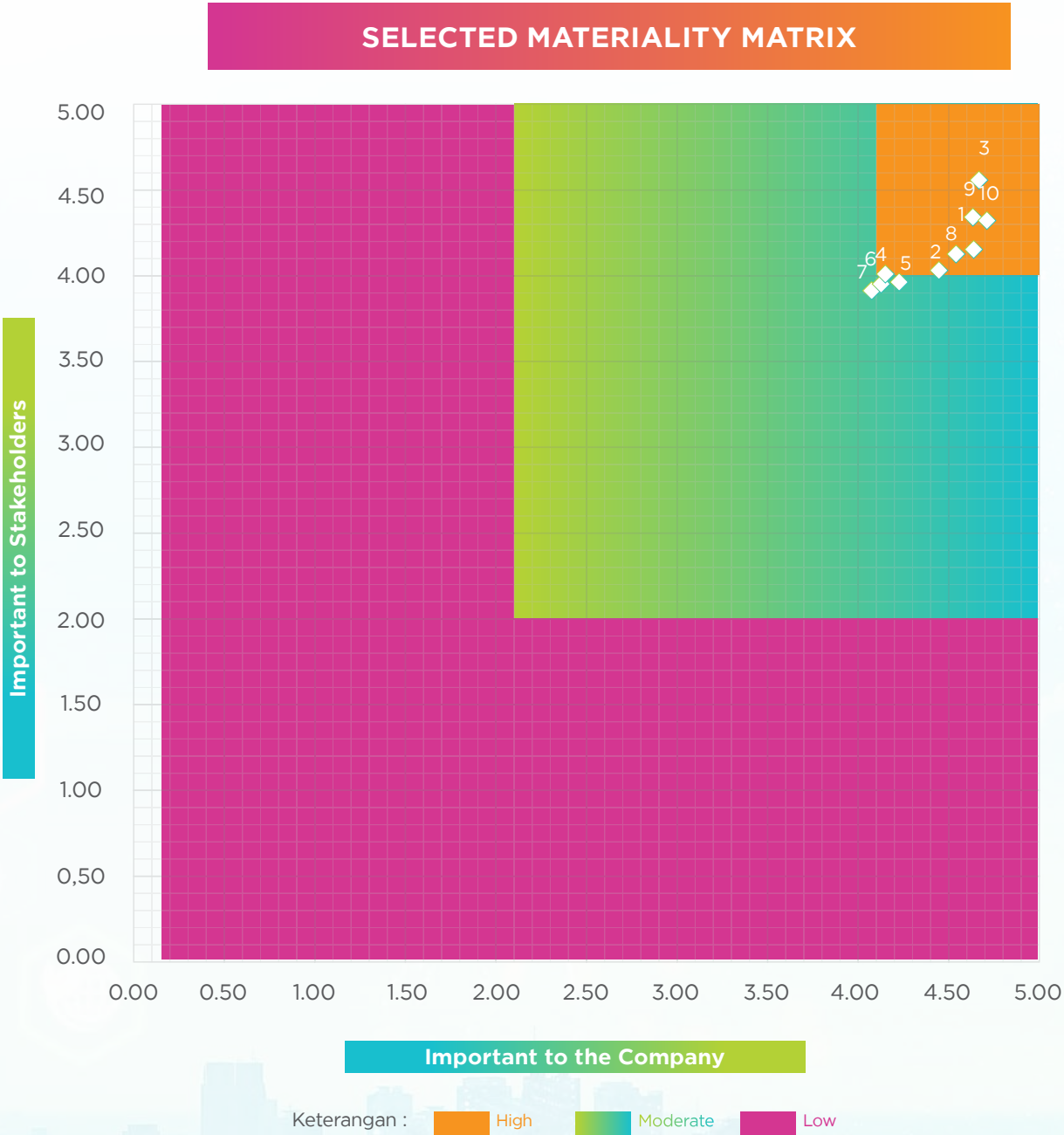
In the materiality level test survey, 54 respondents from internal stakeholders (employees and management across divisions) and 42 respondents from external stakeholders (including consumers/customers, partners, consultants, journalists, and beneficiaries of CSR programs) have filled out and returned the survey form. Furthermore, all data from respondents is processed to get a rating/level for each topic. Based on the data processing of the materiality test, the results obtained are 7 (seven) material topics rated high/very high (average score  $\geq 4$ -5), namely:

No.	Topics	No.	Topics
Economic Performance		Social Topics	
1	Economic Performance	8	Employment
2	Market Presence	9	Occupational Health and Safety
3	Indirect Economic Impact	10	Trainings and Education
4	Procurement Practices		

Meanwhile, three material topics received a moderate rating/level (scores  $>2$  and  $<4$ )

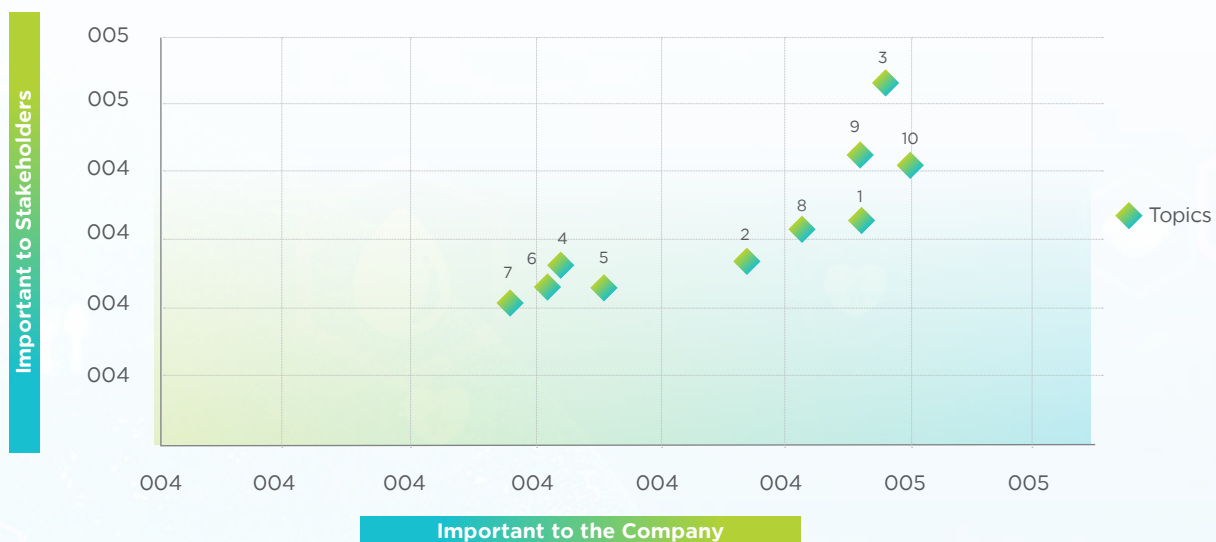
No.	Topics
Environmental Topics	
5	Energy
6	Water
7	Emission

Based on the results of the materiality test, no material topics with low ratings/scores were obtained, namely the average score  $\leq 2$ . For this report, the 10 material topics with a high/very high rating and are being agreed as material topics will be discussed in full in accordance with the FGD's disclosures. Thus, the material topics of this report are different and have experienced significant changes compared to the previous year's report, which covered 8 (eight) material topics, namely Economic Performance and Impact, Energy, Emissions, Working Convenience, Non-Discrimination & Human Rights, Local Communities, Product Responsibility, and Information Security. [GRI 102-49]





### SELECTED MATERIALITY MATRIX



Material Topic [GRI 102-47]	Why This Topic is Material [GRI 103-1]	Number of GRI Standards Disclosure	Topic Boundaries [GRI 102-46]	
			Within XL Axiata	Outside XL Axiata
Economic Topics				
Economic Performance	Illustrating Company's achievement and performance for the year	201-1, 201-3,	✓	✓
Market Presence	Illustrating Company's commitment to normative rights in remuneration	202-1	✓	✓
Indirect Economic Impact	Illustrating the benefits of Company's presence for the communities	203-1, 203-2	✓	✓
Procurement Practices	Illustrating Company's commitment to the presence and development of local suppliers	204-1	✓	✓
Environmental Topics				
Energy	Illustrating Company's concerns over the management of energy and its scarce availability	302-1, 302-3, 302-4	✓	
Effluent Water	Illustrating Company's commitment to using water wisely on account of its scarce availability	303-5	✓	

Material Topic [GRI 102-47]	Why This Topic is Material [GRI 103-1]	Number of GRI Standards Disclosure	Topic Boundaries [GRI 102-46]	
			Within XL Axiata	Outside XL Axiata
Emisi	Illustrating Company's concerns over greenhouse gas emission and its tremendous impacts on climate change	305-1, 305-2, 305-4, 305-5	✓	✓
Social Topics				
Employment	Illustrating Company's commitment to the importance of employee/HR management	401-1, 401-2, 401-3	✓	
Occupational Health and Safety	Illustrating Company's commitment to providing safe and comfortable workplace	403-1, 403-9	✓	
Trainings and Education	Illustrating Company's commitment to improving employees' competency	404-1, 404-3	✓	

## EXTERNAL ASSURANCE

GRI and POJK recommend the use of external assurance by an independent third party to ensure the quality and reliability of the information presented in this report. However, this is not a requirement to be “in accordance” with the GRI and POJK guidelines. For this reason, the inspection of this report has only been carried out by the XL Axiata internal team, and the Company has not provided guarantees from an independent third party. However, we guarantee that all information disclosed in this report is true, accurate and factual. [GRI 102-56]

## FEEDBACK

For the realization of two-way communication, the Company provides a Feedback Sheet at the end of this report. With this sheet, it is hoped that readers and users of this report can provide suggestions, feedback, opinions and so on, which are very useful for improving the quality of reporting in the future.

## INFORMATION ACCESS TO SUSTAINABILITY REPORT

To improve the quality of the report, we appreciate and accept every input, idea, and criticism from every reader, for improvement in the future. Readers can also request information or further information regarding this report at: [GRI 102-53]

**PT XI Axiata Tbk**  
**Head Office – Corporate**  
**Communication Department**

XL Axiata Tower  
 Jl. H.R Rasuna Said X5 Kav.11-12, Kuningan  
 Timur, Setiabudi, South Jakarta 12950  
 Telp. : (62-21) 576 1881  
 Fax. : (62-21) 579 59928  
 e-mail : Corpcomm@xl.co.id  
 corpsec@xl.co.id

[www.xlaxiata.co.id](http://www.xlaxiata.co.id)









# COMPANY PROFILE

**XL Axiata is one of the three cellular operators that have made 5G network available after obtaining Certificate of Operation Eligibility (SLO) on August 8, 2021**

# GENERAL INFORMATION AND CORPORATE IDENTITY



## Company Name

[GRI 102-1]

**PT XL Axiata Tbk**

## Corporate Brand



## Product Brand



## Legal Status

[GRI 102-5]

### Limited Liability Company, Public Company

Deed of Establishment No. 55, dated October 6, 1989 as amended by Deed No. 79 dated January 17, 1991, both were drawn up before Rachmat Santoso, S.H., a notary in Jakarta, and have been ratified by the Minister of Law and Human Rights based on Decree No. C2-515 HT.01.01.TH.91 dated February 19, 1991, and registered in the Company Register at the Registrar's Office of the South Jakarta District Court No. 670/not/1991/pn.JKT. SeL and No. 671/ not/1991/pn.JKT.SeL, both dated August 21, 1991, and have been published in the State Gazette of the Republic of Indonesia No. 90 dated November 8, 1991, Supplement No. 4070.

## Activity, Product Brand, and Services [GRI 102-2][OJK C.4]

- Cellular Telecommunication Services (2G, IMT-2000/3G)
- Internet Services Provider
- Internet Telephony Service for Public Interest License
- Remittance Services for Business Entities Other Than Banks
- Electronic Money Issuer Services
- Internet Interconnection Services
- Closed Fixed Network Services

## Market Served

[GRI 102-6]

XL Axiata expands its services by controlling the second largest market share in Indonesia in terms of cellular telecommunications services and the number of customers. We serve:

- Low, middle, to upper income individuals,
- Micro companies to corporations.

For corporate customers, we provide services in the form of: Data, Voice, SMS, and other value-added cellular telecommunications services.





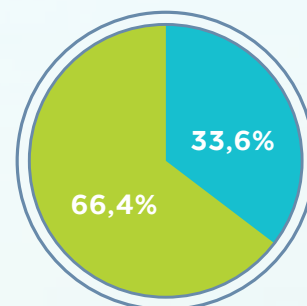
### Share Ownership

[GRI 102-5] [OJK C.3]

- Axiata Investment Indonesia is a member of Axiata Group Berhad, the largest telecommunications company in Asia with subsidiaries: Celcom (Malaysia), Dialog (Sri Lanka), Robi (Bangladesh), Smart (Cambodia), Ncell (Nepal), Idea (India), and M1 (Singapore).
- Axiata Investments (Indonesia) Sdn.Bhd | 61,16%
- Treasury Shares | 0,53%
- Public | 38,31%

Ticker Code: ExCL

### Share Ownership Percentage



● Axiata Investments (Indonesia)  
● Public

### Location of Headquarter

[GRI 102-3] [OJK C.2]

XL Axiata Tower  
Jl. H.R Rasuna Said X5 Kav.11-12,  
East Kuningan, Setiabudi  
South Jakarta 12950  
Telp. : +62 21 576 1881  
Fax. : +62 5795 9928  
e-mail : corpcomm@xl.co.id  
www.xlaxiata.co.id

### Social Media



Youtube: XL Axiata Tbk



Instagram: xlaxiata\_tbk

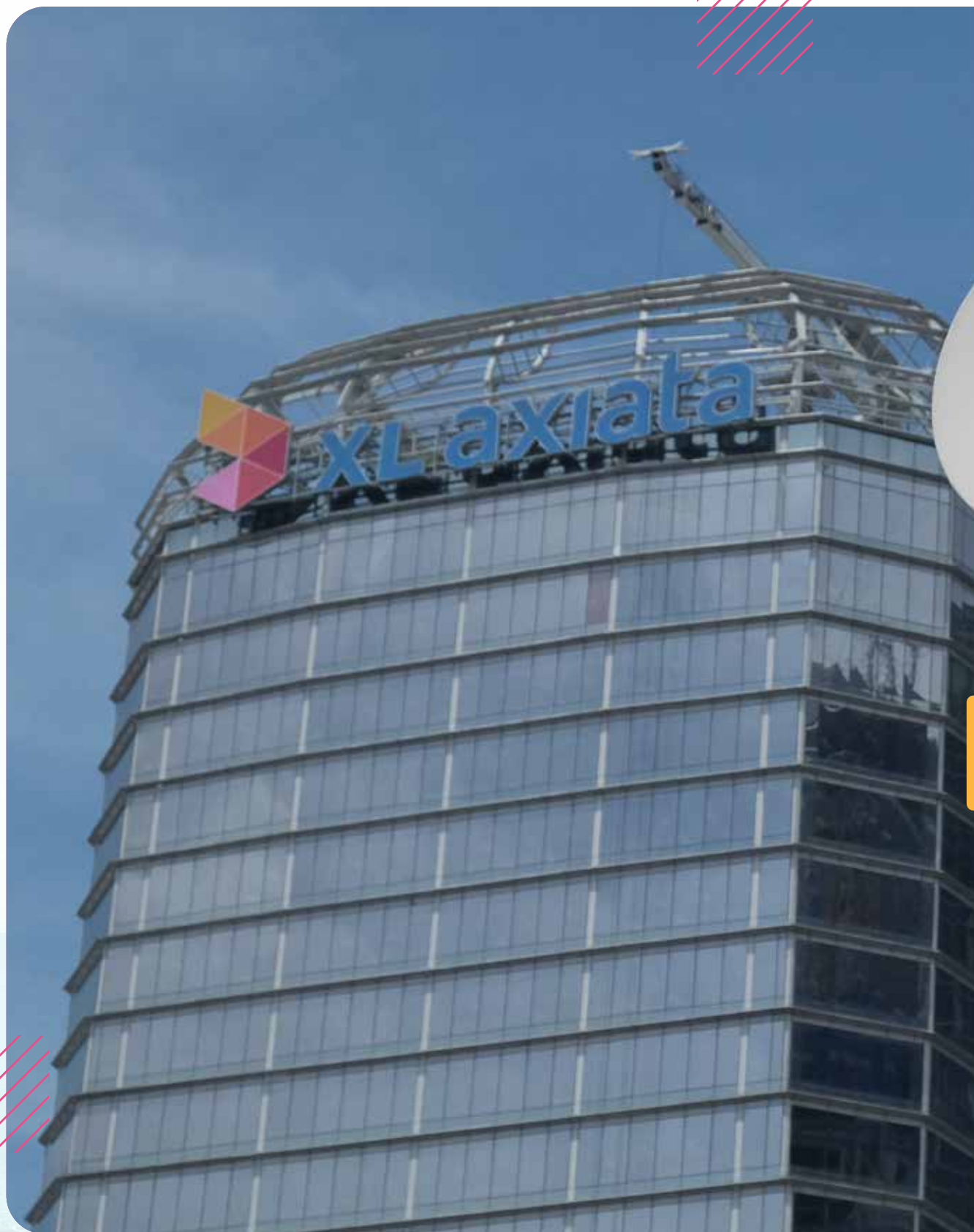


Facebook: XL Axiata Tbk



Twitter: XLAxiata\_Tbk

# ABOUT XL AXIATA





**The presence of XL Axiata 5G network service is an implementation of Company's commitment as a leading communication company in Indonesia.**



Cellular technology in Indonesia continues to develop, including the presence of 5G telecommunication network commercial services that became available in 2021. XL Axiata is one of three cellular operators that have provided 5G network services after obtaining a Certificate of Operation Eligibility (SKLO) on August 8, 2021.

The 5G network is the most advanced telecommunications network connection with various capabilities, which currently cannot be fulfilled by LTE network. Not only supporting the advancement of telecommunications industry, the presence of 5G network also triggers the growth of various derivative industry, including fintech, e-commerce, edutech, health tech, and various other industries. With such growth, these industries shall accelerate and invigorate Indonesia's digital ecosystem.

For XL Axiata, 5G network is the implementation of the fifth generation of cellular technology with several use case development potentials, which customers using 5G smartphones that supports XL 5G network in special area coverage able to enjoy. XL 5G service is implemented by utilizing the Company's existing spectrum in the 1800Mhz and 2100Mhz bands through the implementation of Dynamic Spectrum Sharing feature that allows the use of shared spectrum between 4G LTE and 5G services.

Although currently the Company's 5G network is

only available in limited spots, customers who are in the area and using 5G smartphone that supports XL Axiata 5G network can enjoy a number of benefits. Among other things, better latency than 4G, making connections to be more responsive. In addition, a higher number of connections allows customers to open up more opportunities for IoT use cases.

The presence of XL Axiata 5G network service is an implementation of the Company's commitment as one of the leading telecommunication companies in Indonesia. This service is in line with its focus on providing digital services to provide convenience for people's life activities and encourage the development of Indonesia's digital economy.

Starting its commercial operations on October 8, 1996, the Company currently provides a variety of services for retail and corporate customers supported by a wide and quality network all across Indonesia. Since December 2014, XL Axiata has implemented 4G LTE network, which was followed by the development of a national-scale commercial 4G LTE in July 2015. As of August 2021, the Company provided its latest service, namely XL Axiata 5G. XL Axiata is part of the Axiata Group including Celcom (Malaysia), Dialog (Sri Lanka), Robi (Bangladesh), Smart (Cambodia), and Ncell (Nepal).

**1996** Entered the telecommunications sector after obtaining GSM 900 operating license and officially launched GSM services focusing on Jakarta, Bandung and Surabaya operational areas.

**1997** Established an integrated microcell network in Jakarta's Golden Triangle area.

**1998** Launched proXL prepaid cellular service brand.

**2000** Expanded its business into Sumatra and Batam markets.

**2001** 1. Obtained DCS 1800 spectrum allocation and finalized the construction of fiber optic backbone.  
2. Launched m-banking and m-fun services.

**2002** 1. Expanded network coverage to Kalimantan and Sulawesi areas.  
2. Launched leased-line and IP (Internet protocol) services.

**2004** Performed re-branding of XL Axiata logo and changing of 'proXL' brand with new products, namely jempol (prepaid), bebas (prepaid) and Xplor (postpaid).

**2005** 1. Initial Public Offering (IPO) of 1,427,500,000 shares and registered shares on the JSE (currently Indonesia Stock Exchange/BEI), with ticker code EXCL.  
2. Become a subsidiary of Indocel Holding Sdn. Bhd., which is now known as Axiata Investments (Indonesia) Sdn. Bhd., which is fully owned by TM International Sdn. Bhd. ("TMI") through TM International (L) Limited.

**2006** Launched the XL 3G "First, Widest and Fastest" services.

**2007** 1. ETISALAT, the second largest telecommunications company in the Middle East.  
2. Introduced IDR1/second tariff.  
3. ETISALAT became a shareholder of XL Axiata  
4. Started brand consolidation into "prepaid XL" and "postpaid XL".

**2008** 1. TM group announced the completion of divestment process, which resulted in two separate entities, namely Telekom Malaysia Berhad ("TM") and TM International Berhad (changed to Axiata Group Berhad/"Axiata"), of which Indocel Holding Sdn. Bhd. is an indirect subsidiary of Axiata through TM International (L) Limited.  
2. Axiata acquired all XL shares owned by Khazanah Nasional Berhad, which increased Indocel Holding Sdn. Bhd.'s ownership in XL to 83.8%.

**2009** PT Excelcomindo Pratama Tbk changed its name to PT XL Axiata Tbk.

**2010** The majority shareholder of XL Axiata, Axiata Investments (Indonesia) Sdn. Bhd., released a portion of its shares (equal to 20 percent of total shares issued) through Private Placement in order to increase the public float.

**2011** XL Axiata embarked a holistic transformation in its business strategy to embrace the future Data business and to ensure the sustainability of its long-term growth.

**2012** Etisalat, one of the major shareholders in XL Axiata, divested its 9.1% shareholding in XL Axiata through share offering to institutional investors. This led to the increase in the public floating share from 20.2% to 33.5%.



2013

1. XL Axiata became one of the two cellular operators who won the tender selection for additional third generation (3G) cellular frequency canal in the 2.1 GHz Radio Frequency Band.
2. XL Axiata has proven that XL Axiata was technically ready to adopt 4G LTE (Long Term Evolution) technology. The Asia Pacific Economic Cooperation Summit (APEC Summit) momentum in October 2013 provided XL Axiata an opportunity to test the extent of its capability in delivering services with the future 4G LTE network.
3. XL Axiata and Saudi Telecom Company (STC) and Teleglobal Investment B.V (Teleglobal), a subsidiary of STC, signed a Conditional Sales and Purchase Agreement (CSPA) to acquire PT AXIS Telekom Indonesia (AXIS).

2014

1. XL Axiata launched real mobile 4G-LTE (Long Term Evolution) test. XL Axiata high speed internet service up to 100Mbps is supported by Huawei and Ericsson.
2. XL Axiata replaced its logo that featured a "peel off" concept. The new logo represented the Company's commitment to eliminating barriers or opening wider access to new opportunities to develop its customers' potential to the fullest to acquire PT AXIS Telekom Indonesia (AXIS).

2015

XL Axiata embarked on its business transformation that started in early 2015 through the implementation of the 3R strategy: "Revamp, Rise-up the value ladder & Reinvent"

2018

1. XL Axiata launched a new integrated service quality monitoring center called "Customer Experience & Service Operation Center" (CE & SOC)
2. Aplikasi Laut Nusantara • Laut Nusantara application was launched for fishermen, providing information on catchment areas, fishing availability as well as weather conditions.
3. XL Axiata launched IoT laboratory (IoT Lab) called X-CAMP in Jakarta. The lab was the only IoT Lab recognized and incorporated in the GSMA Lab Alliance in Southeast Asia.

2017

1. XL Axiata realized the "Nelayan Go Online - Fishermen Go Online" program with the Company's apps, "Nelayan Pintar (NELPIN) - Smart Fishermen" to fishermen in various regions.
2. XL Axiata launched the "Gerakan Donasi Kuota (GDK) - Quota Donation Movement" to improve the quality of education in schools in various parts of Indonesia.
3. XL Axiata was fully involved in the construction of the Australia-Indonesia-Singapore Sea Cable Communication System (SKKL), which connected Australia with Singapore and through Indonesian waters.

2016

1. XL Axiata remained innovative and became the first telecommunications operator to commercially launch 4.5G Ready in the 1,800 MHz spectrum.
2. In the second half of 2016, the Company rolled out U900 services all across the country using the 900MHz frequency for 3G Data services, thereby creating wider, better 3G coverage with improved quality.

2019

1. 130,217 BTS spread across over 400 cities, including 40,264 4G BTS.
2. Reached peak revenue of IDR25 trillion.

2020

1. Complemented its digital services with the latest technology, the Company's network is now ready to serve Voice over LTE (VoLTE).
2. XL Axiata launched Live.On, a digital telecommunications brand, offering users the convenience of controlling their data usage.
3. Responding to the pandemic, XL Axiata distributed free quota of 2GB/day in an effort to prevent the spread of COVID-19. XL Axiata also supported distance learning by distributing free internet packages to students throughout the country.
4. XL Axiata continued to prepare for the implementation of 5G services, including through the 4G/5G Dynamic Spectrum Sharing (DSS) test, enabling the use of similar spectrum for 4G and 5G services.

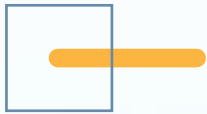
2021

XL Axiata received a Certificate of Operation Eligibility (SLO) for 5G Services on August 6, 2021, and began providing XL Axiata 5G services in limited spots.

# VISION, PURPOSE, AND VALUES [GRI 102-16] [OJK C.1]

# Vision

**Number One Converged Operator in Indonesia**



# Purpose

**We bring the world closer in a simple way for a brighter life**

- This promise cannot be done alone by ourselves.
- Only through internal & external collaboration/ togetherness, we can make this happen.

**We**

**In a Simple Way**

- Life is getting more and more complex for people, and we are here to simplify it by providing seamless experiences for all our stakeholders (The world at your fingertips).
- Simplifying adds value to people's life by saving their time, energy and money, which allow them to get more out of their life.

**Bring The World Closer**

- We enable and empower people to stay in touch or connect with their environment and create new possibilities.
- We are always close by to fulfill daily needs in people's life.

**For a Brighter Life**

We are committed to help people to continuously improve their lives in terms of welfare (economically) and wellbeing (fun, excitement, energy, inspiration and unleashing people's potential)



# CORPORATE VALUES



## I

### UNCOMPROMISING INTEGRITY

Upholding high ethical standards, zero tolerance for unethical behavior.

## T

### TEAM SYNERGY

Working together in harmony to ensure every process is done to achieve a common goal.

## S

### SIMPLICITY

Providing simple, easy-to-use solutions that meet and even exceed our customers' expectations.

## XL

### EXCEPTIONAL PERFORMANCE

Always enthusiastic in giving our very best.

# AREAS OF OPERATIONS

[GRI 102-4] [OJK C.3]



## HQ & JABO

### XL AXIATA TOWER

Jl. H.R Rasuna Said X5 Kav.11-12,  
East Kuningan, Setiabudi, South  
Jakarta 12950

## WEST

### DIPONEGORO MEDAN

Jl. Diponegoro No.5, Medan,  
North Sumatera





## CENTRAL

### MARTADINATA

Jl. R.E Martadinata No 7,  
Bandung, West Java

## EAST

### PEMUDA

Jl. Pemuda No 94-98,  
Embung Kaliasin Sub-District,  
Genteng District, Surabaya,  
East Java

# SCALE OF THE ORGANIZATION [GRI 102-7] [OJK C.3]

Description	Unit	2021	2020	2019
Number of employees	People	1,575	1,614	1,606
Total amount of operation income	Unit	1	1	1
Equity	IDR billion	26,754	26,009*	25,133*
Liabilities	IDR billion	20,089	19,137	19,122
Assets	IDR billion	52,665	48,607	43,603
Number of products/ services provided	Petabyte	72,753	67,745	62,725
Number of customers	Million of people	6,549	4,872*	3,319.9
*restated				

## INFORMATION ON EMPLOYEES [GRI 102-8] [OJK C.3]

According to data from the Human Capital Department, XL Axiata has 1,575 employees as of December 31, 2021, including both permanent and temporary employees. With 1,614 employees in 2020, the number declined from 2020. The decline was brought about by the organization's transformation. The complete breakdown of employee composition is presented in the following tables:

Number of Employees Based on Employment Contract and Gender

Description	2021		2020		2019	
	Male	Female	Male	Female	Male	Female
Permanent Employees	918	421	954	433	953	432
Temporary Employees	180	56	170	57	168	52
Subtotal	1,098	477	1,124	490	1,121	484
<b>Total</b>	<b>1,575</b>		<b>1,614</b>		<b>1,605</b>	

Number of Employees Based on Employment Contract per Region

Description	2021		2020		2019	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Headquarter	1,227	145	1,269	132	1,267	129
Region - West	33	14	33	16	33	16
Region - Jabo	15	26	19	27	20	26
Region - Central	26	24	28	25	29	23
Region - East	38	27	38	27	37	26
Region - North	-	-	-	-	-	-
<b>Subtotal</b>	<b>1,339</b>	<b>236</b>	<b>1,124</b>	<b>490</b>	<b>1,121</b>	<b>484</b>
<b>Total</b>	<b>1,575</b>		<b>1,614</b>		<b>1,605</b>	



## Number of Employees Based on Employment Contract and Gender

Description	2021		2020		2019	
	Male	Female	Male	Female	Male	Female
Full time worker	918	421	954	433	1,001	460
Part time worker	180	56	170	57	164	52
<b>Subtotal</b>	<b>1,098</b>	<b>477</b>	<b>1,124</b>	<b>490</b>	<b>1,165</b>	<b>512</b>
<b>Total</b>	<b>1,575</b>		<b>1,614</b>		<b>1,605</b>	

## Number of Employees Based on Position and Gender

Description	2021		2020		2019	
	Male	Female	Male	Female	Male	Female
President Director	-	1	-	1	-	1
Director	4	1	4	1	3	1
Chief	3		4	-	4	-
Group Head	32	14	34	15	31	16
Head	127	53	126	53	122	50
Lead	-	-	-	-	12	1
Staff/Individual Contributor	932	408	956	420	950	415
<b>Subtotal</b>	<b>1,098</b>	<b>477</b>	<b>1,124</b>	<b>490</b>	<b>1,122</b>	<b>484</b>
<b>Total</b>	<b>1,575</b>		<b>1,614</b>		<b>1,605</b>	

## Number of Employees Based on Age and Gender

Description	Male	Female	Male	Female	Male	Female
< 25	7	7	5	11	3	11
25 - 30	118	83	138	91	149	92
30 - 35	225	123	243	117	249	117
35 - 40	287	97	292	101	303	105
40 - 45	269	93	263	99	252	96
45 - 50	149	56	144	56	138	52
> 50	43	18	39	15	28	11
<b>Subtotal</b>	<b>1,098</b>	<b>477</b>	<b>1,124</b>	<b>490</b>	<b>1,165</b>	<b>512</b>
<b>Total</b>	<b>1,575</b>				<b>1,605</b>	

## Number of Employees Based on Education Level and Gender

Description	2021		2020		2019	
	Male	Female	Male	Female	Male	Female
Diploma	76	40	96	50	98	52
Bachelor's Degree	902	402	926	413	917	399
Master's / Doctorate Degree	120	34	101	26	105	32
High School/Vocational School	-	1	1	1	2	1
<b>Subtotal</b>	<b>1,098</b>	<b>477</b>	<b>1,124</b>	<b>490</b>	<b>1,165</b>	<b>512</b>
<b>Total</b>	<b>1,575</b>				<b>1,605</b>	

Number of Employees Based on Tenure and Gender

Description	2021		2020		2019	
	Male	Female	Male	Female	Male	Female
< 1 Year	106	41	52	38	101	45
1 - 5 Years	290	133	420	172	416	186
5 - 10 Years	339	135	301	113	318	98
10 - 15 Years	183	53	192	53	178	65
15 - 20 Years	138	69	123	71	83	55
> 20 Years	42	46	36	43	26	35
<b>Subtotal</b>	<b>1,098</b>	<b>477</b>	<b>1,124</b>	<b>490</b>	<b>1,165</b>	<b>512</b>
<b>Total</b>	<b>1,575</b>		<b>1,614</b>		<b>1,605</b>	

## SUPPLY CHAIN [GRI 102-9]

In running its business and operations in the telecommunications sector, XL Axiata cannot fulfill all its needs. As a result, the Company collaborates with business partners and service providers. For this purpose, XL Axiata ensures that its suppliers are well-known companies that adopt sustainability principles, such as Huawei and Ericsson, which have released sustainability reports on a regular basis. [GRI 103-1]

The Company's Sourcing Management Department/ Division is in charge of policies governing goods and services procurement. The Company has issued Sourcing Management Policy in order to obtain the best business partners/ suppliers. [GRI 103-2]

In accordance with the policy, supplier selection is carried out through a transparent

system, prioritizing quality and conformity with applicable standards at XL Axiata. The Company conducts coaching and monitoring for each of its partners and suppliers to ensure compliance with applicable laws and regulations, in order ensure their compliance with applicable laws and regulations. The Company's concern for the environment is realized through the implementation of e-transaction automation system in Supply Chain Management. Everything is done online, from the commencement of supplier selection to e-PO and e-invoice procedures, in order to maintain transparency and reduce paper use and waste generation. [GRI 103-2]

In line with its commitment to providing benefits to local suppliers, the Company as much as possible absorbs goods and services from local suppliers

while still paying attention to quality and pricing, particularly those who do business and are domiciled in Indonesia. The Company expects that by making this pledge, local suppliers will be able to flourish and develop, allowing them to make a beneficial impact by improving their economic life. The Company, on the other hand, collaborates with foreign/overseas suppliers, particularly those who run their business and are domiciled outside Indonesia, if the goods and services required by the Company cannot be provided by local suppliers or for other reasons. [GRI 103-3]

In accordance with these criteria, the number of goods and services suppliers and their contract value during 2021 are presented in the following table: [GRI 102-9, 103-3, 204-1]



Notes	Number of Goods Suppliers			Value of Work Contract		
	2021	2020	2019	2021	2020	2019
Local (Indonesia)	490	479	623	18,005,684,258,674,50	11,223,843,596,361,60	19,701,805,930,410,00
Foreign (Overseas)	43	45	43	366,294,514,220,97	477,665,051,322,72	663,075,900,815,00
<b>Number</b>	<b>533</b>	<b>524</b>	<b>666</b>	<b>18,371,978,772,895,50</b>	<b>11,701,508,647,684,30</b>	<b>20,364,881,831,225,00</b>

As described in the table above, 92% of the Company's goods and services suppliers were local/Indonesian suppliers, while the remaining 8% were foreign/overseas suppliers.

## SIGNIFICANT CHANGES TO THE ORGANIZATION AND ITS SUPPLY CHAIN [GRI 102-10] [OJK C.6]

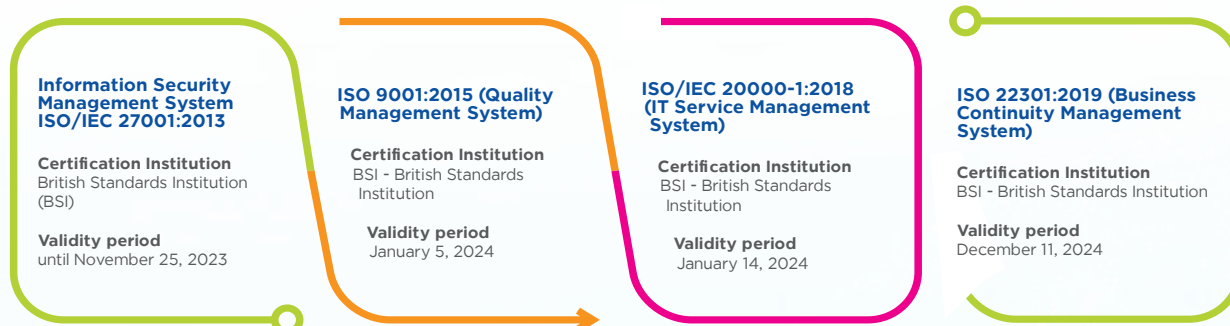
In the reporting year there were significant changes related to XL Axiata's operations, among others, the increase in facilities and services provided by the Company to customers, namely XL Axiata's 5G network service, as of August 8, 2021. In addition, changes also occur to share ownership in that Axiata Investments (Indonesia) Sdn. Bhd. had less ownership from 66.4% in 2020 to 61.16% in 2021 while public ownership rose from 33.6% in 2020 to 38.31% and Treasury Stock was present in 2021 at 0.53%.

Meanwhile, in the supply chain, there has been a change with the increase in the number of goods suppliers, namely from 524 suppliers in 2020 to 533 suppliers in 2021. The addition of the number of suppliers was followed by an increase in the contract value from IDR11.70 trillion in 2020 to IDR18.37 trillion in 2021. The addition of suppliers and the value of the contract had a positive impact on XL Axiata's efforts to achieve its targets and performance in 2021.

## EXTERNAL INITIATIVES [GRI 102-12]

In accordance with the principle of sustainability, XL Axiata runs its business in the telecommunications sector by following and implementing the principles and initiatives developed by other organizations/institutions, either in the form of certification or standards for certain sectors. The implementation of these various certifications and standards by the Company has received various acknowledgments and appreciations from outside parties in the form of awards. The list of certifications/standards that are still valid in 2021 and the awards received by the Company are presented in the following table:

## CERTIFICATIONS



## AWARDS



### 1. Indonesia Most Powerful Women 2021

President Director & CEO of XL Axiata, Dian Siswarini won the award one more time for Inspirational Women Leader for Sustainable Company Management and Performance at the Indonesia Most Powerful Women 2021 award ceremony, which was held virtually by Herstory, a member of Warta Ekonomi Group, on Wednesday (20/1).

The Indonesia Most Powerful Women 2021 award is given specifically to companies led by great women, who have contributed to establishing gender equality rights in economic development.



### 2. Indonesia PR of The Year 2021

President Director & CEO of XL Axiata, Dian Siswarini won the award for Spoke Person of The Year at the Indonesia PR of The Year 2021 award event, which was held virtually by MIX Marketing Communication Magazine in Jakarta, Wednesday (3/3).

This award was given to Ms. Dian based on an assessment from the jury as well as an assessment through pooling to journalists, for Ms. Dian's ability to provide clear, communicative and informative information to the media so that she can become a good source of news for the media and the public.





### 3. WOW Brand Indonesia 2021

XL Axiata won 2 awards for 2 categories at the WOW Brand Indonesia 2021 event held by MarkPlus, Inc.

- a. Live.on for the Digital Operator category
  - b. XL Axiata for the Cellular Operator category.
- The WOW Brand Indonesia 2021 award was given based on a survey conducted by MarkPlus, Inc. to 5,800 respondents aged 18-35 years who live in various cities in Indonesia. According to the organizers, there are five aspects to be considered in this research survey which refers to the concept of Philip Kotler, “The Father of Marketing”, 5A: Awareness, Appealing, Asking, Act, and Advocate.



### 4. TOP Digital Company Awards 2021

XL Axiata through its XL Home product won an award at the 2021 TOP Digital Company Awards for the category “The Best In Building Digital Transformation”. This award is given because XL Axiata is considered as one of the companies that has succeeded in carrying out digital transformation, one of which is through the XL Home product.

The Top Digital Award is an award event initiated by Marketing Magazine to companies from 49 industrial categories in Indonesia that are considered successful in digital transformation. Assessment of this award is carried out through two stages of assessment, namely through a survey process External audit and Internal audit based on five categories of assessment, namely product awareness, customer touch points, organizational initiatives, strategic initiatives and process quality.



#### 5. Bisnis Indonesia Corporate Social Responsibility Award (BISRA) 2021

XL Axiata won an award for the Gold Champion in Corporate Social Responsibility Program category in the 2021 Bisnis Indonesia Corporate Social Responsibility Award (BISRA) which was held as a hybrid event (22/4).

BISRA 2021 is organized by Bisnis Indonesia together with Habitat for Humanity Indonesia. This is an event to give appreciation and appreciation to companies that have a commitment and contribution to the environment, vulnerable communities and low-income communities. Especially during the COVID-19 pandemic, more and more vulnerable people need attention.



#### 6. TOP CSR Awards 2021

In the TOP CSR Awards 2021 with the theme “The Strategic Role of CSR in National Economic Recovery in the New Normal era” (22/4), XL Axiata won 2 awards, namely:

- TOP CSR Awards 2020 # Star 4
- TOP Leader on CSR Commitment 2021 for XL Axiata President Director & CEO Ms. Dian Siswarini

TOP CSR Awards 2021 # 4 Stars: System, Policy, and Implementation of the Company’s CSR as well as the alignment of CSR with the company’s business strategy, with the CSR Initiative adopting CSV (Creating Shared Value), and ISO 26000 SR, rated at the “Very Good” level, and support the company’s business strategy, both during the COVID-19 Pandemic and for sustainable business growth.

TOP Leader on CSR Commitment 2021: This award is given to a Business Leader or President Director/ Highest Leader in the company, who is considered to have a high commitment in supporting the completeness of the system, governance, and the success of CSR implementation in the company. The TOP CSR Awards 2021 was initiated by TOPBUSINESS Magazine and supported by the GRC Association, the Indonesian Governance Professional Association (PaGI), the Nawacita Study Institute (LKN) and several CSR Consulting Institutions.

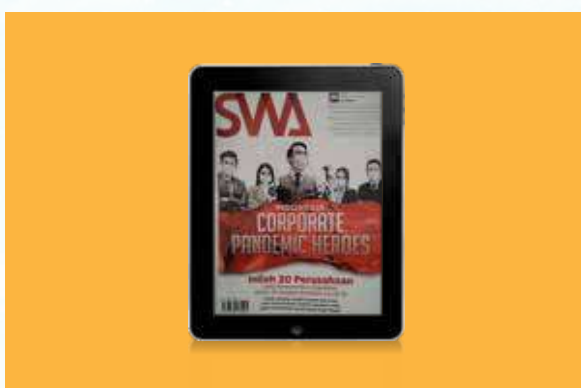




#### 7. Iconomics Award 2021

At the Iconomics Award 2021, XL Axiata won an award as the “2nd Indonesia Corporate Branding PR Awards 2021”. This appreciation is given to the best institution in building the Corporate Branding of the company/institution (22/4).

The current situation presents many challenges, where all people and institutions must adapt to new habits. The adaptation of these new habits will affect the approach taken by Public Relations (PR). Winners are selected after going through a research process. In this research, the foundations of organizational reputation are measured, namely Commercial, Organizational, and Social. Research techniques through quantitative online surveys with a total of more than 10 thousand respondents. This online survey targets respondents from 10 major cities in Indonesia. The survey time was carried out from February to March 2021.



#### 8. Indonesia Corporate Pandemic Heroes

XL Axiata is included in the 20 companies in Indonesia that are considered to have contributed significantly in dealing with the COVID-19 pandemic. This “Indonesia Corporate Pandemic Heroes” appreciation was given by Swa Magazine for various XL Axiata assistance such as providing free communication access for BNPB, strengthening telecommunications and data networks in the Kemayoran Athlete Village area, providing free access to a number of applications that can help study or work activities from home, also providing donations through BNPB and PPE to be distributed to COVID-19 referral hospitals, establishing the first Drive Thru Vaccine Center in collaboration with UI and RSUI, etc.



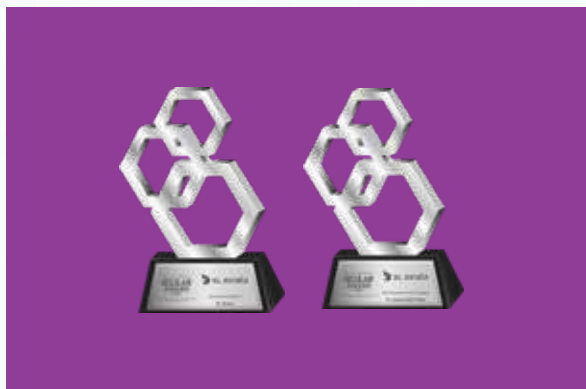
#### 9. IICD Corporate Governance Award 2021

In “The 12th IICD Corporate Governance Awards” held by the Indonesian Institute for Corporate Directorship (IICD) on May 31, 2021, XL Axiata won two awards for two categories, namely:

- Top 50 Big Capitalization Public Listed Companies
- Best Non-Financial Sector for Big Capitalization Public Listed Company.

The Top 50 Big Capitalization Public Listed Company awards are given to 50 Issuers with the largest market capitalization who carry out the best corporate governance practices in Indonesia whose assessment is carried out using an assessment method based on the Asean Corporate Governance Scorecard.

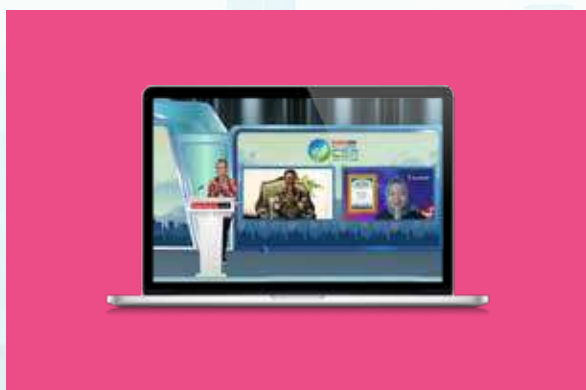
The Best Non-Financial Sector category is awarded to Issuers engaged in business other than the financial sector that carry out the best Corporate Governance practices among other non-financial sector Issuers based on an IICD assessment.



#### 10. Selular Award 2021

In the Selular Award 2021 (7/7), XL Axiata won 2 prestigious awards, namely:

- Most Innovative Data Package for XL Axiata ONE Fiber
- Best Home Internet for XL Home



#### 11. Indonesia Best CSR Awards 2021

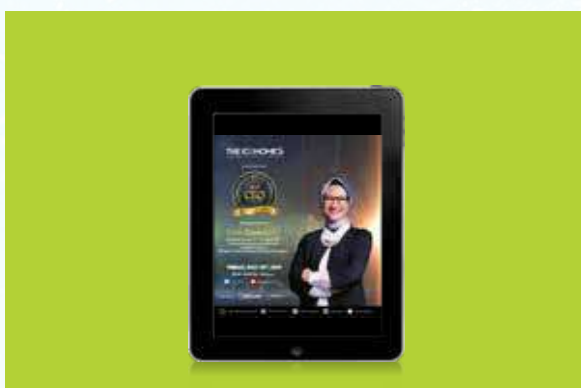
XL Axiata won the Indonesia Best CSR Awards 2021 in the category of Innovative CSR with Digital Transformation from Warta Ekonomi (14/7). The Indonesia Best CSR Award is an award event given to private companies that have successfully implemented corporate social responsibility programs very well, especially with the challenges of the Covid-19 pandemic era. The award was received by XL Axiata's Group Head Corporate Communication, Tri Wahyuningsih.





## 12. Apresiasi dari Kementerian Kesehatan Republik Indonesia (July 2021)

The Minister of Health of the Republic of Indonesia, Mr. Budi Gunadi Sadikin, directly handed over a token of appreciation to the President Director and CEO of XL Axiata, Ms. Dian Siswarini, for the assistance provided to the government and the community since the beginning of the pandemic, especially for the implementation of the Rising Indonesia Vaccination Center at RSUI Depok, which has been taking place since 22 March 2021 - 23 July 2021 (4/6). In this Vaccination Center, more than 60 thousand people have been vaccinated. XL Axiata is 1 of 9 companies in Indonesia that have received direct appreciation from the Indonesian Ministry of Health.



## 13. Indonesia BEST CEO Awards 2021

Director of XL Axiata, Ms. Dian Siswarini again received the proud award as BEST CEO for the Mobile Telecommunications category at the Indonesia BEST CEO Awards 2021, which was held by The Economics. Awards were handed out virtually on Friday (24/7).



#### 14. Best Public Company Award 2021

XL Axiata won the “Indonesia Best Public Company 2021 with Prudent Trading Share” category for the Infrastructure, Utilities and Transportation category, Telecommunication sub category in the “Best Public Company Award 2021\_ Enhancing Quality and Achieving Future Growth in Pandemic Era” category organized by Warta Ekonomi. The award was received virtually by Marwan O. Baasir, Chief of Corporate Affairs XL Axiata (31/8).

Best Public Companies is an appreciation given to a public company that has managed to maintain a good level of stock trading activity and is supported by the company’s positive fundamental performance over the last two years.



#### 15. Indonesia Customer Service Quality Awards 2021

XL Axiata won 2 awards at the 2021 Indonesia Customer Service Quality Awards event organized by SWA Media Group. In this award event, XL Axiata won 2 awards, namely: Cellular Operator Service Center for XL Center and Cellular Operator Apps for myXL. This award was handed over virtually in Jakarta, Thursday (9/9).



#### 16. ESG Awards 2021

XL Axiata again won an award as a Company that received an appreciation for the Commitment CC rating in the 2021 ESG (Environmental Social Governance) Awards held by Beritasatu Media Holdings together with the Bumi Global Karbon Foundation (BGKF). The award was handed over virtually and was received by the Chief Corporate Affairs of XL Axiata, Marwan O. Baasir, Wednesday (27/10)





### 17. The Loyalty360 Awards, Gold Award

In the international award event in the field of Customer Loyalty organized by The Loyalty360 Awards, XL Axiata won the Gold Award in the CX Strategy category for the Device Club application. XL Axiata is the only company from Indonesia that has won the award in this competition. The Loyalty360 Awards will take place over 3 days on October 25-27 2021 in Charlotte, North Caroline, United States.



### 18. Indonesia Best Women Empowerment Awards 2021 'Redefining the Defined'

In the Indonesia Best Women Empowerment Awards 2021 'Redefining the Defined' initiated by Warta Ekonomi and HerStory Indonesia, XL Axiata won the award for Best Women Empowerment Initiative with Outstanding Female Leadership for the President Director & CEO of XL Axiata, Dian Siswarini. The award presentation was conducted online and received by the President Director & CEO of XL Axiata, Dian Siswarini in Jakarta, Friday (26/11).



### 19. Asosiasi Big Data Indonesia (ABDI)

XL Axiata won two awards for XL Axiata Business Solutions, namely for the category of Best Data Technology for Smart Intelligent City and Best Data Governance Enterprise Data Protection Excellence in an award event held by the Big Data & AI Association (ABDI). The award was received directly by the Chief Enterprise & SME Officer of XL Axiata, Feby Sallyanto (30/11)



## 20. Citra Pariwara 2021

In the Citra Pariwara 2021 event, XL Axiata through the AXIS Brand won 3 awards at once, namely the Bronze trophy for the following 3 AXIS advertisements:

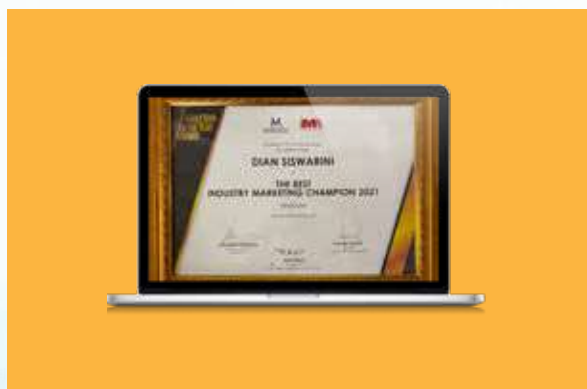
- Print – Gourmet Timeline AXIS Suka-Suka version
- Print – Gourmet Timeline AXIS Suka-Suka version
- Print - Light Up Your World for AXIS Suka Suka

The award announcement was made virtually and represented by PT Bujukrayu and PT SalvoStamp as ATL/BTL and Digital agencies for the XL Axiata Youth Segment Marketing (3/12).



## 21. Selular Editor's Choice 2021 Kategori "Most Innovative IoT Product in Health Care"

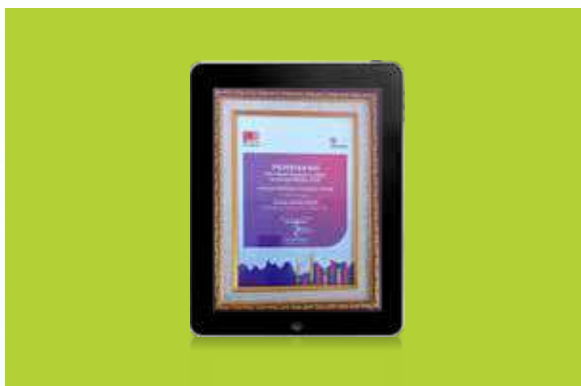
XL Axiata through XL Axiata Business Solutions won an award at the Selular Editor's Choice 2021 event for the Most Innovative IoT Product in Health Care category. This victory was achieved for XL Axiata Business Solutions' innovation in providing an integrated ecosystem through the development of the Internet of Things (IoT) 'Wearable Device' solution to measure a person's fitness condition. The award, which was initiated by the cellular telecommunications media, was announced on the cellular web (7/12).



## 22. Marketeer of The Year 2021 – The Best Industry Marketing Champion 2021, Telecom Services Sector for Ibu Dian Siswarini

President Director & CEO of XL Axiata, Dian Siswarini, won the Marketeer of The Year 2021 – The Best Industry Marketing Champion 2021 award, Telecom Services Sector. This award is given by MarkPlus Inc. in collaboration with Marketeers magazine and the Indonesia Marketing Association (IMA) in the 2021 Annual MarkPlus Conference event (8/12).





### 23. The Most Popular Leader in Social Media 2021 Kategori Pemimpin Korporasi Swasta

The President Director & CEO of XL Axiata, Dian Siswarini, won the Most Popular Leader in Social Media 2021 for the Private Corporate Leader Category at The 7th Jamboree PR INDONESIA (JAMPIRO) organized by PR INDONESIA (10/12).



### 24. Obsession Awards 2021

XL Axiata again received public recognition and received an award in the "Best Companies" category at the Obsession Awards 2021 organized by Obsession Media Group (OMG) in the context of OMG's 17th Anniversary. The award was received directly by the Chief Human Capital Officer of XL Axiata, M. Hira Kurnia on Friday (17/12).



### 25. CIO75: ASEAN's top 75 CIOs for Mrs. Yessie D. Yosetya

In the CIO75: ASEAN's top 75 CIOs award event, organized by IDG, XL Axiata won an award as "One of The Winners of The CIO75 ASEAN Awards 2021" which was addressed to the Director & Chief Strategic Transformation & Information Officer of XL Axiata, Yessie D. Yosetya, early December 2021.



### 26. University of Indonesia Student Vaccine Center Award

This time the award was given by the University of Indonesia to XL Axiata as a Collaborator Partner in the University of Indonesia Student Vaccine Center activity. The award was received by representatives from the Sentra Vaksin Indonesia Bangkit (SVIB) team at the UI Campus, Depok (10/12)

## RECAUTIONARY APPROACH OR PRINCIPLE [GRI 102-11]

In running its business in the telecommunications sector, the Company understands the number of risks it needs to face. When not handled and managed properly, these risks have the potential to disrupt the Company's performance and hinder the achievement of its targets and performance. Hence, the Company has implemented a Risk Management System based on the Three Lines model, with the purpose of managing and mitigating risks in order to minimize the impact of risks. The profile and mitigations of risks are presented in more detail in this report in the Risk Management Sub-Chapter in the Sustainability Governance Chapter.

## MEMBERSHIP OF ASSOCIATIONS [GRI 102-13] [OJK C.5]

The developments of telecommunications technology, as well as issues related to communication technology, are developing rapidly. In enabling the Company to follow these developments, as well as to map its risks and opportunities, XL Axiata joined various associations that are relevant to its line of business. In 2021, the Company participated in the following associations:



### Name of Association

Secretary Association (ICSA)

### Membership Status

Management

### Membership Fee

Rp 4,000,000



### Name of Association

Telecommunication Providers Association (ATSI)

### Membership Status

Secretary General

### Membership Fee

Rp 360,000,000



### Name of Association

Indonesia Telematics Society (MASTEL)

### Membership Status

Member

### Membership Fee

Rp 160,000,000



### Name of Association

Asosiasi Kabel Laut Indonesia

### Membership Status

Indonesian Sea Cable Communication System Association (ASKALSI)

### Membership Fee

Rp 75,000,000



### Name of Association

Telecommunication Interconnection Clearing Association (ASKITEL)

### Membership Status

Supervisory board and Secretary General

### Membership Fee

Rp 50,000,000



### Name of Association

National Information and Communication Technology Council (WANTIKNAS)

### Membership Status

Advisory Team

### Membership Fee

(no membership fees)









# SUSTAINABILITY GOVERNANCE





XL Axiata's success through economic uncertainty in 2021 by posting a positive performance is a reflection of the implementation of Good Corporate Governance (GCG). For the Company, the implementation of GCG is not just compliance with regulations, but is driven by the belief that GCG is the key to increase the value of the company, boost financial performance, and increase investor confidence.

GCG as a system, process or set of regulations was built by XL Axiata to direct and control the company in order to create a good, fair and transparent relationship between stakeholders, both internal and external. With such a relationship, the Company is optimistic that it will be able to respond to the challenges and demands of stakeholders. Moreover, with the consistent and persistent implementation of GCG, XL Axiata will also be able to survive, even grow and be sustainable in the future..

XL Axiata's commitment to implementing GCG has received appreciation from various groups, both on a national and regional scale. In addition to consistently getting high ratings on the Asean Corporate Governance Scorecard (ACGS), in 2021, XL Axiata won awards again related to the implementation of GCG. In the event "The 12th IICD Corporate Governance Awards" organized by the Indonesian Institute for Corporate Directorship (IICD). The Company won two awards at once, namely Top 50 Big Capitalization Public Listed Company and Best Non-Financial Sector for Big Capitalization Public Listed Company.



# BASIS OF GCG IMPLEMENTATION

GCG implementation in the Company refers to the applicable regulations in Indonesia, among others, Law No. 40 of 2007 concerning Limited Liability Companies, Law No. 8 of 1995 concerning the Capital Market and various regulations issued by the Financial Services Authority (OJK) and the Indonesia Stock Exchange. Based on these regulations, the Company then compiles and develops various internal principles and guidelines for implementing GCG, such as the XL Axiata Code of Ethics, GCG Manual, Board Manual for the Board of Commissioners and Board of Directors, and other regulations related to the Company's operations. Furthermore, the Company has developed a violation reporting system that is implemented at all levels of employees, as well as anti-corruption and anti-bribery policies that apply to XL Axiata personnel and third parties who work with XL Axiata.

## GCG PRINCIPLES

The implementation of GCG at XL the Company is guided by good corporate governance principles such as transparency, accountability, responsibility, independence, equality, and fairness. The following is an explanation of each principle and its application in daily practice:



## DIGITALIZATION GCG ROADMAP

The Company applies digitalization to accelerate business growth, increase efficiency, quality, and consistency. This also allows the organization and its Board Members to transform and adapt to the current disruptive wave of business model, starting with changing its internal governance methods, Board leadership, structure, and processes.

Not only establishing systems and procedures, but the Company also encourages every employee to enforce GCG, through corporate culture:

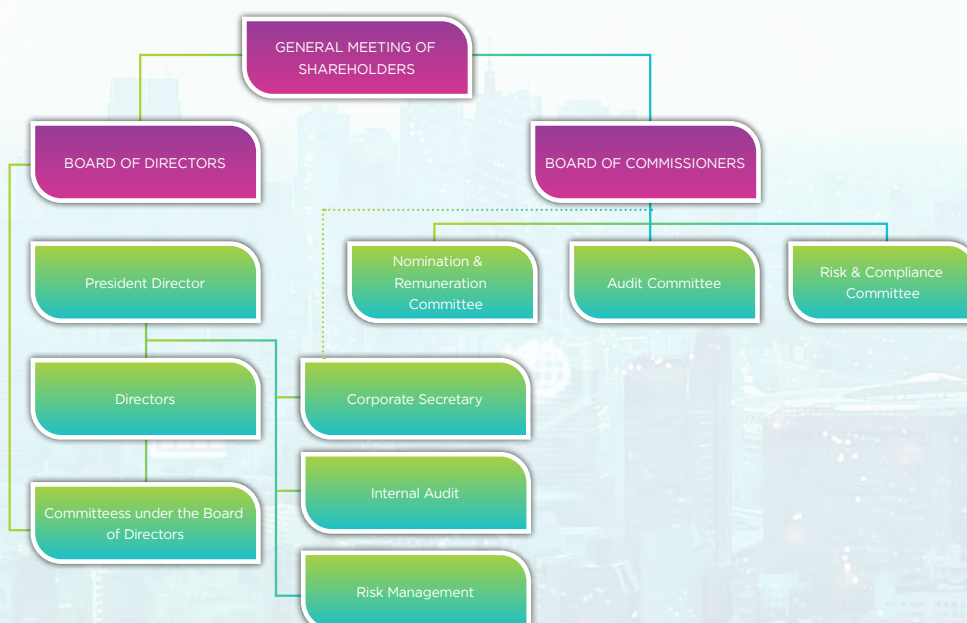
1. Professionalism and integrity
2. Efficiency and effectiveness
3. Obey the rules.

Since its establishment, the Company has compiled a GCG Roadmap to ensure the achievement of its objectives. The roadmap is also embodied in a year-by-year governance strategy. The Company's GCG Roadmap was created by focusing on the four points:

1. Identification of areas requiring improved governance
2. Development of government in the form of internal policy documents, Standard Operating Procedures, and implementation through socialization activities.
3. Implementation and supervision of the governance that has been built.
4. Adjustments to ensure that governance is in line with prevailing legislation.

## GOVERNANCE STRUCTURE [GRI 102-18]

The Company's governance structure refers to the Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies (UU PT), which stated that the Company's organs consist of the General Meeting of Shareholders (GMS), the Board of Commissioners and the Board of Directors. The management system at XL Axiata adheres to a two-tier system, namely the Board of Commissioners and the Board of Directors, which have clear authorities and responsibilities according to their respective functions as mandated in the Articles of Association and laws and regulations. The complete governance structure is presented in the following chart:





# GENERAL MEETING OF SHAREHOLDERS (GMS)

The General Meeting of Shareholders (“GMS”) is an organ of the Company with authority not granted to the Board of Directors and the Board of Commissioners within the threshold as set forth under the Law concerning Limited Liability Companies and the Company’s Articles of Association. With such a position, the GMS is the highest authority in XL Axiata’s governance structure. GMS serves as a forum for Shareholders to formally express opinions and voice aspirations. In addition, at the GMS the shareholders also receive activity reports and take important decisions regarding the Company. The Company applies equal treatment to all shareholders through the availability of the same Information to Shareholders as well as through voting mechanisms in accordance with the portion of its respective share ownership.

The Company’s Articles of Association stipulates that the Annual GMS is held at least once a year, no later than 6 (six) months after the closing of the fiscal year. If required, an Extraordinary GMS can be held, namely the GMS that is organized as needed.

During 2021, XL Axiata held one Annual GMS and did not hold any Extraordinary GMS. Complete information on the implementation of the Annual GMS is presented in the following table:

Day, Date	Friday, 23 April 2021
Time	08.55-10.17 WIB
Venue	Jayawijaya Meeting Room 36th Floor XL Axiata Tower Jl. H.R. Rasuna Said X5 Kav. 11-12 East Kuningan, Setiabudi, Jakarta
Conference Media	Microsoft Team

# BOARD OF COMMISSIONERS

The Board of Commissioners is an Organ of the Company in charge of carrying out general and/or specific supervision of policies and the course of management of the Company by the Board of Directors in accordance with the company’s Articles of Association. The Board of Commissioners also plays a role in providing advice to the Board of Directors, and giving approval to the plans and annual reports prepared by the Board of Directors. Other important role is to monitor the implementation of good governance/ GCG within the Company.

In accordance with the Law concerning Limited Liability Companies and Regulation of Financial Services Authority (OJK) No. 33/POJK.04/2014, XL Axiata requires all members of the Board of Commissioners to disclose their share ownership and families as well as their concurrent positions. In addition, XL Axiata ensures that members of the Board of Commissioners do not hold executive functions within the Company, or hold concurrent

positions as Directors in order to maintain independence.

The structure and composition of the Board of Commissioners as of December 31, are as follows:

Name	Position
DR. Muhamad Chatib Basri	President Commissioner
Muliadi Rahardja	Independent Commissioner
Vivek Sood	Commissioner
Dato’ Mohd Izzaddin Idris	Commissioner
Dr. Hans Wijayasuriya	Commissioner
DR. David R. Dean	Commissioner
Yasmin S. Wirjawan	Independent Commissioner
Julianto Sidarto	Independent Commissioner

# BOARD OF DIRECTORS

The Board of Directors is an Organ of the Company authorized and fully responsible for the Company's management for the benefit of XL Axiata, in accordance with its purposes and objectives, as well as for representing the Company, both inside and outside the court in accordance with the provisions of the articles of association. The Board of Directors is an organ of the Company responsible for the management of the Company according to its established purpose and objectives. The Board of Directors leads and carries out operational activities in accordance with XL Axiata's vision and mission.

The five main functions of the Board of Directors are management, risk management, internal control, communication and social responsibility. Duties and responsibilities of the Board of Directors are as follows:

1. Develop business development strategies, and work plans.
2. Conduct a comprehensive evaluation of the Company's performance.
3. Represent the company both inside and outside the court.
4. Develop and implement risk management.

5. Establish an internal control unit.
6. Ensure effective internal and external communication.
7. Ensure the implementation of GCG in all aspects of the Company's operations.
8. Develop and carry out corporate social responsibility activities.

In carrying out its duties, the Board of Directors is guided by Board Manual, which contains Work Guidelines Code of Ethics for the Board of Directors.

The structure and composition of the Board of Directors as of December 31, 2021 are as follows:

Name	Position
Dian Siswarini	President Director
Budi Pramantika	Director
David Arcelus Oses	Director
Abhijit J. Navalekar	Director
Yessie Dianty Yosetya	Director
I Gede Darmayusa	Director

## SUPPORTING ORGANS UNDER THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

In carrying out its duties, the Board of Commissioners is assisted by supporting organs such as Nomination & Remuneration Committee, Audit Committee, and Risk and Compliance Committee. On the other hand, the Board of Directors is assisted by Technology and Information Committee; Risk Management and Business Sustainability Committee; Human Capital

Committee; and Rewards, Donations, and Sponsor Committee.

As of December 31, 2021, XL Axiata has not yet formed a Sustainability Committee to be in charge of implementing sustainable activities as regulated in the POJK on Sustainable Finance, both under the Board of Commissioners and under the Board of Directors.

The formation of this committee is still in the management review stage. Currently the policy regarding Sustainability is decided by the Chief Corporate Affairs with the approval of the President Director & CEO. [OJK E.1]



# COMPETENCY DEVELOPMENT RELATED TO SUSTAINABLE FINANCE [OJK E.2]

In line with the implementation of sustainable finance for XL Axiata as regulated in POJK No. 51/POJK.03/2017, in 2021, the Board of Commissioners, Board of Directors, and the Sustainability Committee as the responsible party for implementing sustainable finance have participated in various activities to develop insights and competencies related to sustainable finance as described in the following:

## BOARD OF COMMISSIONERS

### Dr. Muhamad Chatib Basri

Training/ Workshop	Venue	Date of Implementation
Workshop for Independent Commissioner, NRC & BAC PT XL Axiata Tbk.	Microsoft Teams	June 4, 2021
Board Development Program - Indonesian Economy Outlook	Virtual	July 28, 2021
5G course for executives: 5G overview and key technology drivers	Microsoft Teams	August 24, 2021
5G course for executives: 5G business opportunities	Microsoft Teams	September 16, 2021

### Julianto Sidarto

Training/ Workshop	Venue	Date of Implementation
Workshop for Independent Commissioner, NRC & BAC PT XL Axiata Tbk.	Microsoft Teams	June 4, 2021
Board Development Program - Indonesian Economy Outlook	Virtual	July 28, 2021
5G course for executives: 5G overview and key technology drivers	Microsoft Teams	August 24, 2021
5G course for executives: 5G business opportunities	Microsoft Teams	September 16, 2021
Pre-Retreat (1st session) - Sector Outlook and TSR Expectation presented by Navin Killa, Managing Director, UBS	Virtual	October 6, 2021
Axiata Pre-Retreat (2nd session) - Building an ICT Business presented by Jose Cerdan, CEO TEF Tech / Chief Business Solutions Officer	Virtual	October 18, 2021
Axiata Pre-Retreat (3rd session) - Economist: Macro & Market - speaker from Khazanah Nasional Berhad, Nick Khaw: Director & Head, Khazan Research & Mohamed Ridzuan Mohamed, Director, Khazanah Research	Virtual	October 22, 2021

## Muliadi Rahardja

Training/Workshop	Venue	Date of Implementation
Workshop for Independent Commissioner, NRC & BAC PT XL Axiata Tbk.	Microsoft Teams	June 4, 2021
Board Development Program - Indonesian Economy Outlook	Virtual	July 28, 2021
5G course for executives: 5G overview and key technology drivers	Microsoft Teams	August 24, 2021
5G course for executives: 5G business opportunities	Microsoft Teams	September 16, 2021
Pre-Retreat (1st session) - Sector Outlook and TSR Expectation presented by Navin Killa, Managing Director, UBS	Virtual	October 6, 2021
Axiata Pre-Retreat (2nd session) - Building an ICT Business presented by Jose Cerdan, CEO TEF Tech / Chief Business Solutions Officer	Virtual	October 13, 2021
Axiata Pre-Retreat (3rd session) - Economist: Macro & Market - speaker from Khazanah Nasional Berhad, Nick Khaw: Director & Head, Khazan Research & Mohamed Ridzuan Mohamed, Director, Khazanah Research	Virtual	October 22, 2021
Axiata Pre-Retreat (4th session) - Value Creation, presented by Gopal Vittal, CEO, Bharti Airtel	Virtual	October 26, 2021

## Dr. Hans Wijayasuriya

Training/Workshop	Venue	Date of Implementation
Harvard: ASL   Digital and Disruptive Technologies & Business Analytics	Virtual	June 21, 2021
Board Development Program - Indonesian Economy Outlook	Virtual	July 28, 2021
5G course for executives: 5G overview and key technology drivers	Virtual	August 24, 2021
5G course for executives: 5G business opportunities	Virtual	September 16, 2021
Khazanah Megatrends	Virtual	October 4, 2021
Pre-Retreat (1st session) - Sector Outlook and TSR Expectation presented by Navin Killa, Managing Director, UBS	Virtual	October 6, 2021
Axiata Pre-Retreat (2nd session) - Building an ICT Business presented by Jose Cerdan, CEO TEF Tech / Chief Business Solutions Officer	Virtual	October 13, 2021
Axiata Pre-Retreat (4th session) - Value Creation, presented by Gopal Vittal, CEO, Bharti Airtel	Virtual	October 26, 2021
Leadership Power Hour	Virtual	December 7, 2021

## Dr. David R. Dean

Training/Workshop	Venue	Date of Implementation
Webinar on "Evolution after COVID-19"	Virtual	April 8, 2021
Webinar on Economic Development in Asia-Pacific from Oxford University	Virtual	April 13, 2021
Webinar on ESG and Climate Change from BCG	Virtual	May 12, 2021
Webinar on "The 5G Opportunity" from New Street Research	Virtual	June 10, 2021
Axiata Risk & Compliance Conference 2021 organized by Group Risk & Compliance	Virtual	July 16, 2021
Board Development Program - Indonesian Economy Outlook	Virtual	July 28, 2021
Webinar on Open RAN	Virtual	July 21, 2021
5G course for executives: 5G overview and key technology drivers	Virtual	August 24, 2021
5G course for executives: 5G business opportunities	Virtual	September 16, 2021
Pre-Retreat (1st session) - Sector Outlook and TSR Expectation presented by Navin Killa, Managing Director, UBS	Virtual	October 6, 2021
Axiata Pre-Retreat (2nd session) - Building an ICT Business presented by Jose Cerdan, CEO TEF Tech/Chief Business Solutions Officer	Virtual	October 13, 2021



Training/Workshop	Venue	Date of Implementation
Axiata Pre-Retreat (3 <sup>rd</sup> session) – Economist: Macro & Market – speaker from Khazanah Nasional Berhad, Nick Khaw: Director & Head, Khazan Research & Mohamed Ridzuan Mohamed, Director, Khazanah Research	Virtual	October 22, 2021
Axiata Pre-Retreat (4 <sup>th</sup> session) – Value Creation, presented by Gopal Vittal, CEO, Bharti Airtel	Virtual	October 26, 2021
EMEA Gartner IT Symposium/Xpo 2021	Virtual	November 8-11, 2021
New Street Research 5G Conference	Virtual	November 19, 2021

#### Dato' Mohd Izzaddin Idris

Training/Workshop	Venue	Date of Implementation
CGS-CIMB Annual Malaysia Virtual Corporate Day	Virtual	January 6, 2021
Virtual Supplier Forum 2021 <ul style="list-style-type: none"> <li>The Axiata Enterprise Innovation Factory Enabled by Tony Kalcina, CIO APAC TechMahindra.</li> <li>Virtual Supplier Forum 2021 Unleash Power of Digitalization, Bring New Value to Axiata by Bruce Hsiao, Huawei.</li> <li>Axiata 5.0 Transformation Realized: Leveraging Innovation to Unlock Shareholder Value by Tom Loozen, Bharat Bhargava, E&amp;Y</li> </ul>	Virtual	January 21, 2021
Anti-Bribery & Anti-Corruption Awareness	Virtual	February 2, 2021
Majlis Pelancaran MyDIGITAL Blueprint Ekonomi Digital Malaysia by YAM PM	Virtual	February 19, 2021
Telco Report presentation by Arthur D Little	Virtual	April 23, 2021
SLT meeting – Trends in Southeast Asia's Digital Sectors by RedSeer	Virtual	May 18, 2021
Infrastructure Funding presentation by Arthur D Little	Virtual	June 29, 2021
Majlis Pelancaran Dasar 4IR Negara oleh YB Dato' Sri Mustapa Mohamed, Menteri di Jabatan Perdana Menteri (Ekonomi) dan Khairy Jamaludin, Menteri Sains, Teknologi and Inovasi (MOSTI)	Virtual	July 1, 2021
Insights on US Geopolitics & Economy (Presentation by James Quigley of BoFA)	Virtual	July 8, 2021
Axiata/Google Cloud Leadership Forum	Virtual	July 8, 2021
Rising Above COVID-19: Reimagining Work in Malaysia and Beyond (PNB)	Virtual	July 14, 2021
Axiata Risk & Compliance Conference 2021 organized by Group Risk & Compliance	Virtual	July 16, 2021
Indonesia Economy Outlook presented by Mandiri Sekuritas	Virtual	July 28, 2021
5G course for executives: 5G overview and key technology drivers organized by Ericsson	Virtual	August 24, 2021
5G course for executives: 5G business opportunities organized by Ericsson	Virtual	September 16, 2021
Khazanah Megatrends Forum	Virtual	October 4-5, 2021
Pre-Retreat (1st session) – Sector Outlook and TSR Expectation presented by Navin Killa, Managing Director, UBS	Virtual	October 6, 2021
Axiata Pre-Retreat (2nd session) – Building an ICT Business presented by Jose Cerdan, CEO TEF Tech/Chief Business Solutions Officer	Virtual	October 13, 2021
Axiata Pre-Retreat (3rd session) – Economist: Macro & Market – speaker from Khazanah	Virtual	October 22, 2021

## Yasmin Stamboel Wirjawan

Training/Workshop	Venue	Date of Implementation
Workshop for Independent Commissioner, NRC & BAC PT XL Axiata Tbk	Virtual	June 4, 2021
Board Development Program – Indonesian Economy Outlook	Virtual	July 28, 2021
5G Course for Executives: 5G Overview and Key Technology Drivers	Virtual	August 24, 2021
5G Course for Executives: 5G Business Opportunities	Virtual	September 16, 2021
Enterprise Risk Governance Certification	Enterprise Risk Management Academy	September 8, 2021
Pre-Retreat (1st session) – Sector Outlook and TSR Expectation Presented by Navin Killa, Managing Director, USB	Virtual	October 6, 2021
Axiata Pre-Retreat (2nd session) – Building an ICT Business Presented by Jose Cerdan, CEO TEF Tech/Chief Business Solutions Officer	Virtual	October 13, 2021
Axiata Pre-Retreat (3rd session) – Economist: Macro & Market – Speaker from Khazanah Nasional Berhad, Nick Khaw: Director & Head, Khazan Research & Mohamed Ridzuan Mohamed, Director, Khazanah Research	Virtual	October 22, 2021
Axiata Pre-Retreat (4th session) – Value Creation, Presented by Gopal Vittal, CEO, Bharti Airtel	Virtual	October 26, 2021

## Vivek Sood

Training/Workshop	Venue	Date of Implementation
Axiata Supplier Forum 2021	Virtual	January 21, 2021
Harvard: ASL   Shaping the Organisation through Change and Innovation   Case Discussion	Virtual	February 22, 2021
Harvard: ASL   Shaping the World through Change and Innovation   Executive Panel Discussion + Thought Leader Conversation	Virtual	February 25, 2021
IVCA Conclave 2021	Virtual	March 17 – 19, 2021
Harvard: ASL   Digital and Disruptive Technologies & Business Analytics	Virtual	May 31, 2021
Bloomberg Deals Summit	Virtual	June 8, 2021
Axiata Risk & Compliance Conference 2021	Virtual	July 16, 2021
[XL Board's Development Program] Indonesian Economy Outlook	Virtual	July 28, 2021
5G course for executives: 5G overview and key technology drivers	Virtual	August 24, 2021
5G course for executives: 5G business opportunities	Virtual	September 16, 2021
Khazanah Megatrends Forum (KMF) 2021	Virtual	October 4, 2021
Pre-Retreat (1st session) - Sector Outlook and TSR Expectation presented by Navin Killa, Managing Director, UBS	Virtual	October 6, 2021
Axiata Pre-Retreat (2nd session) – Building an ICT Business presented by Jose Cerdan, CEO TEF Tech / Chief Business Solutions Officer	Virtual	October 13, 2021
Axiata Pre-Retreat (3rd session) – Economist: Macro & Market – speaker from Khazanah Nasional Berhad, Nick Khaw: Director & Head, Khazan Research & Mohamed Ridzuan Mohamed, Director, Khazanah Research	Virtual	October 22, 2021
Axiata Pre-Retreat (4th session) – Value Creation, presented by Gopal Vittal, CEO, Bharti Airtel	Virtual	October 26, 2021



## BOARD OF DIRECTORS

Name	Position	Training Title	Training Duration		Vendor
			Start	End	
Dian Siswarini	President Director	Anti-Bribery & Anti-Corruption Awareness Training	June 23, 2021	-	Fuse
		5G course for executives: 5G overview and key technology drivers	August 24, 2021	August 24, 2021	ERICSON
		5G course for executives: 5G business opportunities	September 26, 2021	September 26, 2021	OliverWyman
		Leadership power hour	December 7, 2021	December 7, 2021	AXIATA
		Privacy & Security Refresher E-Learning	October 23, 2021		Fuse
		Anti-Bribery & Anti-Corruption Awareness Training	November 11, 2021		Fuse
		Code of Conduct SCORM	November 30, 2021		Fuse
		Enterprise Risk Management 2021 Training	November 30, 2021		Fuse
Budi Pramantika	Director Finance	Executive Influential Communication	February 8, 2021	February 8, 2021	PT Trikata Esa Karsa
		5G course for executives: 5G overview and key technology drivers	August 24, 2021	August 24, 2021	ERICSON
		5G course for executives: 5G business opportunities	September 16, 2021	September 16, 2021	OliverWyman
		Anti-Bribery & Anti-Corruption Awareness Training	December 17, 2020		Fuse
David Arcelus Oses	Director & Chief Commercial Officer - Consumer	Digital transformation day	June 30, 2021	June 30, 2021	XL Axiata
		5G course for executives: 5G overview and key technology drivers	August 24, 2021	August 24, 2021	ERICSON
		5G course for executives: 5G business opportunities	September 16, 2021	September 16, 2021	OliverWyman
		Anti-Bribery & Anti-Corruption Awareness Training	December 17, 2021		Fuse
Abhijit Jayant Navalekar	Director & Chief Commercial Officer - Home and Enterprise	Digital transformation day	June 30, 2021	June 30, 2021	XL Axiata
		5G course for executives: 5G overview and key technology drivers	August 24, 2021	August 24, 2021	ERICSON
		5G course for executives: 5G business opportunities	September 16, 2021	September 16, 2021	OliverWyman

Name	Position	Training Title	Training Duration		Vendor
			Start	End	
Yessie Dianty Yosetya	Director & Chief Information Officer	Growth Mindset	May 30, 2021		Fuse
		Questions with Andrew Spencer	June 20, 2021		Fuse
		5G course for executives: 5G overview and key technology drivers	August 24, 2021	August 24, 2021	ERICSON
		5G course for executives: 5G business opportunities	September 16, 2021	September 16, 2021	OliverWyman
		Anti-Bribery & Anti-Corruption Awareness Training	December 21, 2021		Fuse
		Data Privacy	December 28, 2021		Fuse
		Code of Conduct SCORM	November 24, 2021		Fuse
		Enterprise Risk Management 2021 Training	December 2, 2021		Fuse
I Gede Darmayusa	Director Technology	Executive Influential Communication	February 8, 2021	February 8, 2021	PT Trikata Esa Karsa
		Finance for Non-Financial Managers	January 18, 2021		LinkedIn
		5G course for executives: 5G overview and key technology drivers	August 24, 2021	August 24, 2021	ERICSON
		5G course for executives: 5G business opportunities	September 16, 2021	September 16, 2021	OliverWyman
		Anti-Bribery & Anti-Corruption Awareness Training	December 14, 2020		Fuse



# RISK ASSESSMENT ON THE IMPLEMENTATION OF SUSTAINABLE FINANCE [GRI 102-11][OJK E.3]

In running its business, the Company faces a variety of risks that have the potential to impact the level of achievement of the performance targets that have been set. To mitigate the impact of various risks that arise, the Company continuously implements Risk Management System that includes mechanisms for identifying, measuring, measuring, monitoring, and controlling risks on the implementation of the Company's sustainability efforts in economic, environmental, and social aspects.

In implementing Risk Management System, the Company's Enterprise Risk Management Oversight Structure follows the Three Lines model that aims to manage and mitigate risks through the effective organization of risk, control, and oversight responsibilities. This in turn will limit the possibility of "gaps" while avoiding duplication of coverage.

1. 1st Line of Defense  
Business unit and operations owners who are responsible for identifying, assessing and managing risks related to the scope of work and responsibilities.
2. 2nd Line of Defense  
Compliance Management and other second line compliance functions (Regulatory, Corporate

Secretary, Health and Safety, Cyber Security) that are responsible for implementing the Company's risk management and compliance framework, and monitoring its effectiveness.

3. 3rd Line of Defense  
Internal Audit function responsible for providing independent assurance on governance, risk management and internal control process.

The Board of Directors is committed and responsible for the effectiveness of implementation and maintenance of risk management. To help carry out its functions, the Board of Directors established a Risk and Business Continuity Committee responsible to ensure adoption of sound and effective policies, procedures and practices for all of the Company's Risk and Compliance functions. The Board of Commissioners is responsible to oversee the design, implementation, and monitoring of the risk management. Therefore, the Board of Commissioners has established Board of Risk and Compliance Committee to supervise the implementation of risk management process and evaluate the effectiveness of risk and compliance management in the Company.

# CORPORATE BUSINESS ETHICS [GRI 102-16]

The Company has established Code of Ethics as a standard guide and behavior of XL Axiata personnel in carrying out business activities. Code of Ethics as an integral part of Company Regulations is strongly required given its commitment in enhancing the integrity of each of its employees in applying the best practices of good corporate governance. The Code of Ethics regulates the behavior and ethical procedures in carrying out Company's business activities by upholding professional value. The Company's Code of Ethic covers the following principles:

## 1. Equal Treatment

The non-discriminatory treatment to employees in a sound work environment with integrity without exception.

## 2. Healthy Partnership

Build a sound business partnership with third parties to comply with the Company's policies and prevailing regulations.

## 3. Anti-Corruption Culture

Avoid conflict of interest; refuse gratification as well as applying the principles of anti-corruption, collusion and nepotism.

## 4. Commitment To Customer

Keeping the commitment to the customers by building an attitude of "Trustworthy" and providing appropriate solutions.

## DISSEMINATION OF THE CODE OF ETHICS

The Company's Code of Ethics is available and can be easily accessed by all employees via XL Mine, namely the Company's internal system as well as XL Axiata website ([www.xlaxiata.co.id](http://www.xlaxiata.co.id)). The Code of Ethics is being socialized to Employees when they first join the Company. In addition, the Company routinely distributes The Integrity Fulfillment Statement emphasizing working ethics with anti-corruption, collusion and Nepotism. This Statement must be signed by each Employee and documented by the Company by the Human Capital Department. During the reporting year, XL Axiata distributed Integrity Pact to all employees in Semester I of 2021.

## IMPLEMENTATION OF CODE OF ETHICS

The Code of Ethics applies without exception to all of the Company's executives and employees, which require all employees to comply and conduct key responsibility, which includes:

1. Developing a clean and conducive internal working environment for all employees.
2. Developing trustworthy experience for all customers.
3. Developing clean business partnership with third parties by following all Company's procedures and policy.

Any violation of the Code of Ethic shall be subjected to disciplinary action, which may result in punishment, official warning, demotion or termination of employment. The Board of Directors is responsible for ensuring that this standard is implemented throughout the Company's operational activities. During the reporting year, there was no violation of the Code of Ethics within the Company. This indicates that the Code of Ethics was carried out by all of the Company's organs.



# WHISTLEBLOWING SYSTEM

In order to realize a clean company management, XL Axiata created a complaint mechanism in the form of a Whistleblowing System (WBS). The system is designed to promote integrity and transparency for the benefit of the Company as well as the convenience of all employees and those who work with XL Axiata. WBS exists to deliver critical information related to violations of the Company's code of ethics, including corruption and fraud.

## SUBMISSION OF VIOLATION REPORTS

Shall employees (including direct-contracts and outsourcings) or third/external parties find any behavior/actions that are suspected of violating the law and/or the Company's Code of Ethics, these parties can report it through the SPEAK UP channel. Reporting can be done by accessing the web-based reporting system <https://axiatagroup.integrityline.com>

## PROTECTION FOR WHISTLEBLOWERS

The Company shall protect and maintain the confidentiality of whistleblower, and ensure their safety from any possible threat resulting from the reports in which covering the following protection:

1. Identity of Reporter;
2. Confidentiality of report content;
3. Threat, intimidation or other threatening behavior by the reported party.

## COMPLAINT HANDLING PARTY

Reports lodged in the official SPEAK UP channel will be received by the Administrator of the SPEAK UP channel, which consists of the Group Head Internal Audit and the Investigation Unit – a function under the Internal Audit Division. Shall any report require a further investigation process; the appointed investigator may come from the Company, Axiata Group Berhad, or external parties. If the reported party is proven to have committed an unlawful act or an act that violates the code of ethics, then the reported party will be dealt with in accordance with the Company Regulations as well as prevailing laws and regulations.

## WHISTLEBLOWING CASE AND FOLLOW-UP IN 2021

In 2021, there were 28 (twenty-eight) complaints received through whistleblowing channels (Speak Up Channel) or directly reported to the Investigation Unit. Out of these reports received, 22 (twenty-two) of the reports were classified as violations. The handling of the 22 reports of violations has been carried out carefully, with a total of 9 reports that have been followed up, while 7 reports are still in the process of writing reports and 6 reports are still under investigation.

# RELATIONSHIP WITH STAKEHOLDERS [OJK E.4]

The Company collaborates with various stakeholders, both internal and external, in order to run its business and achieve the best results and performance. The collaboration is carried out by considering the mutual needs between the Company and the stakeholders. In this report, stakeholders are defined as entities or individuals who are affected by the Company's activities, products and services. Their presence, on the other hand, has an impact on XL Axiata's ability to successfully implement strategies and achieve goals. Due to the importance of stakeholders, the Company makes every effort to include them optimally in its operational activities.

XL Axiata determines that stakeholders refer to the 2015 AA1000 Stakeholder Engagement Standard (SES) issued by AccountAbility. This standard is a reference because it is able to support the Company in its efforts to assess, design, and implement an integrated approach to stakeholder engagement, as well as to communicate fairly and accurately with them.

[GRI 102-42]

The AA1000 SES mentions five attributes in mapping stakeholders, namely:

1. Dependency (D)  
If the Company has a dependency on an individual or an organization, or vice versa.
2. Responsibility (R)  
If the Company has legal, commercial or ethical responsibilities towards an individual or an organization.
3. Tension (T)  
If an individuals or an organization need the Company's attention regarding certain economic, social or environmental issues.
4. Influence (I)  
If an individual or an organizations has influence over the Company or the strategies or policies of other stakeholders.
5. Diverse Perspective (DP)  
If an individual or an organization has a different view that may affect the situation and encourage an action that did not exist before.



In accordance with the AA1000 SES reference, the Company's stakeholders along with the methods of engagement and the topics discussed are as follows:

### List of the Company's Stakeholders

Stakeholders [GRI 102-40]	Basis for Determination/ Identification	Engagement Method [GRI 102-43]	Frequency [GRI 102-43]	Discussion Topics/Issues [GRI 102-44]
Customer/ Consumer	D, R, T, I	Website and frontline information	Anytime if required	Obtain service satisfaction
		Direct visit	Anytime if required	Information on the latest products and services owned by the Company
		Call Center service	Anytime if required	Obtain a solution for any questions or complaints about product and service services
		Customer/ Consumer Satisfaction Survey	Once a year	Obtain an overview of the number of customer satisfaction and dissatisfaction.
Shareholder	D, R, I	GMS	Once a year	The Company's success in achieving the target as set out in the previous GMS
Government and Financial Authority	D, R, T, I, DP	Reporting on the implementation of compliance	4 (four) times in a year	Provide information regarding the compliance with applicable laws and regulations
Employee	D,R, T, I	Internal media (Magazine)	Once every 3 (three) months	Conduct socialization of policies and strategies related to staffing
		Employee Satisfaction Survey	Once a year	Measure employee satisfaction levels and capturing their expectations
Workers Union	D,R, T, I	Discussion of Collective Labor Agreement Bipartite (Institution for Bipartite Cooperation)	Once in three years	Create a conducive working climate to create a harmonious bipartite relationship
			As required	
Partner/Supplier	D, R, T	Employment contract Investment partners Seminars and workshops	As required	Objective procurement process Gain mutually beneficial cooperation
Community Organizations/ Social Organizations/ Non-Governmental	D, R, T, I, DP	Strategic cooperation to run programs Corporate responsibilities, both in the social and environmental areas	As required	Optimize the achievement of the Company's CSR Program
Media	T, I, DP	Press release	As required	Reliable source of information for news Provide information related to banking business that the public needs to know

D =Dependency; R = Responsibility; T = Tension; I = Influence; DP = Diverse Perspective

# ISSUES WITH THE IMPLEMENTATION OF SUSTAINABLE FINANCE [OJK E.5]

The year 2021 was the first year for the Company to implement sustainable finance as regulated in the Regulation of Financial Services Authority (OJK) No. 51/POJK.03/2017 after receiving relaxation from the previous implementation plan as of January 1, 2020. In accordance with the regulation, the implementation of sustainable finance for public companies was carried out through allocating part of the TJSL funds to finance programs that go along with the concept of sustainable finance. For example, to construct facilities and infrastructure to improve people's life quality around the Company or the provision of various trainings for MSMEs related to sustainable finance and so forth. In line with the provisions, XL Axiata has used the TJSL funds to finance various CSR programs. To carry out said program throughout 2021, XL Axiata did not face significant obstructions.













# DIGITALIZATION:

# THE BEST PERFORMANCE SUPPORT



# NATIONAL ECONOMY AT A GLANCE

■ **Strategic policies applied by XL Axiata include focus on digitalization of all business lines and operational excellence, including suppressing expenses to maintain profitability and improve efficiency.**

The government's commitment to controlling the spread of the corona virus as the cause of the COVID-19 pandemic during 2021 has paid off. Despite issues with the emergence of the Delta variant, which spreads very quickly, is more virulent and deadly than other variants, the graph of corona virus infections continues to decline.

This accomplishment is inseparable from the support of all stakeholders, including the business community, to collaborate in order to make the pandemic a common problem. This success also demonstrates the effectiveness of various government policies, such as the Implementation of Community Activity Restrictions (PPKM) from level 0 to IV, the level of which is adjusted to field conditions. Various policies and the right approach to the success of mass vaccination at no cost, both for the first and second doses, also played a significant role in controlling the pandemic.

The successful control of the corona virus was followed by a gradual relaxation of community activities. This policy had a positive impact and helped to boost economic growth, even bringing Indonesia out of recession. Several indicators served as the markers of economic growth, such as population mobility, which has returned to grow as well as manufacturing Purchasing Managers Index (PMI), which has returned to expansive.

Based on these positive indicators, the Indonesian government expected Indonesia's economic growth to be in the 3.7-4.5 percent range in 2021. The optimism was validated by the latest data released by BPS on February 7, 2022, which revealed that Indonesia's economic growth in 2022 was 3.69 percent, higher than the achievement in 2020, which saw a growth contraction of 2.07 percent. [GRI 103-1]



Source: BPS Statistics Official News, 7 February 2022

Throughout 2021 the economic growth was inseparable from the performance of economic growth in the 4th quarter of 2021, which reached 5.02% YoY after growing 3.51% YoY in the 3rd quarter of 2021. Moreover, in the 2nd quarter of 2021, it grew 7.07% YoY, while in the 1st quarter of 2021 it was still in the negative zone of by 0.71% YoY.



# INFORMATION AND COMMUNICATION BUSINESS PERFORMANCE

BPS uses 17 business sectors in compiling and calculating Indonesia's economic growth, which then reported quarterly. During 2021, 16 business sectors recorded positive growth, and 1 (one) business sector experienced contraction, namely Government Administration, Defense and Mandatory Social Security. Information and Communication was among the 16 business sectors that grew positively were, including the telecommunications industry, which reached 6.81%. Despite positive growth, the achievement was lower than in 2020, where growth reached 10.61%.

The growth of the telecommunications industry in 2021 was aligned with the actual condition as stated by the Association of Indonesian Cellular Telecommunications (ATSI). After dealing with uncertainty as a result of the global pandemic. The performance of the majority of the world's telecommunications industries has improved. In fact, Indonesia's telecommunications industry was growing much faster than neighboring countries such as Singapore, Thailand, and Vietnam. According to the association, the growth of the Indonesian telecommunications industry was backed up by various factors, including increased use of mobile data and fixed broadband, ICT services, as well as digital services.

## XL AXIATA'S 2021 PERFORMANCE

According to BPS and ATSI, XL Axiata as part of the telecommunications industry in Indonesia managed to record a positive performance in 2021. The achievement was inseparable from the various strategic policies formulated and implemented consistently throughout 2021. In getting the best results, the Company continuously disseminated these strategic policies to all XL Axiata personnel, as well as using them as a momentum to build a culture of sustainability [OJK F.1]

The Company's strategic policies include a focus on digitizing all business lines and operational excellence, including cost reductions to maintain profitability and increase efficiency. Not only that, but the Company also offered the right products according to customer needs by optimizing the use of data analytics for upselling via XL Axiata's

omni channel sales channel. Positive performance was also supported by the improved quality and coverage of the XL Axiata network, the provision of products that suit customer needs, and the use of digitalization to increase sales. This policy has proven to be effective in increasing data usage traffic. [GRI 103-2]

Learning from the previous year's experience, in order to achieve better performance, all XL Axiata personnel were committed to synergizing in order to contribute to the effort to realize the targets set in the Company's 2021 Work Plan and Budget (RKAP. The achievement during 2021 is described in the following table: [OJK F.2]

**Table of Realizations for 2019-2021**  
(IDR Million)

Description	2021	2020	2019
	Realization	Realization	Realization*
Assets	72,753,282	67,744,797	62,725,242
Liabilities	52,664,537	48,607,431	43,603,276
Equity	20,088,745	19,137,366	19,121,966
Revenue	26,754,050	26,009,095*	25,132,628*
Operating Expenses**	(23,423,492)	(25,381,915 )	(22,496,707)
Profit (Loss) for the Year	1,287,807	371,598	712,579

\* Re-stated

According, the details of the Company's 2021 performance are as follows:

### Asset

The Company's total assets as of December 31, 2021 amounted to IDR72,753,282 million, an increase compared to 2020, which was recorded at IDR67,744,797 million. The increase was influenced by the increase in fixed assets needed by the company for expansion in network infrastructure, accelerating digitization, and further increasing customer satisfaction.

### Liabilities

As of the end of 2021, the Company's liabilities amounted to IDR52,664,537 million, an increased compared to 2020 which reached IDR48,607,431 million. The increase was influenced by the increase in the financing required by the company to support the above.

### Equity

As of December 31, 2021, the Company's equity amounted to IDR20,088,745 million, an increase compared to 2020, which was recorded at IDR19,137,366 million. The increase was influenced by the increase in profit for the year and minus the dividends distributed.

### Revenue

In 2021, the Company's Gross Operating Revenue was recorded at IDR26,754,050 million, an increase compared to 2020, which was recorded at IDR26,009,095 million. The increase in income was influenced by improving economic conditions, and the increasing number of XL Axiata products and services received by the public.

### Operating Expenses

As of December 31, 2021, the Company's Total Operating Expenses amounted to IDR23,423,492 million, a decline compared to 2020, which was recorded at IDR25,381,915 million. The decrease was contributed by the reduced depreciation expense as a result of the accelerated depreciation of the company's 3G technology in 2020, and the efficiency that the company continues to make for other operating expenses.

### Profit (Loss) for the Year

The Company recorded a Profit (Loss) for the Year of IDR1,287,807 million, an increase compared to the profit (loss) in 2020 of IDR371,598 million. This achievement was influenced by an increase in revenue and a decrease in the company's operating expenses.



# FINANCING OR INVESTMENT PROGRAM OF SUSTAINABLE FINANCE

In line with the implementation of Regulation of Financial Services Authority (POJK) No.51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Service Institutions, Issuers, and Public Companies, as of January 1, 2021, XL Axiata as a public company is subject to the obligation to organize financing or investment programs in instruments or projects in line with sustainable finance. Based on the regulation, the following are the criteria for financing or investment programs that are in line with sustainable finance:

1. Prioritize the efforts for efficiency and effectiveness in the use of natural resources in a sustainable manner;
2. Prevent/limit/reduce/repair environmental damage, increase in pollution, waste, damage to ecosystems, and social injustice/ inequality; or
3. Provide solutions for people dealing with the impacts of climate change.

Based on these criteria, XL Axiata has organized a financing or investment program in accordance with the above criteria. [QJK F.3]

# DISTRIBUTION OF ECONOMIC VALUE

The distribution mapping of XL Axiata's economic value, namely the direct economic value generated, the economic value distributed, and the economic value retained, can be done based on the Company's performance achievement. The direct economic value generated refers to the amount of revenue generated from the Company's business activities. Meanwhile, economic value distributed refers to the expenditures distributed as a form of the Company's contribution in increasing the economic growth rate as well as the welfare of stakeholders, such as payment of salaries, taxes, dividends, payments to suppliers, and the realization of funds for the community as a form of embodiment of the Company's Social and Environmental Responsibility (TJSL), which is implemented through various Corporate Social Responsibility (CSR) programs. Economic value retained refers to the difference between the economic value generated minus the economic value distributed, which used to continue and develop XL Axiata's business.

[GRI 103-3, 201-1]

**Distribution of Economic Value  
(IDR Million)**

Description	2021	2020*	2019*
<b>Generated Economic Value</b>			
Revenue	26,754,050	26,009,095	25,132,628
Foreign exchange gains (losses) – net	9,506	7,883	45,513
Gain from tower sale and leaseback	419,013	2,061,277	422,875
Others	230,325	(42,413)	202,943
Finance income	87,715	182,557	111,092
Share of profit/(loss) from associate	8,609	(607)	1,041
Total Economic Value	27,509,218	28,217,792	25,916,092
<b>Economic Value Distributed</b>			
Depreciation expenses	(9,956,227)	(12,432,846)	(7,330,432)
Infrastructure expenses	(7,989,540)	(7,973,636)	(9,471,130)
Sales and marketing expenses	(2,566,963)	(1,805,207)	(1,970,279)
Interconnection and other direct expenses	(1,536,159)	(1,560,744)	(1,914,297)
Salaries and employee benefit expenses	(1,075,801)	(1,274,264)	(1,279,376)
General and administrative expenses	(279,818)	(323,018)	(518,103)
Amortization expenses	-	(21,842)	(32,763)
Finance cost	(2,378,186)	(2,667,824)	(2,242,505)
Income tax (expense)/benefit	(419,733)	225,387	(431,538)
Expenditure for the community	(18,984)	(12,200)	(13,090)
Total economic value distributed	(26,221,411)	27,846,194*	25,203,513*
Economic value retained	1,287,807	371,598*	712,579*

\*) Re-stated

Referring to the table above, the direct economic value received by XL Axiata in 2021 was recorded at IDR27,509,218 million, a decrease of IDR708,574 million or 2.51% compared to 2020, which reached IDR28,217,792 million. The direct economic value distributed in the reporting year was IDR26,221,411 million, a decrease of IDR1,624,783 million or 5.83% compared to 2020, which reached IDR27,846,194 million. Thus, the direct economic value saved in 2021 was recorded at IDR1,287,807 million, an increase of IDR916,209 million or 246.58% compared to 2020, which reached IDR371,598 million.



# EMPLOYEE RETIREMENT PROGRAM

The Company is committed to upholding employees' normative rights, including the pension program, which seeks to provide pension money or benefits when employees leave the Company. The commitment is met by enrolling all permanent employees in defined benefit pension program through the Financial Institution Pension Fund.

[GRI 103-1]

Article 25 of XL Axiata Company Regulations 2019-2021 governs employee pension funds. In terms of the Financial Institution Pension Fund (DPLK) premium, the Company contributes 7% of wages and 3% of employee contributions. XL Axiata may work with third parties to implement the pension program while taking aspirants'/employee inputs into account. XL Axiata's defined benefit pension plan is managed by a pension fund institution from Manulife. [GRI 103-2, 103-3, 201-3]

# TOGETHER EMPOWERING AND EDUCATING THE COMMUNITY



The existence and development of XL Axiata's current business are inseparable from the community's strong support as one of the key stakeholders. Their acceptance of the Company's existence also determines the future viability and sustainability of the business. XL Axiata strives to fulfill the rights of the community in order to gain community support and acceptance. These rights include, among other things, the ability to receive the benefits or indirect impacts of the Company's presence. [GRI 103-1]

The responsibility to fulfill community obligations, among other things, is regulated in the Law No. 40 of 2007 concerning Limited Liability Companies, which governs Social and Environmental Responsibility (TSJL). Regulation of Financial Services Authority No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services, Issuers, and Public Companies strengthens this obligation (POJK Sustainable Finance). As a public company, XL Axiata became the subject to the regulation beginning on January 1, 2021, following a one-year delay from the initial implementation date of January 1, 2020.

In accordance with POJK Sustainable Finance, TJSL refers to the Company's commitment to participate in sustainable economic development in order to improve the quality of life and the environment that is beneficial, both for the Company, the local community, and society in general. In implementing TJSL, the Company has developed various Corporate Social Responsibility (CSR) programs. [GRI 103-2]

As a responsible and sustainability-oriented corporation, ever since its establishment, the Company is committed to making its existence useful for the surrounding community. The indirect benefits or impacts that can be felt include, among other things, the local community/residents who live in the surrounding of the Company's operations to have the opportunity to join as employees after passing the selection. In addition, local residents with businesses, both goods and services, can become suppliers for XL Axiata's business operations. On the other hand, the general public also has the opportunity to obtain social benefits from the implementation of CSR program, which has been designed in accordance with the Company's main business. [GRI 103-3]



# XL AXIATA TRANSFORMING SOCIETY

As a telecommunication and internet service provider, XL Axiata acknowledges its role in expanding people's prosperity through the digital world. There is no denying that the digital world has played a vital role since the onset of the pandemic. All of the community's activities, from shopping to learning, now require an internet connection. Having acknowledged this matter, XL Axiata has taken responsibility by improving people's prosperity and advancing the nation through the digital world, and providing direct assistance. The Company's strategies and programs strive to provide practical solutions for people to meet their needs. For this reason, we always undertake preliminary research/assessments, regarding the needs and conditions of the community, before designing an appropriate CSR program.

Based on the assessment that has been carried out, in 2021, the Company designed and implemented CSR program in seven major programs, namely [GRI 103-3, 203-1, 203-2] [OJK F.25]

1. COVID-19 Handling Support
2. XL Axiata Future Leader
3. Sisternet
4. Gerakan Donasi Kuota (GDK)
5. XL Axiata Baik
6. Laut Nusantara
7. Desa Digital Nusantara

The implementation of the seven programs during the reporting year is presented in the following description: [GRI 103-3, 203-1, 203-2] [OJK F.23, F.25]

## COVID-19 HANDLING SUPPORT



Since the corona virus was discovered in early March 2020, then spread to various regions of the country, and triggered the COVID-19 pandemic, the Company has pledged to contribute to the handling of the pandemic. Contributions were made in the reporting year through the implementation of vaccination programs in various regions. The Company also supported the formation of herd immunity or group immunity through the government's mass vaccination program, which began in early 2021, so that community activities can gradually return to normal. In addition to the vaccination program, XL Axiata continued to strengthen the network surrounding the main referral hospital so that the medical team can perform their duties to the best of their abilities.

The Company's contributions in supporting the handling of COVID-19 include the following:

## INDONESIA BANGKIT VACCINATIONS CENTER IN MEDAN



Sentra Vaksinasi Indonesia Bangkit (SVIB) in the form of COVID-19 vaccination service was carried out in Medan, from early October to early November 2021. The program was carried out at H. Adam Malik General Hospital Medan and several sub-districts in Medan City. Through this program, as many as 28,000 residents of Medan and North Sumatra in general received the COVID-19 vaccine.

Through collaboration with the H. Adam Malik Central General Hospital and the Medan City Government, the Company as the program executor and initiator, expected that SVIB shall contribute to the handling of COVID-19 and to the implementation of vaccinations in Medan and North Sumatra as the province with the largest population in Sumatra. Along with the closing of the program on November 5, 2021, which took place at the Pavilion Building of H. Adam Malik General Hospital in Medan, the Company also distributed donations in the form of 10 wheelchairs and 5 routers complemented with internet packages for hospital needs.

## VACCINATIONS FOR STUDENTS AND COLLEGE STUDENTS

Through AXIS, XL Axiata gave its full support for the COVID-19 vaccination program for students in four cities and four provinces. For this program, AXIS collaborated with Muhamadiyah University Bandung (West Java), Lambung Mangkurat University Banjarmasin (South Kalimantan), IAIN Pontianak (West Kalimantan), and SMA Negeri 8 Jakarta (DKI Jakarta). In these four locations, the program was carried out from August until September 2021, with no less than 11,200 college students and students vaccinated.

These vaccination activities in four cities and four provinces were a form of the Company's commitment in supporting the acceleration of COVID-19 vaccination to young people, students and college students in various regions. AXIS is a product aimed at young people, with students constituting the majority of users. The implementation of this program was also a concern of the Company in order to protect young people from the possibility of being infected with the Corona virus. AXIS expected the acceleration of vaccination for young people would make them more productive, creative, and successful.

## XL AXIATA FUTURE LEADER (XLFL)



The Company's presents the XL Axiata Future Leader (XLFL) program as its commitment in producing excellent human resources (HR) who are ready to advance Indonesia. Focusing on the development of students' skills and leadership, through this program, the Company continues to develop activities by collaborating with various educational institutions. Through XLFL, the Company prepares Indonesian young people to be ready in facing challenges by teaching them how to communicate effectively, cope with change, and think creatively to find solutions. As the program entering its tenth year, XLFL has produced 1,000 alumni, the majority of whom have entered the professional world and are spread across various sectors..

The program has benefited 1,185 students between January and December 2021, including:



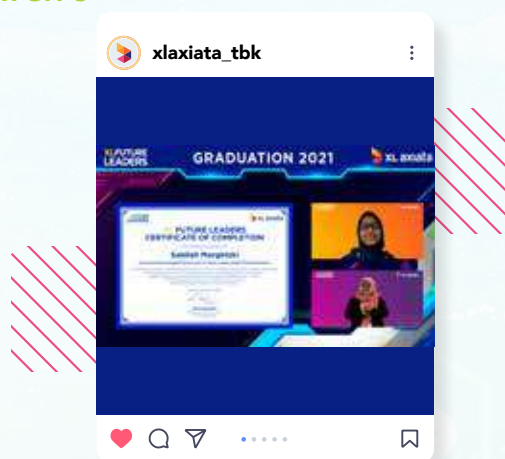
### XLFL REGULAR E-WORKSHOP BATCH 9

During the pandemic, regular workshops were held online using Zoom for XLFL 8th and 9th Batch participants. A total of 310 students participated in this online workshop.

### STUDENT LEADERSHIP DEVELOPMENT

XL Axiata Future Leaders (XLFL) held a leadership development program for students who were active in campus organizations on 1 October 13 to December 4, 2021. The program was attended by 198 students from 67 organizations located in 19 campuses spread across various provinces. Through the program called “Ruang Merdeka Inspirasi”, participants were expected to contribute to the advancement of surrounding environment based on the characteristics and needs of each region.

### GRADUATION OF 150 XLFL AWARDEES BATCH 8



On December 5, 2021, the Company inaugurated 150 awardees of the XL Axiata Future Leaders Program (XLFL) Batch 8. XLFL has produced a total of 1,150 graduates. Dian Siswarini, President Director and CEO of XL Axiata, called the awardees to apply all of the lessons they learned over the past two years by pursuing various challenges in line with current developments in the era of industry 4.0 trends and society 5.0. Furthermore, awardees were required to present their IoT project as part of their graduation requirements. A total of 18 IoT project initiatives were successfully created by the 8th batch of awardees.

### INAUGURATION OF 190 XLFL NEW AWARDEES BATCH 10

The XL Axiata Future Leaders (XLFL) program is extremely appealing to students. This is evidenced by the growing number of students wishing to participate in the program. If last year as many as 35 thousand applied and 160 people were accepted, in 2021 the number of applicants was recorded at more than 41 thousand students and 190 were accepted. Those who passed originated from 83 cities/districts spread across 30 provinces and are currently enrolled in 49 public and private universities. Dian Siswarini, President Director and CEO of XL Axiata, virtually inaugurated 190 awardees Batch 10 on November 27, 2021, in a series of events of the annual National Conference 2021. With the inauguration of Batch 10 awardees, currently there are 350 awardees participating in the program.

### HUAWEI SUPPORTS XL FUTURE LEADERS PROGRAM

The XLFL program has the support of XL Axiata's strategic partner, Huawei Indonesia. Entering the 9th year of organizing this program, XL Axiata and Huawei Indonesia started the first session in 2021 by holding a webinar with the theme “Roads to IoT Business”. A total of 460 participants from 6 cities in Indonesia participated virtually in the event which was opened by I Gede Darmayusa, Acting Director & Chief Technology Officer of XL Axiata and Catherine Guan, Huawei Account Director for XL Axiata, in early February. As a partner, Huawei will share various topics, including “Problem Analysis Decision Making”. Huawei hopes that the young generation of Indonesia who are participants in this program will benefit optimally from the training and future leadership programs of the XLFL Program.

### 20 FREE WORKSHOPS THE XLFL PROGRAM

Held 20 free workshops for Indonesian youth for 10 consecutive days on March 16-25, 2021. Activities held to mark the 10th year of the XLFL. In addition to the workshop, there was also a submission of IoT solutions by XLFL students to be applied by the community. The event was attended by the Ambassador of the Republic of Indonesia to New Zealand, Samoa and the Kingdom of Tonga, Tantowi Yahya, and Expert Staff for Innovation and Creativity of the Minister of Tourism and Creative Economy, Josua Simanjuntak, as well as a number of XL Axiata

leaders. The theme for XLFL's 10th anniversary is "From Dreamers to Doers." XL Axiata hopes that 1,000 XLFL alumni will bring the good name of Indonesia and benefit the surrounding community.

### #GENERASIGIGIH TRAINING FOR YOUNG PEOPLE

XL Axiata and Yayasan Anak Bangsa Bisa (YABB) collaborated through the XLFL Program by holding a skills training event for young people with the theme #GenerasiGigih. The training was attended by 1,000 participants from various regions in Indonesia. In this strategic partnership, XLFL will be the official learning partner for six months starting from May 24, 2021. XLFL will facilitate soft skills learning in the form of workshops, mentorship, and online courses through elearn.id. The training materials consist of Social Intelligence, Building Personal Impact, and Early Career Preparation (CV, Interview). The #GenerasiGigih program is designed as a solution for young Indonesian technology talents to keep up with the fast-growing technology industry with the right competencies and mindset.

## SISTERNET



The Company launched Sisternet on April 23, 2015. As of now, Sisternet has helped more than 43 thousand women. Sisternet collaborates with various women's communities and organizations, as well as many social activists in various regions, to continue to increase the value of benefits for Indonesian women, including women SME entrepreneurs. Furthermore, Sisternet actively collaborates with a number of government agencies. Sisternet works with the Ministry of Communication and Information, the Ministry of Transportation, the Ministry of Villages,

Development of Disadvantaged Regions, and Transmigration, and the Ministry of Health, in addition to the Ministry of Women's Empowerment and Child Protection.

Meanwhile, the Sisternet application as a digital solution for Indonesian women SME entrepreneurs has also presented the latest learning on demand features called Smart Webinar, Smart Discussion, and Sister Writing. These skill materials will make it easier for all Indonesian women to be brave enough to advance to the next level. The Sisternet app is available for download from the Google Playstore and the iOS AppStore.

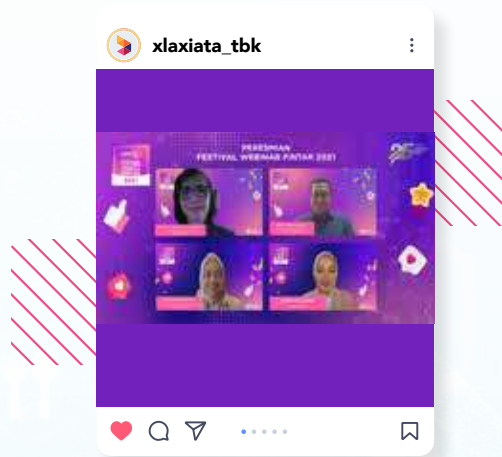
At the end of the 4th quarter, the total active members of Sisternet had reached 43,729. During the period October-December 2021, more than 2,891 women have benefited from this program, including:

### "WEBINAR PINTAR" CLASSES

1. "Utilizing Digital Branding to Maximize Business"  
The term digital marketing is known as a marketing activity that uses techniques or digital media to obtain data, markets, and customers. Unlike in the past, when traditional methods were still used, digital marketing now focuses on the use of social media, websites, e-commerce platforms, applications, etc.
2. Sispreneur - Asppuk & Kalyana Partners Community:  
The 2021 Sispreneur Incubation Class was conducted for 6 weeks covering a gender perspective in entrepreneurship training, business planning, marketing and branding, financial literacy, and promotion through digital marketing. This year, additional materials and skills were provided to women MSMEs participating in this incubation program, including financial literacy material provided by the team from Bank BRI regarding the need to prepare a good financial in order to continue to survive in running a business.

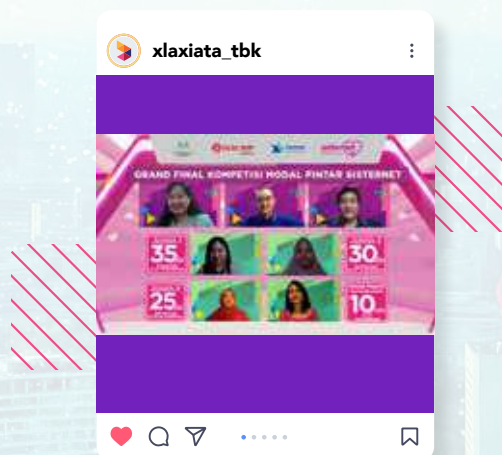


### “WEBINAR PINTAR” FESTIVAL 2021



The festival was targeted at women entrepreneurs of micro, small and medium enterprises (MSMEs) in Indonesia. “Inspiration for 2022 Business Opportunities Through Digital Optimization for Women MSMEs Bravery to Step Up,” was the festival’s theme. At least 3,000 participants joined this collaboration activity with the Ministry of Women’s Empowerment and Child Protection (PPPA) of the Republic of Indonesia and the Ministry of Cooperatives and Small and Medium Enterprises (SMEs) of the Republic of Indonesia. Participants received material from resource persons from relevant ministries, professionals, figures, and successful MSME actors over the course of 13 classes. Information and data from customers were expected to help participants in gaining better understanding of the overview and information related to promising business opportunity ideas in 2022.

### “KOMPETISI MODAL PINTAR” 2022 / BUSINESS FUNDING COMPETITION



Sisternet held the “2022 Smart Capital Competition” once more as a sustainable program.

The competition takes the form of a Business Incubation Class for 25 (twenty five) participants over the course of 1 (one) month. At the end of incubation, participants should make a 2022 business plan and 10 selected candidates shall proceed to the judging session during International Women’s Day on March 8, 2022. All Indonesian Women MSMEs are able to participate only by submitting articles with the theme of 2022 business plan through Sisternet application or for further information, visit the @sisternetid Instagram account. The winners will receive the prize in the form of business capital worth a total of IDR150 million for 5 winners.

### LAUNCHING OF BEST PRACTICES PLAYBOOK 2021

The alliance for women’s economic representation advancement and empowerment, G20 EMPOWER, in collaboration with the Boston Consulting Group (BCG), launched the book “Best Practices Playbook 2021”. This book is expected to be a reference for increasing the leadership capacity of women in the business world. The compilation of this book was based on a study involving more than 150 best practices from 23 countries in the implementation of various private sector policies and initiatives to strengthen corporate commitment and performance to women’s leadership.

The Company hoped that the publication of this book could provide motivation for Indonesian business players to implement the vision of gender equality in their respective companies, including providing space for broad scope for women’s leadership. Meanwhile, Chair of the Italian Presidency of G20 EMPOWER, Paola Mascaro stated Best Practices Playbook 2021 to be a valuable work that showed the importance of cross-country and cross-sectoral synergies in efforts to empower women, and this should be disseminated.

In early October 2021, during a special G20 EMPOWER session held in Rome, Italy, XL Axiata CEO Dian Siswarini had the opportunity to share experiences in implementing good practices implemented at XL Axiata regarding support for female employees to get positions at the company leadership level. Besides Dian, other speakers were Christine McLoughlin (Suncorp Group, Australia) and Marta Blanco (CEOE, Spain).

## ENCOURAGING FEMALE EMPLOYEES TO ADVANCE TO LEADERSHIP LEVEL

The Ministry of Women's Empowerment and Child Protection of the Republic of Indonesia, XL Axiata and the Indonesian Women Entrepreneurs Association (IWAPI), through the G20 Empower Indonesia alliance, continue to encourage women's leadership in the public and private sectors. They hope that there will be more opportunities for female employees to sit at the leadership level as long as they have sufficient capabilities and competencies. The call was raised in the 2nd series of webinars with the theme "The Importance of Developing Women's Career Opportunities and Paths."

Referring to the Global Gender Gap Report 2021, currently global managerial positions are only filled by around 27% of women. As a result, it is critical for both the private and public sectors to strengthen the process of developing women's talent pathways and to remove any potential barriers that may arise. This spirit is shared by Ferry Ardiyanto, Assistant Deputy for Multilateral Economic Cooperation at the Coordinating Ministry for Economic Affairs and Co-Sherpa G20 Indonesia, who observes that an increasing number of businesses are becoming aware of the importance of gender equality in encouraging inclusiveness while increasing productivity, profitability, and ensuring human resources sustainability, particularly in managerial positions.

At the Company, currently there are two women occupying the position of director, namely Dian Siswarini as President Director & CEO and Yessie D. Yosetya as Director & Chief Strategic Transformation Information Officer. In addition, 30% of leaderships are held by women.

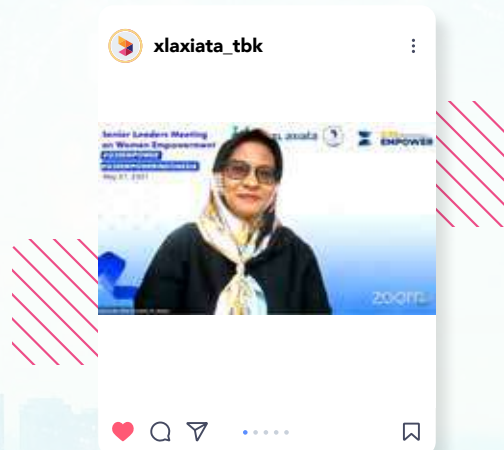
## INDONESIA OFFICIALLY HOLDS THE 2022 G20 PRESIDENCY

The G20 Presidency was passed from Italy to Indonesia on October 31, 2021, at the G20 Rome Summit. Indonesia officially assumed the G20 Presidency on December 1, 2021. This inauguration event aimed to socialize the Indonesian G20 Presidency to the national and international community, including the G20 Presidency Indonesia theme "Recover Together, Recover Stronger" or "Recover Together" with the main topics to be raised by the G20 Indonesia Presidency, namely Global Health, Economic and Digital Transformation, and Energy Transition

President Joko Widodo stated during the opening of the Indonesian G20 presidency at Banteng Square, which was broadcasted on the Presidential Secretariat's YouTube channel on Wednesday, December 1, 2021, the G20 presidency the G20 presidency is sign of trust and honor for Indonesia. This trust represents an opportunity for Indonesia to show the world that Indonesia can contribute more to the recovery of the world economy, build healthier, more just, sustainable governance based on independence, lasting peace and social justice.

On this occasion, under the coordination of the Ministry of Women's Empowerment and Child Protection of the Republic of Indonesia, the Chair of the Indonesian Women's Congress (KOWANI), Hadriani Uli Silalahi and the President Director & CEO of XL Axiata, Dian Siswarini as Chair & Co-Chair of Women20 Indonesia directly participated in the inauguration of the Indonesian G20 Presidency. In addition, the Director & Chief Strategic Transformation & Information Office of XL Axiata, Yessie D. Yosetya, was also present.

## G20 EMPOWER WEBINAR SERIES



To welcome the G20 Indonesia Presidency 2022, the Ministry of Women's Empowerment and Child Protection together with the G20 Empower Focal Point held a webinar with the theme "Encouraging Gender Equality in the World of Work and Business". This event aims to share experiences from both the public and private sectors in promoting gender equality in the world of work and business, as well as in providing recommendations and input for improving systems and policies related to gender equality in the world of work and business.



Acting Deputy for Community Participation of the PPPA Ministry Indra Gunawan, who opened the webinar, stated that during Indonesia's period as the G20 Presidency 2022, G20 EMPOWER will continue to promote the importance of women's leadership in the world of work in Indonesia. There are several issues of mutual concern, namely how to increase corporate accountability in achieving Key Performance Indicators (KPI) for increasing the role of women. Then, encourage the role of women SMEs as economic drivers through various policies, programs, and activities owned by the Company. Other issues include how to build and improve STEM (Science, Technology, Engineering, and Math), especially for women so that they are ready for the upcoming world of work.

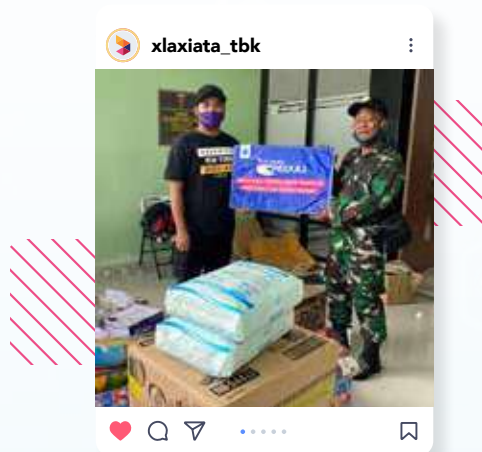
### “GERAKAN DONASI KUOTA” (GDK)

“Gerakan Donasi Kuota” (GDK) is a program initiated by XL Axiata to gather the participation of customers and the public to voluntarily donate their quota. Furthermore, the quota is distributed to improve the quality of education in schools in various parts of Indonesia. This activity is an actual contribution of the Company to the Government's policy through the Ministry of Education and Culture of the Republic of Indonesia regarding the implementation of internet data quota assistance policies for Early Childhood Education, primary and secondary level students and educators, college students and lecturers, in supporting the implementation of distance learning during COVID-19 pandemic.

Throughout October to December 2021, the GDK program was focused on donating routers and free quota. Through this program, more than 2,800 students and teaching staff in various regions in Indonesia have benefited. The areas targeted for this program include:

1. Donation of GDK Routers for 4 Schools in Tanjung Pakis Village, Karawang, West Java: Tanjung Pakis Elementary School 1,2,3 and SMPN Tanjung Pakis 1, Alibtida Islamic Boarding School, PJJ Tanjung Pakis
2. GDK for Alfiatus Sholehah (Students of SDN Pademawu Barat)
3. SDN 1 Cangkreng Purworejo
4. Donation of Routers for PJJ Pinggir Kali DIY
5. Donation of Routers for SMAN 3 Karawang
6. Donation of Routers for SDS Kitri Bakti Cijarang
7. - Donation of Routers for Smks Bina Mandiri

### XL AXIATA BAIK



XL Axiata Baik is a program run by the Company that provides assistance to people affected by natural disasters throughout Indonesia. Food, medicine, clean water, and masks are being distributed to help prevent the spread of the corona virus as a result of the natural disaster. During the reporting year, XL Axiata Baik programs included:

### HOUSE RENOVATION, BUILDING BRIDGES AND CLEAN WATER FACILITIES

To commemorate its 25th anniversary, XL Axiata management and employees organized a variety of social activities through the “XL Axiata Baik” program. Social actions were carried out in various areas, ranging from house renovations to donations of internet access and laptop computers to Islamic boarding schools. Meanwhile, employee donations were channeled through the Majelis Taklim XL Axiata (MTXL) into the construction of public facilities in several areas. From October 2021 to June 2022, this series of Corporate Social Responsibility (CSR) activities will be carried out.

The house renovation was carried out in Summersari Village, Palang District, Tuban Regency, East Java. An uninhabitable house measuring 7.5 meters x 5 meters inhabited by an elderly person was restored and rebuilt to make it habitable. The Company not only renovated the house, but also furnished it with household appliances such as beds, cupboards, chairs, and stoves. In addition to the house renovation, XL Axiata management and employees donated 100 food packages for the poor at the same location.

In addition to house renovation, since October 2021, a number of social actions have also been

initiated, such as employees teaching students, outer donations, free internet access for one year, and donations of laptops/gadgets suitable for use from employees to AL-IBTIDA Islamic Boarding School in Tanjung Pakis, Karawang, West Java. Other social actions include the provision of refill water depots in Pakong Village, Pakong District, Pamekasan Regency, Madura, East Java Province; and provision of water stations for filtering ready-to-drink water for five mosques in Bandung, West Java.

Furthermore, the XL Axiata Baik program was also carried out by employees in the form of convalescent blood donors for COVID-19 survivors, volunteers at Sentra Vaksinasi Indonesia Bangkit at RSUI, Depok, and H. Adam Malik Hospital, Medan. In line with that, the Company also organized education and donations to educational/non-profit foundations in various regions.

### EMPLOYEES BUILDING MOSQUES IN ACEH



The Company's employee donations for the community through Majelis Taklim XL Axiata (MTXL) are distributed in various religious activities in the country. In October 2021, the employee waqf was distributed among others to build a mosque in Blang Beurandang Village, Johan Pahlawan District, West Aceh Regency, and the provision of clean water facilities in Talang Lubuk Village, Sumber Marga Telang District, Banyuasin Regency, South Sumatra. In addition, donations were also distributed to build a bridge in the fishing village of Muara Gembong, Bekasi Regency, West Java.

The laying of the first stone for the construction of mosque waqf in Blang Beurandang has been carried out by the management of MTXL Axiata. The funding for the construction of the 19 meter x 21 meter mosque came entirely from XL Axiata's employee donations. It was estimated that the construction of the mosque will be completed in April 2022. In implementing this program, XL

Axiata collaborated with the Indonesian Zakat House Foundation.

### MOUNT SEMERU ERUPTION: XL AXIATA ENSURES NETWORK IS SAFE

After the eruption of Mount Semeru, in Lumajang Regency, East Java, on December 4, 2021, XL Axiata ensured that in general all telecommunication services were safe, not significantly affected by the eruption. The Company owned around 33 BTS in a radius of 20 km from Mount Semeru, three of which were extinguished during an eruption accompanied by rain of ash and sand. Some of the other BTS were still on due to the availability of generators.

The quick response of XL Axiata team paid off, which made XL Axiata network in Lumajang Regency, especially Pronojiwo District and Tempursari District, had gradually returned to normal on December 7, 2021. Thus, customers and the public were able to gain access again to telecommunications and data. Along with the normal flow of electricity in several post-eruption areas, all BTS that had been affected have been able to operate again. XL Axiata has more than 103 BTS in Lumajang Regency, including in disaster areas.

### Free Service

In addition to repairing the network, XL Axiata's commitment to assisting victims of the Mount Semeru eruption was also realized by installing routers at points closest to the evacuation sites, making it easier for residents and officials to access data and internet services. Starter packs with free internet data quota and free public telephones were also provided. For customers and communities in disaster locations, namely Lumajang Regency and Malang Regency, the Company also organized special program #XLPeduli Semeru Malang and Lumajang in the form of free calling and SMS services to XL Axiata numbers and other operator numbers. Customers could receive unlimited service when calling and sending SMS to XL Axiata numbers.

### Donation SMS

By launching the Donation SMS program, XL Axiata also makes it possible for customers and the general public to contribute to the victims of the Mount Semeru eruption by sending SMS to 6116 using the keyword DONASI ERUPSI SEMERU <nominal> or via UMB/USDD, press \*123\*6116#, select XLBerbagi\_ERUPSI SEMERU and then follow the next instructions.



## LAUT NUSANTARA



Laut Nusantara is a fishing technology innovation in the form of an android-based app developed by the Institute For Marine Research and Observation (Ministry of Marine Affairs and Fisheries) and XL Axiata. The presence of this application is a driving force in the transformation of fishermen's culture from "finding fish" to "catching fish" via information technology. In just one application, fishermen can better plan their fishing activities, start independently determining the nearest fishing location, estimate fuel needs, estimate selling prices, and take into account weather and wave conditions when working at sea.

Since its release in 2018, Laut Nusantara Application has been downloaded over 57,600 times, with 48,558 active users, and socialized in 33 regions throughout Indonesia.

Socialization and education on the use of Laut Nusantara application has been carried out during October-December 2021 to fishermen in Cilacap, Central Java Province; Karawang (West Java), Belitung (Bangka Belitung) and in Madura (East Java). More than 900 fishermen have benefited from these activities. In addition to providing counseling and business empowerment, on the same occasion, the Company also distributed Laut Nusantara Kitset.

## LAUT NUSANTARA APPLICATION DETECTS HIGH ECONOMIC VALUE FISH

XL Axiata is determined to keep developing Laut Nusantara application in order to support the government's efforts to strengthen the digitalization of the capture fisheries sector. The Company hopes that by developing this application, it will be possible to increase and equalize digital literacy among small fishermen, resulting in increased productivity.

In commemoration of the 22nd Anniversary of the Ministry of Maritime Affairs and Fisheries of the Republic of Indonesia, which was held in Pulau Buku Limau Village, Manggar District, East Belitung Regency, the Indonesian Minister of Maritime Affairs and Fisheries, Sakti Wahyu Trenggono, took the time to review how XL Axiata's Laut Nusantara application works.

After seeing it firsthand, the minister expressed his gratitude because the application has proven to make it easier for small fishermen to catch fish in the sea, and he hoped that this application can be further developed so that the value of its benefits is maximized.

Based on the latest development by the Institute for Research and Marine Observation, the Ministry of Maritime Affairs and Fisheries, and XL Axiata, Laut Nusantara application already has a feature that can detect the location of fish species with high economic value, such as lemuru Bali, bigeye tuna, skipjack tuna, yellowfin tuna, bluefin tuna, and albacore. Currently, XL Axiata and BROL are preparing a new feature to detect the presence of other high economic value fish.

## DESA DIGITAL NUSANTARA (DDN)



XL Axiata launched a new program called Desa Digital Nusantara (DDN). The program aimed to encourage the empowerment of villages and their communities through the adoption of digital technology to all elements of life in the village.

The launch took place in Tanjung Pakis Village, Pakis Jaya District, Karawang Regency, West Java Province

The presence of this program is motivated by real-world conditions, specifically the increasing entry of people into the digital economy era. Even though the community, particularly rural communities, is not fully prepared. To that end, the Company aims to maximize community empowerment efforts through the DDN program by utilizing digital means, so that they are better prepared to enter and benefit from the digital economy. The implementation of this program is also an expression of XL Axiata's support for the government's efforts to accelerate community digital adoption in remote rural areas.

Tanjung Pakis Village became the first target of the implementation of DDN Program, which located on the north coast of Karawang Regency. In addition to receiving support from the local government, two leading technology companies, namely Google Indonesia and Facebook Indonesia, also provided support. The village was chosen with the understanding that it has great potential to advance in the digital era, but that this potential has not been fully realized.

Fisheries, ponds, tourism, and MSMEs are examples of village potentials that can be developed. The community that drives the economy is diverse and active, and the products it produces are valuable. Another factor to consider is that Tanjung Pakis Village is home to the Echol Submarine Cable Communication System (SKKL) landing station, which was built in collaboration by Facebook (Meta), Alphabet Google, and XL Axiata.

A series of activities have been prepared for the residents of Tanjung Pakis Village. Educational activities to improve digital literacy, construction of public facilities, installation of digital facilities and infrastructure, and donations are just a few examples. There will also be education and socialization on how to use Laut Nusantara application, as well as a leadership class for students using XL Axiata Future Leaders learning materials (XLFL). Furthermore, XL Axiata installed WiFi at strategic points throughout the village to make it easier for villagers to access the internet. Furthermore, in order to increase the productivity of processed seafood, the Company uses digital devices based on the Internet of Things (IoT) to aid in the processing of salted fish.

## REALIZATION OF CSR AND SUPPORT FOR SDGS

During 2022, XL Axiata disbursed a total fund of Rp4.9 billion to finance seven CSR program categories. In line with the enactment of OJK Regulations on Sustainable Finance, the Company has mapped out the programs' suitability with seventeen Sustainable Development Goals (SDGs) in Indonesia. Based on monitoring and evaluation by the Company, 2021 CSR activities supported seven out of seventeen SDGs. Details on the mapping of CSR programs and suitability with the SDGs are presented below: [\[OJK F.25\]](#)



Table of CSR Programs and Support for SDGs in 2021

No.	Types of CSR Activities	Sustainable Development Goals	Description	Achievement
1	Handling Support COVID-19	SDG No: 3,4	Fund Allocation: IDR5,990,672,610. Implementation Period: January to December	Activities held in the form of opening vaccination centers, convalescent plasma donors, assistance for personal protective equipment (PPE) for health facilities and others.
2	XL Axiata Future Leaders	SDG No: 4	Fund Allocation: Rp 1,048,996,280. Implementation Period: January to December	The activities carried out 78 times, in the form of continuous seminars, training, and classes for 2 years. Beneficiaries as many as 25,488 people
3.	Sisternet	SDG No: 5, 8	Fund Allocation: Rp 954,700,000. Implementation Period: January to December	The activities carried out 37 times, in the form of webinar, smart capital competition, Sispreneur Incubation Class. Beneficiaries as many as 53,000 people
4	Quota Donation Movement	SDG No: 4	Fund Allocation: Rp. 16,250,000. Implementation Period: January to December	More than 2,800 of students and teachers in many regions in Indonesia are the beneficiaries
5	XL Axiata Baik	SDG No: 4	Fund Allocation: Rp 599,823,350. Implementation Period: January to December	The activities carried out in the form of disaster donations, laptop donations, and other activities. Beneficiaries of more than 9,000
6	Laut Nusantara	SDG No: 8,9,14	Fund Allocation: Rp 290,550,000. Implementation Period: January to December	Activities carried out in the form of feature development, socialization of Laut Nusantara application, and donation of Nusantara Laut kitset. Beneficiaries of more than 9,000 people
7	Desa Digital Nusantara	SDG No: 1,4,5,9	Fund Allocation: Rp 1,139,902,500. Implementation Period: October 2021 until March 2022	Sisternet Incubation Class, Laut Nusantara Socialization, school repairs, laptop donation

# TOGETHER IN MAINTAINING ENVIRONMENTAL SUSTAINABILITY



Efforts to maintain sustainability in Indonesia are the joint duty and responsibility of all stakeholders. Not only the government is committed to environmental sustainability; the community and the business world or corporations are as well. The hope of environmental sustainability, including improvement over previous conditions, will be realized through such synergies [\[GRI 103-1\]](#)

Since Indonesia's environmental conditions are currently under serious threat, environmental sustainability has become a national issue. This occurred as a result of, among other things, the exploitation of natural resources and the widespread practice of daily life that neglects environmental sustainability. This condition leads to environmental damage, which in turn causes hydrometeorological disasters, namely disasters caused by meteorological parameters such as rainfall, humidity, temperature, and wind. Droughts, floods, storms, forest fires, El

Nino, La Nina, landslides, and other disasters are examples of this type of disaster. The Meteorology, Climatology, and Geophysics Agency, as well as the National Disaster Management Agency (BNPB), have all emphasized the importance of remaining vigilant in the face of a hydrometeorological disaster.

In preserving the environment, Indonesia has established a number of regulations, including Law No. 32 of 2009 concerning Environmental Protection and Management (Law No. 32/2009), which was updated with Law No. 11 of 2021 concerning Job Creation. In line with that, in particular, the Financial Services Authority has also issued Regulation of Financial Services Authority (POJK) No.51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies.





**XL Axiata's commitment to maintaining environmental sustainability is realized by implementing environmentally friendly business operations through optimal management of paper materials, electrical energy, fuel oil, emissions, water and waste.**

There have been several considerations behind the issuance of the POJK. Among other things, to realize a national economy that grows in a stable, inclusive and sustainable manner with the ultimate objective of providing economic and social welfare to all people, as well as protecting and managing the environment wisely in Indonesia, the economic development process shall prioritize the harmony of economic, social, and environmental aspects. This is due to the fact that implementing development that is solely focused on economic growth will result in social inequality and a decrease in environmental quality, with all of the consequences that entails. [GRI 103-2]

## **BASIS OF ENVIRONMENTAL MANAGEMENT POLICY**

XL Axiata's commitment to environmental sustainability refers to various regulations that apply in Indonesia, both in the form of laws, government regulations, ministerial regulations, and their derivative regulations. These regulations include: [GRI 103-2]

1. Law No. 32 of 2009 concerning Environmental Protection and Management, which was updated by Law No. 11 of 2021 concerning Job Creation.
2. Law of the Republic of Indonesia No. 30 of 2007 concerning Energy
3. Government Regulation No. 27 of 2012 concerning Environmental Permits
4. Government Regulation of the Republic of Indonesia No. 101 of 2014 concerning Management of Hazardous and Toxic Waste
5. Government Regulation of the Republic of Indonesia No. 27 of 2012 concerning Environmental Permits
6. Government Regulation No. 20 of 1990 concerning Water Pollution Control
7. Regulation of the State Minister of the Environment No. 1 of 2010 concerning Water Pollution Control Management
8. Regulation of the Minister of Energy and Mineral Resources of the Republic of Indonesia No. 13 of 2012 concerning Savings in the Use of Electric Power
9. Regulation of the Minister of Environment and Forestry of the Republic of Indonesia No. 1 of 2021 concerning the Company Performance Rating Program in Environmental Management

## IMPLEMENTATION OF ENVIRONMENTAL POLICY

As part of the business world, as well as one of the stakeholders in Indonesia, XL Axiata is committed to taking part in preserving the environment. The Company has instilled the same commitment and spirit to its subsidiaries. Joint commitment is the focus and concern since the Company's believes that a good and healthy environment is a human right for every Indonesian citizen, as mandated in Article 28H of the 1945 Constitution of the Republic of Indonesia. [GRI 103-2]

The Company's commitment to environmental sustainability is realized through the implementation of environmentally friendly business operations that optimize the management of paper materials, electrical energy, fuel oil, emissions, water, and waste. To achieve the best results, management adheres to the 3R principles of reduce, reuse, and recycle. The following are some of XL Axiata's environmental programs: [GRI 103-2, 103-3]

1. Control and manage energy and emissions.
2. Separate office domestic waste by providing adequate number of trash bins.
3. Reduce the use of plastics such as plastic cups, plastic bottles, and plastic cutlery in offices, canteens, pantry and meeting rooms.
4. Reduce the use of paper by implementing a digitalization system in various operational processes, such as goods procurement, approvals, and others.
5. Switch from copper cable to fiber optic which is more environmentally friendly. COUPA is being used as an integrated digital procurement system. The existence of this system certainly reduces the generation of paper waste, thereby supporting the go green program.

In addition, the Company also carries out various digital transformations to save energy and other resources, namely:

### COUPA

Coupa is a source to pay system (S2P), which is a digitally integrated procurement system for goods/services procurement and billing processes. Making procurement requests, PR/PO (Purchase Request/Purchase Order), and billing for both PO and non-PO transactions are all COUPA functions. The implementation of this system has a real positive impact by reducing the generation of paper waste, which aligns with the go green program. Furthermore, this system also simplifies and accelerates data analysis, allowing for better and more accurate monitoring.

### VIDEO CONFERENCE ROOM

The Company provides meeting rooms with video conferencing facilities. In addition to reducing energy and emissions due to reduced business travel, this system also supports significant cost savings. The occurrence of the COVID-19 pandemic, which was followed by the issuance of a number of government policies limiting social mobility, has increased the importance of this facility

### MEETING ROOM ELECTRICITY AUTOMATION

The Company installs special tools in all meeting rooms that can automatically turn on and off the electricity in the room. When users enter a new meeting room, the electricity will be turned on. The application of this system results in significant energy savings. [GRI 103-3, 302-4][OJK F.7]



## MATERIAL MANAGEMENT

Paper is a raw material used by XL Axiata. Paper is used as packaging for the Company's starter packs, in addition to being used for office administration purposes such as correspondence, document printing, etc. Paper is also used as packaging/wrapping for the first cellular phone cards issued by the Company.

The Company realizes since paper is made from wood pulp, the volume of paper used is directly proportional to the number of trees cut down to make paper. As a result, the Company is determined to make efficient use of paper, among other things, by optimizing the use of digital technology that supports the paperless concept, such as email or other electronic applications for sending documents. The Company also implements digitization in the spirit of saving paper for various office purposes such as attendance cards, leave applications, permits, etc.

The Company also takes efficiency measures in terms of the unavoidable use of paper printing. Efforts to save money are made, for example, by thoroughly checking for spelling errors in writing. Printing will be a one-time event if a document is written without errors. Efficiency can also be achieved by printing documents back and forth or by drafting on used paper with one blank page.

Although XL Axiata's business operations use paper which is categorized as a natural material that can be renewed and can be recycled, the Company does not take advantage of the recycled paper. For packaging paper/primary card wrapping, the final user is the consumer so that the Company cannot control or know the management of the paper waste. As for office document paper waste, the management is left to third parties, including important document paper waste that has been destroyed with a paper shredder. Thus, in the reporting year, XL Axiata did not take advantage of recycled paper or other products made from recycled paper waste. [OJK F.5]

## ENERGY MANAGEMENT

To run its business, XL Axiata relies on two types of energy: electricity and fuel. Electricity is used as an energy source for various office purposes, including turning on electronic facilities and infrastructure (lights, laptops, personal computers, elevators, television, air conditioning and others). Fuel is used for operational vehicles, while diesel is used for generators in offices as a backup energy source and generators at Base Transceiver Station (BTS) locations that do not yet have an electrical connection. [GRI 103-1]

The Company recognizes that the supply of electrical energy - which is primarily generated by coal - and fuel is limited due to the use of fossil fuels. Therefore, the Company strives to be as efficient as possible in its use of electricity and fuel. The energy saving policy is socialized through various means, among others, through via Email blast, articles in the XLife Application, social media, and direct outreach. [GRI 103-2]

The electricity saving policy implemented by the Company regulates the use of air conditioning and electricity in the office from 06.30-18.30 WIB, in addition to installing automatic devices to turn the room lights on and off. Interested parties must apply for a special permit outside of these hours. [GRI 103-3, 302-4] [OJK F.6]

Furthermore, the Company also launched an energy saving program at BTS, commonly referred to as "Green BTS", in the form of: [GRI 103-3, 302-4] [OJK F.6]

1. PLNization; converting the use of diesel generators to PLN electricity connections that are already available at BTS in remote areas which are able to reduce the use of diesel to support the BTS. (\*Note: it is also necessary to consider because the PLN electricity network still uses coal generators).
2. Outdoorization; modernize/move BTS RAN devices from those that need shelter and AC to RAN devices that can be installed outdoors, where this solution reduces the use of electricity due to ACs.

In line with the Company's sustainability principles, XL Axiata continues to increase the use of solar cells or solar energy to support the Government's determination to increase the new and renewable energy mix. As of December 31, 2021, there have been 162,282 BTS

The Company uses solar cells as a backup in case of power failure. Meanwhile, fuel savings for operational vehicles is also implemented, among others by reducing physical meetings, and replacing them with online meetings by utilizing communication technology applications. [GRI 103-3, 302-4] [OJK F.6]

With the various efforts mentioned above, the Company's energy use as of December 31, 2021 is as follows [GRI 103-3, 302-1, 302-3] [OJK F.6]

**Table of Fuel and Electricity Usage in 2019-2021**

Description	Unit	2021	2020	2019
Electricity usage	kWh	804,373,707	777,547,362	726,782,631
	Gigajoules	2,895,745	2,799,170	2,616,417
Fuel Usage	Liter	238,152	187,708	268,641
	Gigajoules	8,110	6,392	9,148
Solar Usage	Liter	2,471,627	3,638,048	4,334,992
	Gigajoules	94,139	138,565	165,110
Total	GigaJoules	2,997,993	2,944,129	2,790,675
Data Flow	(Petabita)	6,549	4,869	3,320
Energy Intensity	(Joule/Petabita)	458	605	841

Note: The use of electricity is calculated according to the PLN meter with coverage of the head office and branch offices, XL Center, BTS while the use of fuel is calculated according to the purchase in liters with coverage of the head office and Fleet, Genset

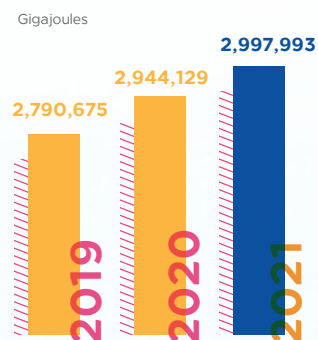
Based on the table above, use of energy in 2021 was 2,895,745 GigaJoules, increasing from that of 2020 at 2,799,170 GigaJoules. The increase occurred due to a significant spike in the consumption of data by the customers. Meanwhile, use of fuel, gas or diesel, reached 2,709,779 GigaJoules, a decrease from 2020 at 3,825,756 GigaJoules. The decrease occurred due to several initiations related to fuel use efficiency and transition from fuel to electricity. [GRI 103-3, 302-1, 302-3] [OJK F.6]

## EMISSION MANAGEMENT

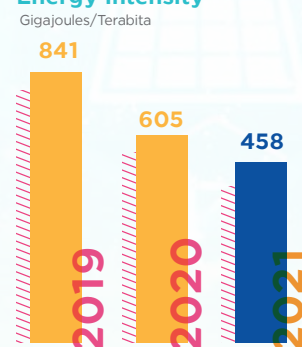
Greenhouse gas emission, the release of greenhouse gases into the atmosphere, is a global issue that demands collective responsibility to handle. This is due to said gas' contribution to the global warming that threatens life on Earth. Increase in such gases is attributed to human activities such as the massive use or consumption of fossil-fuel for a variety of purposes.

[GRI 103-1]

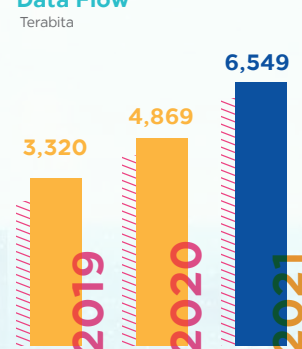
### Total Energy Used



### Energy Intensity



### Data Flow



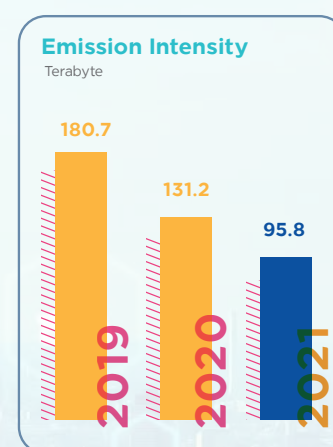
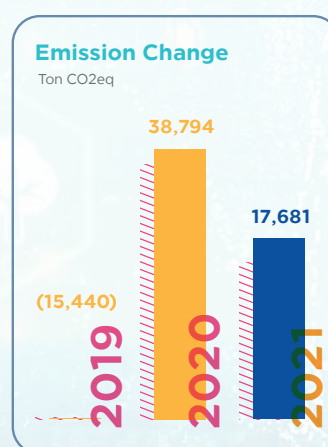
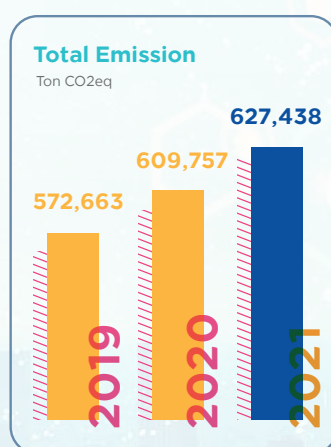


As a global citizen, Indonesia takes an active role in controlling greenhouse gas emissions. This is shown, among others, by the issuance of Presidential Regulation no. 61 of 2011 concerning the National Action Plan for Reducing Greenhouse Gas Emissions (RAN-GRK), which is a working document containing efforts to reduce greenhouse gas emissions in Indonesia. This Presidential Regulation has been followed by the issuance of Presidential Regulation No. 71 of 2011 concerning the Implementation of the National Greenhouse Gas (GHG) Inventory. [GRI 103-2]

As an Indonesian corporation, XL Axiata is also responsible for and supports the government's steps and efforts to reduce greenhouse gas emissions. In addition to fuel for transportation and generators as a direct emitter (scope 1), the use of electricity in the office and BTS as an indirect emitter are the primary sources of the Company's greenhouse gas emissions (scope 2). As a result, XL Axiata's efforts to reduce the use of electricity and automatic fuel are all activities aimed at reducing greenhouse gas emissions. The amount of greenhouse gas emissions produced by the Company as a result of these efforts is as follows [GRI 103-3, 305-1, 305-2, 305-4, 305-5] [OJK F.11, F.12]

**Table of Greenhouse Gas Emissions in 2019-2021**

Description	Unit	2021	2020	2019
Diesel Generator Emission	Ton CO <sub>2</sub> eq	6,615	9,263	11,329
Fuel Emission	Ton CO <sub>2</sub> eq	548	407	628
Total Direct GHG Emission (Scope 1)	Ton CO <sub>2</sub> eq	7,164	9,670	11,957
Total Indirect GHG Emission (Scope 2)	Ton CO <sub>2</sub> eq	620,274	629,182	588,104
Total Emission	Ton CO <sub>2</sub> eq	627,438	638,852	600,058
Bandwidth	Petabyte	6,549	4,869	3,320
Emission Intensity	Ton CO <sub>2</sub> eq/Petabyte	95.8	131.2	180.7
Emission Change	Ton CO <sub>2</sub> eq	17,681	38,794	(0,8)



The tables and calculations above calculated Scope 1 and Scope 2 GHG emissions. Meanwhile, the production size used bandwidth in Petabytes. The calculation of direct and indirect emissions, as well as emission reductions only calculated CO<sub>2</sub> emissions, and used the Institute for Global Environmental Strategies' standard/methodology List of Grid Emission Factors Year: 2019, Electricity specific emission factor for grid electricity Econometrica Year: 2011 World Resource Institute (2008), GHG Protocol tool for stationary combustion. Version 4.0. 2009 Guidelines to Defra/DECC GHG Conversion Factors for Company Reporting.

Based on the table above, total emissions produced by the Company for the reporting year were recorded increasing from the previous year, from 609,757 tons of CO<sub>2</sub>eq to 627,438 tons of CO<sub>2</sub>eq. However, increase in emission was followed by reduced emission intensity from 131.2 tons of CO<sub>2</sub>eq/petabyte in 2020 to 95.8 tons of CO<sub>2</sub>eq/petabyte in 2021. The significant decrease in emission intensity showed that XL Axiata managed to improve efficiency in energy use as a source of greenhouse gas emission. [GRI 103-3]

As for other indirect greenhouse gas emissions (scope 3), including from official trips by aircraft, XL Axiata is not able to expose it within the report as the date is not available. The Information will be included in the next year's report. [OJK F.11]

## WATER MANAGEMENT

Water is a critical requirement for XL Axiata's daily operations. The Company uses water for various domestic needs of employees and management, such as drinking water, hygiene, sanitation, ablution, etc. The need for water sourced from ground water is included in building services due to the location of XL Axiata's Head Office, which occupies an office building area. [GRI 103-1]

The Company recognizes that, as with the availability of electricity and BBM, the supply of clean water is becoming increasingly limited. As a result, it is critical to implement efficiency measures. One of them is to issue an appeal to all Company employees to use water wisely and sparingly. [GRI 103-2, 103-3, 303-5] [OJK F.8]

## ENVIRONMENTAL COST

To support environmental sustainability, XL Axiata allocates a budget for environmental costs that are used for various purposes, such as financing CSR programs in the environmental sector, paying waste fees, and so on. [OJK F.4]





# INTEGRATED EMPLOYEES AS THE KEY



**In the midst of the threat of corona virus infection, the Human Capital Committee must find the best formula so that employees remain productive, both when working in the office and when working at home.**

Employees are a valuable asset to XL Axiata. Their presence also determines the Company's progress and development, including meeting the performance targets outlined in the Company's 2021 Work Plan and Budget (RKAP). Employees are becoming increasingly important in today's digital world. It is the people working behind the scenes who continue to work hard to build platforms, operate equipment, programs, and servers so that the Company's digital technology can be used to its full potential. **[GRI 103-1]**

The Human Capital Committee (HC Committee), which was established by the Board of Directors on July 12, 2019, is in charge of employee management at XL Axiata. In carrying out its duties, the committee refers to Law No. 13 of 2003 on Manpower and its derivative regulations, which were updated by Law No. 11 of 2020 on Job Creation. Furthermore, these regulations are incorporated into the Company's internal policies in the form of XL Axiata Company Regulations **[GRI 103-2]**



The prolonged COVID-19 pandemic until the end of 2021, which is impossible to predict when it will end, poses a challenge for the Company in terms of employee management. In the face of the threat of corona virus infection, the Human Capital Committee must devise the best formula to ensure that employees remain productive, both in the office and at home. This formula is critical in order to maintain XL Axiata's performance as a cellular telecommunications operator.

The formulation adopted, among other things, during the continuation of the pandemic, the Company seeks to overcome the crisis by carefully ensuring employee welfare and health, smooth communication, and keeping employees on alert. Similarly, XL Axiata strives to be consistent in interacting with all employees via e-TownHall and makes every effort to keep employees connected through fun and productive activities. Vaccination of employees and their families is also a priority for the Company this year.

In line with the context of transformation at XL Axiata, Human Capital as one of the enablers has launched several pillar initiatives in 2021, including the implementation of Agile@Core as a new way of working to support the sustainability of the Company's core transformation initiatives. In addition to the new ways of working, the Company also strives to develop the critical capabilities needed for transformation and ensure the availability of talents. Furthermore, the Company also continues to digitize the Human Capital management system to ensure improvements in employee interactions with the Human Capital department and increase Employee Experience and productivity at work. One that was launched in the reporting year is the Human Capital Super App (XLife) as an integrated employee touch point.

Equally important, the Company ensures that all employees receive anti-bribery and anti-corruption (ABAC) training. This is consistent with XL Axiata's commitment to implementing good business governance and the Company's values, ITS XL, particularly the value of Integrity.

## RECRUITMENT AND TURNOVER

The Company's commitment to building an excellent work team is realized through the development of a talent management system, which is a structured system for identifying, developing, motivating, placing, and retaining the best talent within the Company. [GRI 103-1]

The system's first step is to conduct recruitment to find the best candidates. To that end, the Company collaborates with domestic and international recruitment companies, in addition to posting job openings on LinkedIn, Jobstreet, job fairs, and via emails to recruitment@xl.co.id. Among the factors considered in recruitment are as follows: [GRI 103-2]

1. Competency, namely the candidate's abilities/skills/knowledge in accordance with the intended position and consists of functional competencies or those related to the implementation of the candidate's duties, leadership, and pivotal, namely competencies acquired during his work experience. Functional and leadership competencies are classified into several levels based on the responsibilities of various positions.
2. Cultural compatibility, which includes the candidate's self-values as well as compatibility with XL Axiata values, which are further subdivided into values and management leadership models.
3. Commitment, defined as a candidate's professional motivation to work and career aspirations for the intended position..
4. Agility, or the ability of a candidate to adapt to and deal with the dynamics of rapid change (volatility), unexpected issues and events (uncertainty), organizational complexity (complexity), and ambiguity of a thing or condition (ambiguity), abbreviated as VUCA.

Furthermore, the four factors were evaluated through cognitive ability and learning agility tests, as well as interviews about the candidate's experience.

According to the recruitment team's selection results, the Company hired 165 new employees in the reporting year, with 120 male employees and 45 female employees. Recruitment was carried out primarily to replace employees who leave or have their contracts terminated. The following tables present complete data on recruitment results by gender, age group, and work area: [GRI 103-3, 401-1]

#### Employee Recruitment Based on Gender

Description	2021	2020	2019
Male	120	64	100
Female	45	44	45
<b>Total</b>	<b>165</b>	<b>108</b>	<b>145</b>

#### Employee Recruitment Based on Age Group

Description	2021	2020	2019
Below 30 years old	58	51	66
30 - 50 years old	106	54	78
Above 50 years old	1	3	1
<b>Total</b>	<b>165</b>	<b>108</b>	<b>145</b>

#### Employee Recruitment Based on Area

Description	2021	2020	2019
Headquarter	132	100	121
Region - West	7	-	5
Region - Jabo	11	3	3
Region - Central	11	1	9
Region - East	4	4	7
Region - North	-	-	-
<b>Total</b>	<b>165</b>	<b>108</b>	<b>145</b>

In addition to the additional employees gained through recruitment, the reduction in the number of XL Axiata employees was caused by employees who stopped working or left the Company for reasons justified by employment regulations. Data on employees leaving the Company based on gender, age group and work area are presented in the following tables: [GRI 103-3, 401-1]

#### Employee Turnover Based on Gender

Description	2021	2020	2019
Male	146	58	156
Female	57	41	74
<b>Total</b>	<b>203</b>	<b>99</b>	<b>230</b>

#### Employee Turnover Based on Age Group

Description	2021	2020	2019
Under 30 years old	36	13	72
30-50 years old	151	82	151
Above 50 years old	16	4	5
<b>Total</b>	<b>203</b>	<b>99</b>	<b>230</b>

#### Employee Turnover Based on Area

Description	2021	2020	2019
Headquarter	160	94	217
Region - West	9	-	3
Region - Jabo	18	3	3
Region - Central	13	-	3
Region - East	3	2	4
Region - North	-	-	-
<b>Total</b>	<b>203</b>	<b>99</b>	<b>230</b>



Reasons for employees resigning or leaving the Company are as follow: [GRI 103-3]

#### Reasons for Employee Turnover

Description	2021		2020		2019	
	Male	Female	Male	Female	Male	Female
Resignation	59	14	39	33	119	58
Death	1	1	2	1	2	-
End of contract	47	21	14	7	15	7
Unaccounted for	3	1	2	-	6	2
Failed to pass probation	3	-	1	-	1	-
Retirement	33	20	-	-	-	-
<b>TOTAL</b>	<b>146</b>	<b>57</b>	<b>58</b>	<b>41</b>	<b>143</b>	<b>67</b>

Employee turnover rate is calculated based on the number of employees who were recruited and employees who stopped working or left the Company. In this report, turnover is defined as an employee's desire to move, quit, or leave his or her place of employment, whether voluntarily or by decision of the organization/company. Thus, employees who left the Company due to natural retirement and death are not considered in determining high or low turnover rates. [GRI 103-2]

To calculate the employee turnover rate, XL Axiata uses the following formula:

$$\text{AnnualTurnOver} = \frac{\text{number of employees leaving the Company}}{(\text{number of employees at beginning of year} + \text{number of employees at end of year})/2} \times 100$$

With this formula, the turnover rate during 2021 achieved 12.89%, an increase compared to 2020 with a turnover rate of 5.96%, as presented in the following table: [GRI 103-3, 401-1]

#### Employee Turnover in 2019-2021

Cause	2021	2020	2019
Resignation	59	72	177
End of contract	47	21	22
Unaccounted for	3	2	8
Failed to pass probation period	3	1	1
Number of Employee leaving (resignation, end of contract, unaccounted for, failed to pass probation period)	112	96	208
Number of employees at the start of the year	1,604	1,605	1,677
Number of employees at the end of the year	1,575	1,614	1,605
Turnover rate	12.89%	5.96%	12.68%

To control turnover rate, XL Axiata prepared a line of policies, including: [GRI 103-3]

1. Self-development or fair development, in accordance with the requirements of both the Company and the employees, and
2. Provision of equal opportunities for all employees to develop their career through internal job posting.

## TALENT MANAGEMENT

In order to ensure business continuity and performance, the Company has identified certain XL Axiata positions that have a direct impact on both. Given the strategic importance of these positions, the Company must ensure that there are successors ready to be briefed so that they can be ready on time.

Based on this, the Company requires a succession plan to ensure a smooth talent turnover. As a result, XL Axiata has established an Internal Talent Pool to identify potential successors or candidates for senior leadership positions, including candidates for the Board of Directors. XL Axiata, in addition to the Internal Talent Pool,

is collaborating with Axiata to integrate the talent pool with the Group. At XL Axiata, potential successors to positions are developed using the 70-20-10 concept, which means that 70% of the development portion is carried out by giving candidates exposure to the targeted position/area, 20% of development is carried out through mentoring, and 10% of development is carried out through formal training.

When internal XL Axiata and the Group cannot find suitable successors, XL Axiata works with professional recruiters to find suitable candidates.

## REMUNERATION AND BENEFITS FOR EMPLOYEES

XL Axiata is committed to fulfilling the rights of employees in accordance with the law concerning manpower (labor law). One of them relates to remuneration or employee benefits, including allowances, as a form of appreciation for employee performance and contributions to the Company.

The Company established its remuneration system based on 3P principles, namely position, person, performance. Attractive salaries and facilities are provided objectively, in accordance with the achievements and competencies of employees, regardless of gender. [\[GRI 103-1\]](#)

Provision of remuneration at XL Axiata, including minimum wages for entry-level employees, is guided by the Law on Manpower, Law Number 11 of 2020 concerning Job Creation, and Government Regulation Number 36 of 2021 Wage Policy and follows local wage policies. Provision of minimum wages is directed at achieving the needs of a decent living for employees by taking into account the prices of basic necessities, inflation rates, living standards, and other variables in accordance with the company's operational area. The minimum wage at XL Axiata is the same for men and women in accordance with the spirit of the ILO Convention No: 100/1951 concerning Equal Remuneration for Men and Women Workers for

Work of Equal Value in the provision of wages. [\[GRI 103-2, 103-3, 202-1\]](#) [\[OJK F.20\]](#)

In addition to basic salary, the Company offers various attractive facilities and benefits. XL Axiata always conducts remuneration surveys in similar industry, to ensure that the Company's remuneration remains competitive, such as:

- Long-term incentives in the form of cash or shares
- My Flexpro, namely the development of a one-fits-all employee non-cash program (ie Medical Plan Benefits, Let's Learn Program, annual leave) which does not only include health benefits programs and educational goals, but also includes travel, health, purchase of additional leave, and retirement plans.
- Providing tuition fees Opening up opportunities for various other individual development programs.
- Token Appreciation, which is a non-cash appreciation given to employees who have actively contributed to the company's strategic initiatives.

More than 90% of employees have taken advantage of this individual development program and they were thankful for the Company's efforts



in caring for its employees and their families.

As stated in the Profile Chapter, the Company's employees are divided into two major groups,

namely permanent and non-permanent employees. This status has an effect on the types of allowance the employees receive as shown in the following table: [GRI 103-3, 401-2]

**Table of Allowances for Permanent and Contract**

Form of Benefit	Permanent Employees	Contract Employees
Religious Holiday Allowance	√	√
Leave Allowance (in the form of days)	√	√
Income Tax Allowance	√	√
Transportation allowance	√	√
Life Insurance (part of JKK jamsostek)	√	√
Health Care	√	√
Maternity Leave	√	√
Share Ownership	√	√
Education Allowance for employees and their families	√	√
Communication Allowance	√	√
Financial Institution Pension Funds (Manulife)	√	-
Menstrual Leave	√	√
Religious Leave	√	√
Progressive Leave	√	-

## MATERNITY LEAVE

The right to maternity leave is another normative right for employees that XL Axiata guarantees and fulfills. Maternity leave is granted to female employees for three months, or ninety days. Meanwhile, the Company provides two days of leave to male employees whose wives are about to give birth. Employees can better prepare for the birth of their child if they are given this leave.

[GRI 103-1, 103-2]

At the Company, maternity leave is granted to female employees for three months or ninety days. Meanwhile, the Company provides two days of leave to male employees whose wives are

about to give birth. With such provisions, in 2021, from 28 female employees who were provided with maternity leave rights, all of them have taken the leave. After the time off, 21 people, or 75%, have returned to work, while the remainders were still on maternity leave. All of the female employees who returned to work for the first time did so for the next 12 months. Meanwhile, the Company recorded 50 male employees had the right to take leave because their wife had given birth of which all of them exercised that right. Of that number all have returned to work of which they continued to do so for the next 12 months. [GRI 103-3, 401-3]

## EMPLOYEE EDUCATION AND DEVELOPMENT

The digital industry is one of the most rapidly changing industries in technology. Recognizing this, the Company consistently conducts training to improve each employee's skills, knowledge, and personal development. [GRI 103-1]

In order to adapt to changes in 2021, priorities, the learning process, and employee development must change. During the reporting year, priorities included not only complying with regulations and implementing the Company's strategy, but also ensuring work productivity and employee learning during the pandemic. Learning activities that optimize digital facilities for employee development continued to prioritize the principles of Experience, Relationship, Self-Development, and Education [GRI 103-2]

Despite the COVID-19 pandemic, the Company remained committed to promoting a new way of working that is a hybrid of working from home and in the office. The Company continued to strive to foster a productivity mindset and to support it by providing digital resources so that employees can continue to work productively and effectively while not losing the value of collaboration with colleagues, superiors, and subordinates.

In mid-2021, the Company has established Transformation Program to achieve the vision of becoming the #1 Converged Operator in Indonesia. To support the transformation journey as well as professional competency development, the Company identified the key capability development needs, namely:

1. *Advance Analytics, AI/ML*
2. *Agility*
3. *Cloud*
4. *5G*
5. *Creativity, Collaboration, Partnership*
6. *Customer Experience*
7. *Digital Savvy*
8. *Enterprise*
9. *Convergence*
10. *Change Leadership*

In supporting the development of these 10 key capabilities, the Company provided several learning programs through live virtual sessions and through online learning applications, such as Fuse, LinkedIn Learning and Coursera, as well as e-LMS (Electronic Learning Management System) applications, which integrated with other services in human capital, namely Talent Management, Performance Management, and Career Programs.

### [GRI 103-3]

In addition, the Company also organized certification program in accordance with regulations as well as employee professional development, which focused on the areas of knowledge, skills and attitudes. Professional development programs were implemented in accordance with employee development plans obtained from the results of assessments, individual performance, employee input, and career planning.

In total, the Company invested approximately IDR6 billion for employee training and development. This investment was in line with the increasing number of online learning. [GRI 103-3]

Furthermore, the Company also consistently addressed that the knowledge possessed by the organization must be able to provide progress for the organization itself. With this principle, all individuals in the organization enthusiastically participated in knowledge sharing activities, such as Culture Buddies, Fusion, MAD Talks, Community of Experts (PMCoE, Xact-Agile Community), Sparx, and other activities.

The Company continued to develop a knowledge management system in order to maximize the utilization of knowledge within the organization. This system is aimed to systematically document existing knowledge, both internal and explicit knowledge, which has been implemented or is in the process of being implemented. This system is applicable not only at the Company level, but also at the Axiata Group level. [GRI 103-3]

In accordance with such employee competency development policies, the recapitulation of education and training activities is presented in the following table: [GRI 103-3, 404-1][OJK F.22]



Table of Employee Competency Development in 2021

No.	Description	In-Class & Webinar Learning	On-Line Self Learning	Total
1	Employee in accordance with HR Master Data	1.576		1.576
2	Number of training and workshop programs	159 Programs 258 Sessions	1.716 Programs	1.875 Programs 258 Sessions
3	Unique employee as participants	1,555	1,571	3,126
4	Participants	11,708	19,212	30,920
5	Number of training days	7,570	2,051	9,621
6	Total training hour(s)	60,556	16,412	76,968
7	Average training hour(s) of per employee	38.94	10.45	49.39

Average Training Hours Per Year by Employee Category

Description	2021	2020*	2019
Top Management	12.26	23.08	57.33
Middle Management	58.58	29.54	71.21
Lower Management	54.73	35.25	31.89
Staff	48.02	24.20	23.30

\*Restated

Average Training Hours per Year by Employee Gender

Description	2021	2020	2019
Male	53.00	25.34	26.30
Female	39.44	26.44	24.93

## RETIREMENT PREPARATION PROGRAM

The Company recognizes employees who have contributed to its growth by preparing a comprehensive pension plan, both mentally and financially. The Pension Programs that apply at XL are:

- DPLK (Financial Institution Pension Fund) in the form of a defined contribution with the Company's contribution of 7% of wages and contributions from employees of 3% of wages.
- JP (Pension Security) from BPJAMSOSTEK in the form of a defined contribution of 3% of wages where 2% of contributions are paid by the Company and 1% are contributions from employees. The maximum wage limit will be adjusted periodically based on Government Regulation (PP) No. 45 of 2015.

Aside from the financial aspect, the Company also prepares employees who are approaching retirement age, namely 56 years old, with various skills that they can use when they retire. For those who plan to start their own businesses, the Company offers special entrepreneurship seminars, as well as help with job applications for those who plan to work elsewhere. In addition to seminars, various skill improvement programs, personal development, and other seminars that employees receive while working at XL Axiata become valuable capital when they leave the company.

## PERFORMANCE REVIEW

It is the Company's obligation, as a form of responsibility for employee performance during the reporting year, to review or evaluate employee performance. Performance reviews are an important part of the Company's progress and employee satisfaction because they encourage employees to reach their

full potential. The outcomes of performance reviews serve as the foundation for the Company in designing employee personal development and career advancement plans.

The indicators used in this assessment are employee performance (70%) and the implementation of XL Axiata values (30%). The Company ensures that the assessment is objective, so it begins with a personal assessment, followed by an assessment from the immediate supervisor, a higher panel, and finally, approval from the Board of Directors.

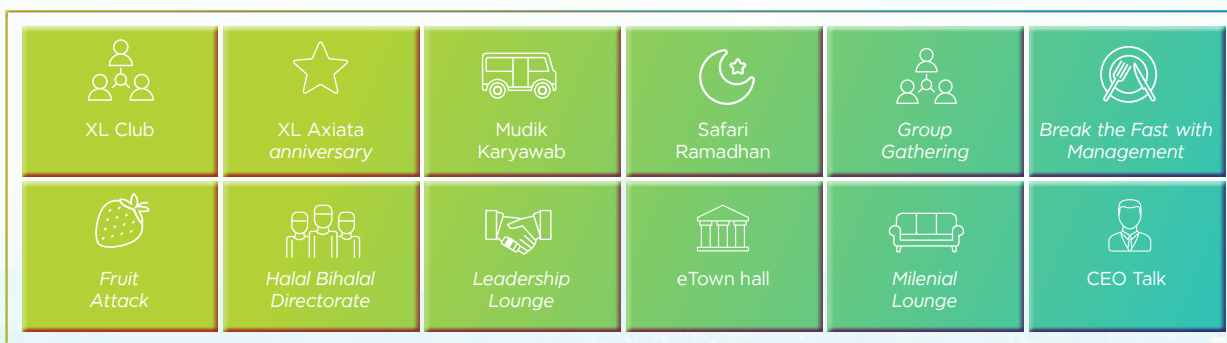
If it is determined that employees require development after the assessment, the Company offers a special PIP (Performance Improvement Plan) program in which employees are given the opportunity and means to develop their skills in the short and long term. During the reporting year, the Company evaluated the performance of all employees (male and female) from all levels of response during the reporting year. According to the assessment results, 170 people received promotion, 73 people underwent transfer/rotation, and 0 people received demotion.

## EMPLOYMENT RELATIONSHIP MANAGEMENT

XL Axiata respects the right of every employee in giving their opinions and voices through workers union. XL Workers Union (SPXL) has been registered with the Ministry of Manpower and Transmigration since 2003. The Company believes that freedom of association and providing input to the Company has an impact on employee welfare. Working relationship management between XL Axiata and its employees refers to the Law concerning Manpower No. 13 of 2003 and ILO Convention 87 and 98.

XL Axiata also applies the Company Agreement, which regulates the relationship between the Company and its employees, especially in topics related to workers' rights and compensation, such as salary, working conditions, allowances, etc. The agreement includes all employees (100%) who work at the Company. [\[GRI 102-41\]](#)

To foster a positive relationship and increase employee engagement, the Company organizes various activities involving XL Axiata management and employees, such as:



However, during the pandemic, some activities have been cancelled, or to be carried out online, due to restrictions on physical gatherings.

## EQUAL WORK OPPORTUNITY

XL Axiata respects and upholds differences between humans, both in terms of gender, class, ethnicity, religion, race, political views, etc. For the Company, diversity is a valuable asset that is

required to generate creativity and innovation. In work collaboration, various thoughts, personalities, and experiences from various personal backgrounds can be raised. In accordance with this



principle, the Company is committed to treating all employees equally in terms of employment opportunities, performance appraisals, career advancement, competency development, remuneration, and other benefits.

The Company implements equal work opportunity as a form of the Company's compliance with Law No. 13 of 2003 concerning Manpower, Law No. 11 of 2020 concerning Job Creation, Law No. 21 of 1999 concerning Ratification of the ILO Convention No. 111 Concerning Discrimination in

Respect of Employment and Occupation, and Guidelines for Equality and Non-Discrimination in Workplace in Indonesia (Ministry of Manpower and Transmigration of the Republic of Indonesia).

Equal work opportunity at the Company is reflected in the diversity of employees and governance organs. In this report, the governance organs include the President Director, Director, Chief; while employees include Group Head, Head, Lead, Individual Contributor. [QJK F.18]

Description	2021				2020				2019			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
President Director	-	0%	1	100%	-	0%	1	100%	-	0%	1	100%
Director	4	80%	1	20%	4	80%	1	20%	3	75%	1	20%
Chief	3	100%		0%	4	100%	0	-	4	100%	-	-
Group Head	32	70%	14	30%	34	69%	15	31%	31	66%	16	31%
Head	127	71%	53	29%	126	70%	53	30%	122	71%	50	30%
Lead	-	-	-		-		-	-	12	92%	1	-
Individual Contributor	932	70%	408	30%	956	69%	420	31%	950	70%	415	31%

#### 2021

Description	< 30 years old		30-50 years old		>50 years old	
	Total	%	Total	%	Total	%
President Director	-	-	-	-	1	100%
Chief	-	-	2	67%	1	33%
Director	-	-	4	80%	1	20%
Group Head	-	-	40	87%	6	13%
Head	-	-	167	93%	13	7%
Lead	-	-	-	-	-	-
Individual Contributor	210	16%	1,088	84%	-	-

## 2020

Description	< 30 years old		30-50 years old		>50 years old	
	Total	%	Total	%	Total	%
Board of Directors	-	-	-	-	1	100%
Chief	-	-	2	50%	2	50%
Director	-	-	5	100%	-	-
Group Head	-	-	44	90%	5	10%
Head	-	-	172	96%	7	4%
Lead	-	-	-	-	-	-
Individual Contributor	262	19%	1.079	78%	35	3%

## CHILD LABOR AND FORCED LABOR

The Company has a clear policy regarding the minimum age of employees and their working hours when it comes to running the Company's operations. The policy was adopted as a concrete manifestation of the Company's commitment to the abolition of child labor and forced labor. For this reason, in accordance with Company Regulations, XL Axiata has regulated the requirements for recruitment, including recent education showing that each candidate belongs to the adult category, with agreed-upon working hours of 8 (eight) hours 1 (one) day and 40 (forty) hours 1 (one) week with 5 (five) working days 1 (one) week as specified in Article 77 of the Law concerning Manpower No. 13 of 2003. Employees who work more than working hours for certain reasons will receive overtime pay in accordance with the applicable provisions in the Company.

Apart from implementing labor law and internal company regulations, a clear policy regarding

employee age and working hours, as mentioned above, is also in accordance with the Law of the Republic of Indonesia No. 20 of 1999 concerning Ratification of the ILO Convention No. 138 Concerning the Minimum Age to be Admitted to Work), and Law of the Republic of Indonesia No. 1 of 2000 concerning Ratification of ILO Convention No. 182 Concerning the Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labour). Meanwhile, the implementation of working hours with clear time limits to avoid forced labor is in accordance with the Law of the Republic of Indonesia No. 19 of 1999 concerning Ratification of ILO Convention No. 105 Concerning the Abolition of Forced Labor.

During the reporting year, the Company's compliance with regulations prohibiting child labor and forced labor resulted in no incidents or findings of child labor or forced labor cases. [QJK F.19]

## FUTURE EMPLOYEE DEVELOPMENT STRATEGY

Human Capital will continue to support the Company's transformation initiatives by focusing on Employee Experience and Productivity in order to address business challenges. The Company continues to strive to build productive and agile organizational capabilities, as well as to expand the use of Agile@Core, emphasize hybrid work

patterns, and create an exciting work environment. The Company will also continue to prioritize digitalization and analytical capabilities in order to achieve faster and more accurate decision-making outcomes for business growth.



# TOGETHER IN CREATING A HEALTHY AND SAFE WORK ENVIRONMENT [OJK F.21]



One of XL Axiata's top priorities is to provide a healthy and safe work environment in accordance with Occupational Health and Safety (OHS) regulations. The Company believes that implementing a similar work environment will improve the efficiency of all business processes and production chains. By creating a safe and comfortable work environment, employees will feel more convenient work and be able to work more optimally and productively, which will have a positive impact on increasing the Company's performance and allowing it to achieve the targets that have been set. [GRI 103-1]

In an effort to create the best work environment, the Company adopted various regulations that apply in Indonesia, among others, Government Regulation No. 50 of 2012 concerning the Implementation of Occupational Safety and Health

Management System, Occupational Safety and Health (SMK3). According to this regulation, OHS is all activities to guarantee and protect the safety and health of workers through efforts to prevent work accidents and occupational diseases. [GRI 103-2]

Reflecting on the importance of a healthy and safe work environment, the Company believes that the achievement of targets in the Company's Work Plan and Budget (RKAP) will not be complete unless it is accompanied by success in implementing OHS. Therefore, with the support of all employees, the Company is committed to implementing OHS aspects in all activities, with the ultimate goal of zero accidents and no occupational diseases. [GRI 103-2]

## BASIS OF POLICY

The Company refers to and is guided by a number of laws and regulations governing occupational health and safety and their derivatives in order to create a proper and safe work environment, including: [\[GRI 103-2\]](#)

1. Law No. 1 of 1970 concerning Occupational Safety
2. Law No. 23 of 1992 concerning Health
3. Law No. 13 of 2003 concerning Manpower
4. Law No. 11 of 2020 concerning Job Creation
5. Government Regulation of the Republic of Indonesia No. 50 of 2012 concerning Implementation of Occupational Health and Safety Management System (SMK3)
6. Presidential Decree No. 22 of 1993 concerning Diseases Arising from Employment Relationship
7. Occupational and Environmental Health and Safety (K3L) Policy of PT. XL Axiata Tbk
8. SMK3 Policy Manual

## OHS IMPLEMENTATION AT XL AXIATA

The Company consistently complies with all applicable regulations as a manifestation of good corporate governance, including regulations related to OHS. Thus, since 2015, the Company has adopted the Occupational Health and Safety Management System (SMK3). Since it employs more than a hundred people, the Company is required to implement SMK3, among other things. The objectives to be achieved by the Company by implementing SMK3 are as follows:

1. improve the effectiveness of planned, measurable, structured, and integrated occupational safety and health protection;
2. prevent and reduce work accidents and occupational diseases by involving elements of management, workers/ laborers, and/or trade unions/worker unions; as well as
3. create a safe, comfortable and efficient workplace to boost productivity.

The implementation of SMK3 has been strengthened in the “XL Axiata OHS Policy”, namely “The Company is committed to increasing customer satisfaction and providing an efficient, healthy and safe workplace for workers and customers by implementing continuous improvement programs through the Occupational

Health and Safety Management System by upholding and apply OHS aspects in implementing its operational activities.”

To achieve the various objectives outlined in SMK3, XL Axiata established an Occupational Health and Safety Committee (P2K3) as the responsible party for OHS, as well as a forum for collaboration between employers and employees to foster mutual understanding and effective participation in OHS implementation. P2K3 Disnakertrans & Energy DKI Jakarta Province ratified the existence of P2K3 XL Axiata through Decree No. 1185 of 2019 dated April 26, 2019. To obtain this approval, the Company fulfilled the following requirements: [\[GRI 103-3, 403-1\]](#)

1. Decree of the Board of Directors regarding the establishment of P2K3 organization
2. Duties of P2K3 team
3. Competencies of General OHS Expert

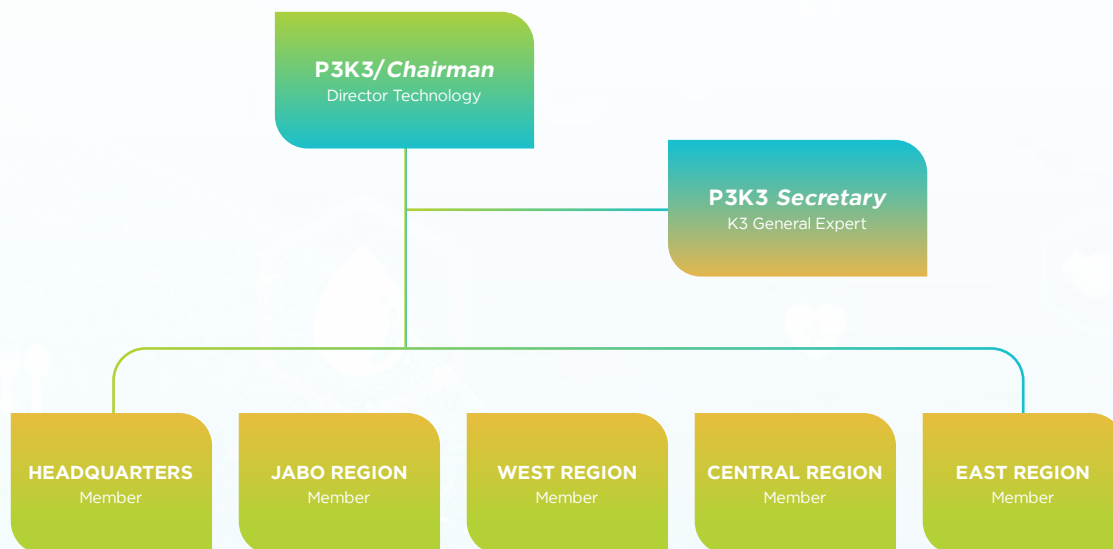
P2K3 represents all employees who are members of XL Axiata with the following duties: [\[GRI 103-3\]](#)

1. Build OHS awareness culture
2. Provide XL Axiata safety performance report every quarter
3. Conduct OHS socialization to employees
4. Implement various training on OHS aspect
5. Ensure OHS programs and monitor their effectiveness
6. Develop risk control measures against OHS hazards in the work environment

Among P2K3 members, 4 (four) members have OHS certification issued by the Ministry of Manpower. Hence, these personnel have the work competencies and authorities in the field of OHS, which enabled them to carry out duties properly. As of December 31, 2021, P2K3 consists of 26 (twenty-six) members originated from management elements (Director, VP, and Managerial) as well as employee representatives from five regions. [\[GRI 103-3\]](#)



### P2K3 Structure in 2021



### OHS IMPLEMENTATION IN 2021

During 2021, the Company's P2K3 has carried out its duties by organizing various activities including: **[GRI 103-3]**

1. Building OHS awareness culture
  - a. Management Walk Through
  - b. Reporting of every incident of occupational health and safety
  - c. Induction to new employees regarding OHS awareness at the Company
  - d. Induction to Contractors before starting their work
2. Conducting OHS socialization to employees
  - a. Socialization of OHS Policy through mine XL
  - b. Covid 19 socialization
  - c. OHS induction to new employees, guests and contractors
3. Implementing various training on OHS aspect
  - a. Hazard Identification and Risk Management (IBPR) Jan 28, 2021
  - b. Introduction of OHS SOP Feb 5, 2021
  - c. Job Safety Analysis (JSA) Feb 1, 2021
  - d. Safety Inspection and Observation 25, 2021
  - e. Countermeasures and Preventive Action Request List Feb 26, 2021
  - f. Work Accident Investigation March 11, 2021
  - g. Internal Audit March 24, 2021
  - h. Preparation of Near Accident Report via mine XL July 23, 2021
  - i. Emergency training (Fire, Earthquake, Work Accident)
  - j. Business Continue Plan Training (Accident at work)
4. Optimizing the implementation of employee health program services
  - a. Medical Check Up
  - b. Medical Insurance 2021 (March 31, 2021)
  - c. Covid 19
5. Optimizing the fulfillment of work safety facilities and infrastructure
  - a. Stretcher, Wheelchair and Oxygen
  - b. Heat Resistant Clothing, Fire Retardant Apparel and Breathing Apparatus
  - c. Emergency Ladder, Fire Extinguisher, Sprinkler, Hydrant and Emergency Light
  - d. Fire Suppression for Server Room
  - e. Fire Lift
  - f. Emergency Organization (ERT)
  - g. Organisasi Keadaan Darurat (ERT)

The Company recognizes that the feasibility of work facilities and infrastructure, as well as their functionality, is critical, so audits or inspections must be performed on a yearly basis. In 2021, a third party, Occupational Safety and Health Service Company, conducted periodic inspections for safety standards (PJK3). The inspection results showed that the work facilities and infrastructure were fit for purpose. **[GRI 103-3]**
6. Ensuring the availability of facilities and infrastructure for work convenience
  - a. Worship Place
  - b. Breastfeeding Room
  - c. Special canteen at XLAT

- d. Sports (Fitness) and Bathroom

e. Phone Booth (room to receive and make calls)

f. Parking Area (Four wheeler, Two wheeler and Bike)

g. Break Room
- h. Bathroom

7. Providing XL Axiata safety performance report every quarter to the Director of Supervision of Occupational Safety and Health Norms

OHS PERFORMANCE IN 2021

In achieving zero work accidents and no work-related illnesses, all Company personnel have made every effort to create a healthy and safe work environment. These efforts have brought results as shown in the following table: [\[GRI 103-3, 403-9\]](#)

Table of OHS Performance in 2019-2021

No.	Year	Accident Rate				Occupational illness	Number of Lost Work Days	Employee Absence
		Minor	Medium	Major	Fatal/Death			
1.	2021	4	1	-	-	-	5	1
2.	2020	3	-	-	-	-	-	-
3.	2019	-	-	-	-	-	-	-

Meanwhile, in relation to the ongoing COVID-19 pandemic, the Company has implemented policies to participate in preventing the spread of the virus in the form of :

1. Business Continuity Plan (BCP) to ensure employee health
2. Vaccination of >99% of employees and >95% of family members
3. Special Physician Services as a preventive measure for employees returning to the office
4. Continuation of Work from Home (WFH), which has been implemented since March 2020 and the implementation of Hybrid policy as appealed by the Government
5. Provision of 24-hour Emergency Response Team hotline for employees
6. Education to employees by regularly holding webinars related to Health
7. Implementation of digital-based ways of working for all activities

safety and health programs, an increase from the previous year's budget of IDR610 million. The increase occurred in line with the implementation of International Standards in the form of ISO 45000 and ISO 14000, as well as the creation of e-learning for Occupational Safety and Health.

SMK3 AUDIT

In determining the effectiveness of SMK3 implementation, the Company periodically conducts audits or assessments carried out by third parties. Assessments are carried out on various SMK3 implementations, among others, creation and documentation of OHS plan, working safety based on SMK3, monitoring standards, skill and capacity development, etc. In the last audit, the Company achieved a safety audit score of 88.55% (Satisfactory). The score is valid for three years, namely 2019 - 2022. [\[GRI 103-3\]](#)

During the 2020 and 2021 pandemics, 20 XL Axiata employees were infected with Covid-19, and three of them died. The Company focuses its entire attention on the employees and their families who are left behind, both in terms of material and non-material.

To create a healthy and safe work environment, Perserpan has allocated a budget of IDR1.620 million for the implementation of occupational



# MAXIMUM SERVICE FOR THE HIGHEST LEVEL OF SATISFACTION



## XL AXIATA'S COMMITMENT TO CONSUMERS

Consumers as users of XL Axiata products and services are one of the key stakeholders. They are the Company's primary business drivers. The greater the quantity, particularly with the presence of loyal consumers and customers, the more secure the Company's business sustainability will be. If the number of customers falls as a result of their loss of faith in the company, the result is the opposite. Since the position of its consumers is so crucial, the Company strives optimally to provide the best products and services so that they get optimal satisfaction.

The Company is committed to treating all customers equally when providing services, regardless of ethnicity, religion, race, gender, skin color, political views, or other factors. The Company's compliance with the Law concerning Consumer Protection article 7, letter c, "treating

or servicing consumers accurately and honestly and without discrimination," is exemplified by its treatment of customers. "Business actors are prohibited from discriminating between consumers in providing services. Discrimination in the quality of consumer service is prohibited for business actors," according to the article's elucidation. Specifically, the Company also refers to Article 17, letter a, of Law Number 36 of 1999 concerning Telecommunications, which affirms the obligation for telecommunications network operators to provide telecommunications services based on the principle of equal treatment and the best possible service for all users. [OJK F.17]

**Consumers as users of XL Axiata products and services are one of the main stakeholders. XL Axiata strives optimally to provide the best products and services so that they get optimal satisfaction.**

In line with the efforts to achieve customer satisfaction, XL Axiata has developed a customer service policy with the following strategies:

1. Provide Customer Service Center (Call Center).
2. Establish Customer Experience and Service Operation Center (CE & SOC).
3. Conduct customer satisfaction survey.
4. Create an integrated customer service that is available at all times.
3. Provision of clear product information and consumer protection guarantee.
4. Provision of understanding to prospective customers and consumers on matters related to the product.
5. Realization of investment in the development of main and supporting infrastructure as well as implementation of product development programs in accordance with information technology developments.
6. Provision of customer service facilities and resolution of all customer complaints.
7. Implementation of regular customer satisfaction surveys as a means of improving quality.

The Company recognizes that the prolonged COVID-19 pandemic during 2021 will cause connection demands to skyrocket, as they did in 2020. As a result, the Company has increased its service capacity while maintaining quality and security in order to preserve customer satisfaction. The Company pays attention to six factors in order to maintain customer satisfaction:

1. Convenience of purchasing process
2. Competitive price
3. Reliable products
4. Extensive coverage
5. High network quality
6. Excellent customer service

The strategies adopted by the Company to realize customer satisfaction are as follows:

1. Provision of products that are safe and meet applicable standards and regulations, including compliance with the rules of ICNIRP (International Commission on Non-Ionising Radio Protection). [OJK F.27]
2. Intensive relationship through marketing communications as well as direct service media with customers.

## INTEGRATED CUSTOMER SERVICE

The Company's commitment to providing the best service is reflected in a number of policies, including the establishment of channels for consumers and potential customers to contact the Company 24 hours a day, seven days a week. They can contact them not only for product and service information, but also if there is a problem so that they can receive a solution as quickly as possible. In accordance with this policy, the Company offers a variety of consumer service channels, including:



1. More than 600 customer service officers consisting of call centers, XL Centers and XL Care are ready to respond to customer needs 24 hours a day, 7 days a week through the telephone line "817".
2. Customer messaging service through Twitter social media accounts at @ask\_AXIS and Facebook myXLCare.
3. Contact customer service through myXL application, live chat at xl.co.id, and email customerservice@cxl.co.id
4. Visit 96 XL Centers located all across Indonesia.

## CUSTOMER EXPERIENCE & SERVICE OPERATION CENTER

The overall customer experience when interacting with XL Axiata products or services is referred to as customer experience. In this regard, the Company seeks to improve its customers' positive experiences by establishing a Customer Experience and Service Operation Center (CE & SOC). The following are the functions of CE and SOC:

1. Become an integrated service quality monitoring center. Hence, the Company developed an integrated monitoring room for 4 NOC (Network Operation Center), namely: Telco Network, IT Infrastructure, IT Apps and Billing.
2. Facilitate coordination in overcoming potential problems related to network performance and service quality.
3. Monitor service dynamics, including the use of service facilities by customers.

## ADVANTAGES OF CE & SOC

1. Established with a network element consisting of hundreds of thousands of alarms supported by machines, not manually, thereby successfully increasing the speed and accuracy of the service.
2. Able to anticipate future demands, especially regarding network development plans and adoption of the latest technology.

## PRODUCT/SERVICE INNOVATION AND DEVELOPMENT [OJK F.26]

The Company, as a business entity, continues to strive for advancement and development. In this regard, the Company continues to innovate and create products and services by taking into account the latest developments in information technology, as well as adapting to the demands and needs of the community. For this purpose, the Company made changes to its business activities in the 2021 fiscal year, such as the addition of new business activities ("changes in business activities"), in accordance with KBLI 2020, as defined by the Regulation of Central Bureau of Statistics No. 2 of 2020 concerning the Indonesian Standard Industrial Classification ("KBLI 2020").

Due to the changes in the Company's business activities, the Company's Business Licensing process has been carried out through a one-stop business licensing system, namely the Online Single Submission Risk Based Approach ("OSS RBA"), which has been launched by the Ministry of Investment/Investment Coordination Agency (BKPM) on August 9, 2021.

In accordance with these changes, innovation and product and service development that launched XL Satu which unites fast and stable fiber optic-based internet services with cellular-based services; implementing Cisco Ultra Traffic Optimization (CUTO) technology on the XL Axiata 4G network in collaboration with Cisco's strategic partners; provide 5G services; as well as implementing a new technology that is more effective and efficient, namely Open RAN (Radio Access Network) so that the signal will reach remote areas.

## IMPACT ON PRODUCTS/SERVICES [OJK F.28]

There are no products and services offered by XL Axiata to consumers that have a direct negative impact on users. These products and services, on the other hand, have a variety of positive impacts on the community, such as serving as a method of communication, accessing the internet, sending money, etc. Even if there is a negative impact on users, it is primarily due to misuse

by to irresponsible parties. The sale of prime SIM (Subscriber Identity Module) Card in an active condition, where activation uses an identity card without rights and not true, resulted in various cases of fraud, for example, the spread of hoaxes, and various other forms of crime by using cellular phone cards, especially prepaid.

In preventing negative impacts due to misuse of such starter packs, the Company fully supports the government's policy to require all providers selling starter packs in inactive condition. Everyone who sells starter packs, including distributors, agents, retailers, pelapak, and/or individuals, should have the same commitment, according to the Company. Regulation of the Minister of Communication and Informatics No. 5 of 2021 concerning Telecommunications Operations reaffirms the provision for selling starter packs in inactive condition.

### NUMBER OF RECALLED PRODUCTS [OJK F.29]

During 2021, no XL Axiata products were recalled for any reason.

### CUSTOMER PRIVACY

As a company that collects customer personal information, the Company realizes that maintaining customer privacy is an extremely important topic. Therefore, the Company implements various strategies and precautions to ensure the security of customer data. This step is critical because it is one of the most essential factors in maintaining consumer trust as well as expanding the customer base.

In its effort to maintain customer privacy, the Company implements ISO 27001 regarding Information Security Management System (ISMS). This certification has verified the Company's capacity to plan, manage, review, and improve efforts to secure customer data information within the Company. XL Axiata's commitment to complying with the laws and regulations concerning to consumer privacy has paid off, as the company has received no complaints regarding violations of customer privacy.

### CONSUMER/CUSTOMER COMPLAINTS [OJK F.24]

XL Axiata believes that one of the best ways to achieve customer satisfaction is by providing a complaint channel for consumers. Furthermore, the Company is also committed to providing the best solution in the shortest possible time for incoming complaints.

At XL Axiata, every incoming customer complaint is handled by Customer Contact Center Department. In accordance with the provisions of the Ministry of Communications and Informatics, each incoming complaint must be completed within a maximum of 15 days. According to the incoming data, most of the customer complaints are related to network interruption. The number of complaints received in various channels, such as call centers, social media, etc. along with the status of completion during 2021 are as follows:

Description	2021	2020
Number of Incoming Complaints	2,673,701	2,733,789
Number of Resolved Complaints	2,672,185	2,733,057
Number of Complaints in Process	1,516	732
Resolution Percentage	99.94%	99.97%



## CUSTOMER SATISFACTION SURVEY [OJK F.30]

The Company regularly conducts customer satisfaction surveys to understand their response to the quality of its products and services, as well as to receive feedback for improvement. The Company collects information regarding product quality, identification of driving factors of customer satisfaction, as well as customer experience through the Net Promoter Survey (NPS) which is conducted monthly to assess customer experience and customer perceptions of the XL Axiata brand, as well as Customer Service (CS) surveys to measure customer service performance

In determining the quality of the Company's services, the results of the customer satisfaction survey were matched with the Indonesian Telecommunications Regulatory Body (BRTI) Standards. The results of 2021 customer satisfaction assessment are described in the following table:

Service Performance	Parameter	BRTI Standard	2021	2020	2019
General customer complaint handling standard	Percentage of the handling of general customer complaints that were responded	>90%	99.55	99.46	99.24
Service interruption reports standard.	Number of service interruption reports per 1,000 customers	<50	1.0	0.03	0.7

In accordance with the table above, the percentage of handling general customer complaints that were responded to was recorded at 99.46 %, an increase compared to 2020 which reached 99.46%. This indicates that XL Axiata continues to be committed to providing the best handler for customer problems. The number of service interruption reports per 1,000 customers is 1.0, a decrease from 2020, which reached 0.03.

## APPRECIATION TO CUSTOMERS

By organizing various activities, XL Axiata makes every effort to establish good relationships and communication with its consumers/customers. This effort also serves as a way for the Company to express its appreciation for customer loyalty. The Company's activities for consumers/customers in 2021 are as follows:

1. Customer Day  
Launched XL Center Online, where customers can replace SIM cards, reactivate lost cards or expired prepaid numbers, and activate XL PRIORITAS numbers. And during the period September 1-7, 2021, all XL Axiata customers also have the opportunity to get a bonus of IDR10,000 in the form of phone credits every time they activate an expired prepaid number or lost card.
2. Loyalty Card  
Launched a Loyalty Card, where XL Center provides credit bonus or Prio Flex of 50,000 to customers having transactions at the XL Center with a minimum accumulated transaction value of 100,000 or every activation of new XL Priority. This bonus applies to all customers and can be redeemed
3. Reactivation of Get 5Gb quota  
All XL Axiata customers get a 5Gb quota bonus every time they reactivate their number through XL Center Online
4. Prio Consultant Home Delivery  
During the Pandemic or Restriction Period (PSBB) for Customers wanting to activate XL PRIORITAS number or Purchase Device bundling, however are afraid/unable to leave the house, they may request for Home Delivery through Prio Consultant.

# WRITTEN VERIFICATION FROM INDEPENDENT PARTY [OJK G.3]

The 2021 Sustainability Report of PT XL Axiata has not been verified by an independent Assurance Services Provider. However, the Company guarantees that all information disclosed in this report to be true, accurate and factual.



# FEEDBACK FORM [OJK G.2]

## Dear Stakeholders,

Thank you for reading the PT XL Axiata Tbk 2021 Sustainability Report. To improve the quality of reporting in the following year, we ask the willingness of stakeholders to provide suggestions and feedback by filling out the provided statements according to the instructions. Thank you.

### Profile (optional):

Name :  
Institution/Company :  
Telephone/Mobile No. :

Category of Stakeholders (Mark with √ for the most appropriate answer)

<input type="radio"/> Customers	<input type="radio"/> Mass media
<input type="radio"/> investors	<input type="radio"/> Community Organizations/NGOs
<input type="radio"/> Employee	<input type="radio"/> Business Organization
<input type="radio"/> Government and policy makers	<input type="radio"/> Others, please specify
<input type="radio"/> Partners/Suppliers	

Please choose the most appropriate answer (mark with √) in the box provided:

How would you rate the writing of this report:	Disagree	Somewhat disagree	Do not know	Agree	Strongly Agree
This report is easy to understand					
This report is useful					
This report describes the Company's performance in sustainable development					

Please write the answer according to your opinion:

1. Which information that you consider to be most useful and interesting:

.....

.....

2. Which information that you consider to be less useful and need to be improved:

.....

.....

3. Is the data presented transparent, reliable, and balanced?

.....

.....

4. Advice/suggestions/comments for future improvement:

.....

.....

Thank you for your feedback. We kindly request to send back this form to:

### PT XI Axiata Tbk Kantor Pusat

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# RESPONSES ON THE 2020 SUSTAINABILITY REPORT FEEDBACK [OJK G.4]

The Company has not received any responses from the stakeholders after the publication of the 2020 Sustainability Report. Hence, this report has no specific information regarding the follow-up taken by the Company on the stakeholders' responses to the previous year's report. However, the Company continued to improve the quality of the 2021 Sustainability Report to meet the guidelines for GRI Standards and Regulation of the Financial Services Authority No. 51/POJK.03/2017.



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# GRI STANDARDS LINKAGE TO SDGS

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	End poverty in all its forms everywhere	Economic Performance	201-1, 201-3
		Provision of labor/employment	102-8, 202-1, 401-1, 401-2, 401-3
		Provision of supply chain/ Procurement practice	102-9, 204-1
		Indirect Economic Impact/CSR Program	203-1, 203-2
	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Economic Performance	201-1, 201-2
		Provision of labor/employment	102-8, 202-1, 401-1, 401-2, 401-3
		Provision of supply chain/ Procurement practice	102-9, 204-1
		Indirect Economic Impact/CSR Program	203-1, 203-2
	Ensure healthy lives and promote well-being for all at all ages	Occupational Health and Safety	403-1, 403-9
		Indirect Economic Impact/CSR Program	203-1, 203-2
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Training and Education	404-1, 404-3
		Indirect Economic Impact/CSR Program	203-1, 203-2
	Achieve gender equality and empower all women and girls	Provision of labor/employment	102-8, 401-1, 401-2, 401-3
		Indirect Economic Impact/CSR Program	203-1, 203-2
	Ensure availability and sustainable management of water and sanitation for all	Water and Effluents	303-5
	Ensure access to affordable, reliable, sustainable and modern energy for all	Energy	302-1, 302-3, 302-4

Logo	SDGs Objective	The Company's Program/ Activity in this Report	Conformity with GRI Standards
		Provision of labor/employment	102-8, 401-1, 401-2, 401-3
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Indirect Economic Impact/CSR Program	203-1, 203-2
	Build resilient infrastructure, promote sustainable industrialization and foster innovation	Indirect Economic Impact/CSR Program	203-1, 203-2
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	Conserve and sustainably use the oceans, seas and marine resources for sustainable development	Indirect Economic Impact/CSR Program	203-1, 203-2
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