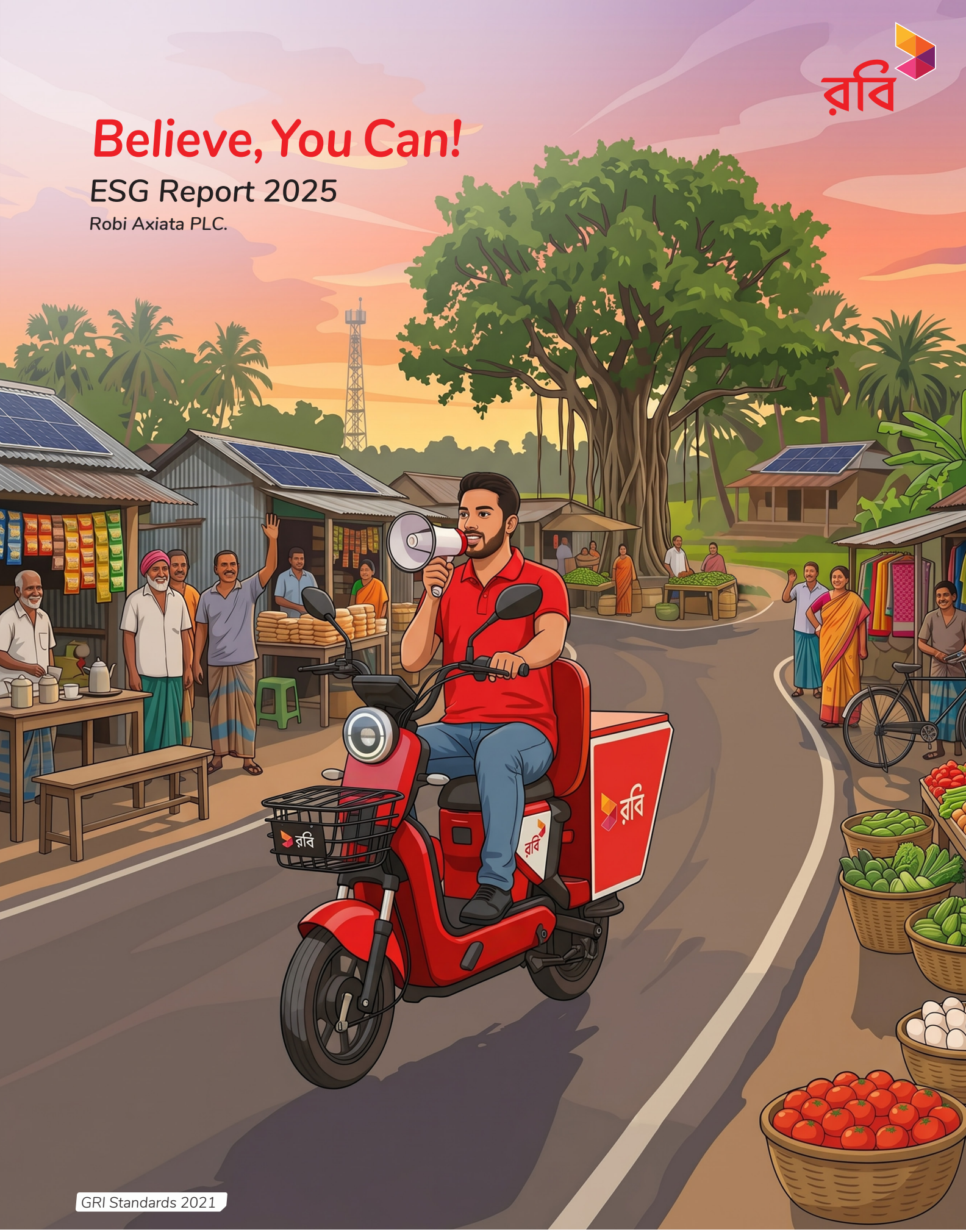
# Believe, You Can!

## ESG Report 2025

Robi Axiata PLC.



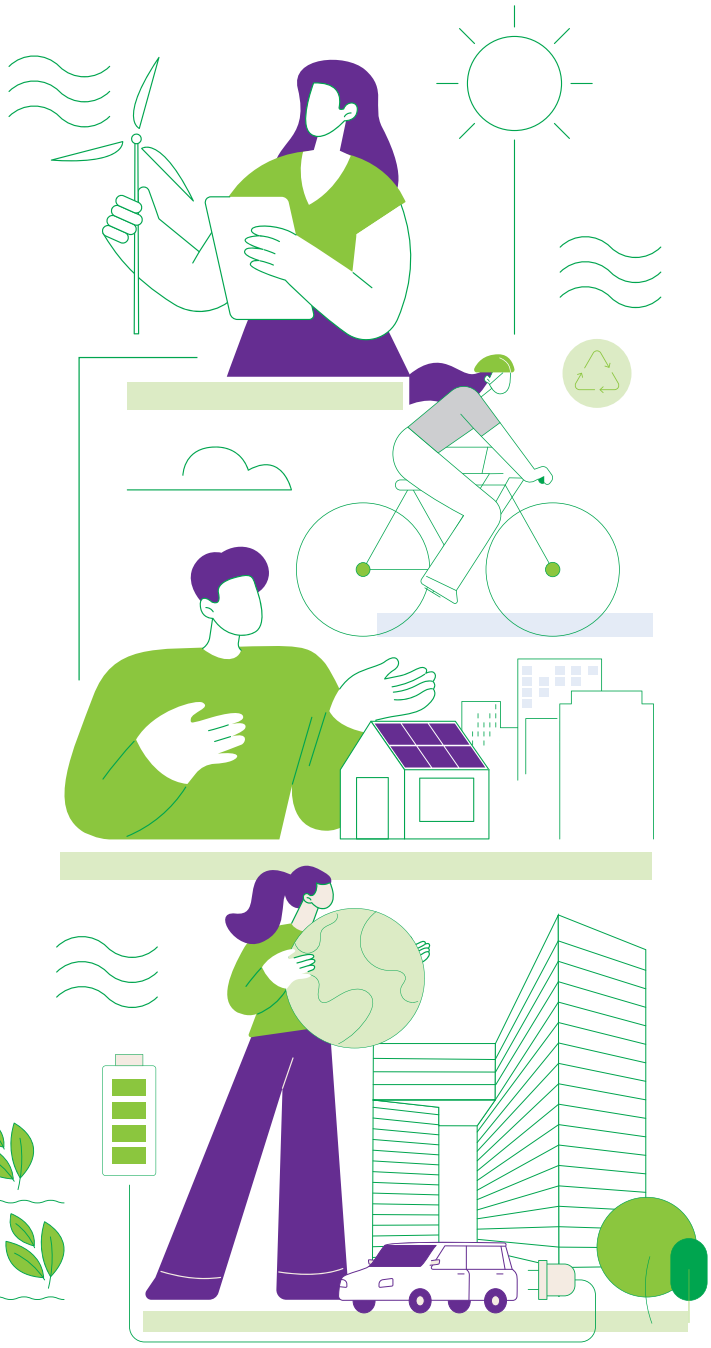

GRI Standards 2021

# Welcome

## ROBI'S ESG REPORT!

At Robi, sustainability is not a parallel agenda but an endeavour that is at the heart of how we create value, build trust and shape the future. As we present our inaugural ESG Report, we reaffirm our commitment to combining innovation with responsibility to deliver simple, secure and inclusive digital solutions that embed data privacy and cyber security safeguards to empower communities and build resilience. This report reflects the beginning of our ESG journey, demonstrating our continued commitment to shared progress and sustainable value creation.

Thayaparan Sangarapillai
Chairman, Robi Axiata PLC.



# Believe, you can!

## Progressing with **Purpose**
## **Delivering with Responsibility**

Robi has long been a key enabler of socio-economic development of Bangladesh. This enablement manifested through sustained heavy investment, substantial contribution to the Government exchequer, creating a thriving digital society facilitated by strong telecom infrastructure, facilitating the creation of thriving digital society that includes all people, developing strong local supply chain and partnership and by introducing innovative digital lifestyle products and services to advance the country into the digital future.

Our brand promise articulated under “Parbe Tumio” (“Believe, You Can”) provides the philosophical foundation of our ESG journey. Rooted in the belief of inspiring positive change, we are committed to progressing with purpose and delivering with responsibility.

Given the nature of the telecom industry, the business model allows to make a significant impact on the way the society functions. We have taken this fact into cognizance when creating the philosophical framework for adopting ESG in our business. With time, we have found that ESG oriented business operation has enhanced our value creation as a business entity rather than restricting it.

Due to the very nature of our business, every digital product and service we introduce positively impacts on the SDG goals while elevates our morale standing as a respectable corporate citizen of the country. Education, health, environment- every aspect of life can be improved through digital technologies and at Robi that drives our commercial endeavors.



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## Sustainability at Core

ADVANCING DIGITAL SOCIETIES

ADVANCING OUR PEOPLE AND COMMUNITIES

ADVANCING GREEN ECONOMY

DRIVING GOVERNANCE AND RISK MANAGEMENT



Chapter

# Advancing Green Economy



# Creating Digital Pathways for Shared Prosperity

We are harnessing digital transformation for creating a more meaningful impact by expanding connectivity, enabling inclusion and supporting the transition to a resilient and climate-compatible future.

**57.4 mn** Subscribers

**14 SDGs** Impacted

**1,400+ tons** Carbon emission reduction

**40k online doctor** consultations on Health Plus app and IVR

**251 tons** e-waste recycled

**7,067.2 tons** Scope-1 emissions

**242,920.5 tons** Scope-2 emissions

**8.07 mn** CSR investments (BDT)

**2.5 mn** CSR beneficiaries

**0.055 Lost-Time** Incident Rate (LTIR)

**261 Employees** trained in safety

**Zero Human rights** violation incidents

**99.94% Employees** received training on Robi ABAC Policy

**Zero Corruption** incidents

**78.1% Proportion** of spending on local suppliers

**6 Women** representation in CEO-2 and above roles



# Premise of Report Preparation

This report covers the period 1 January 2025 to 31 December 2025 (FY2025)

The year 2025 marks Robi's inaugural ESG Report, building on the foundation of five consecutive years of sustainability reporting. Through this evolution, we aim to adopt a more integrated approach to sustainable growth by addressing the ESG imperatives that shape our business and stakeholder ecosystem.

## Reporting philosophy

This report integrates ESG considerations into our business strategy and decision-making. It outlines our performance on material ESG matters through transparent and decision-useful disclosures aimed at supporting stakeholder assessment of our risks, opportunities and long-term value creation potential.

## Context and completeness

The report has been prepared in accordance with the Reporting Principles of GRI 1: Foundation 2021 and complies with GRI 2: General Disclosures 2021. The principle of completeness has been applied to ensure coverage of material topics within the defined scope and boundary.

## Scope and boundary

The report pertains primarily to the operations of Robi Axiata PLC. While Robi also has four subsidiary entities, their overall contribution and impact on the Group remains relatively limited at this stage. Accordingly, the scope and boundary of this report are focused on the principal operating entity.

## Reporting alignment

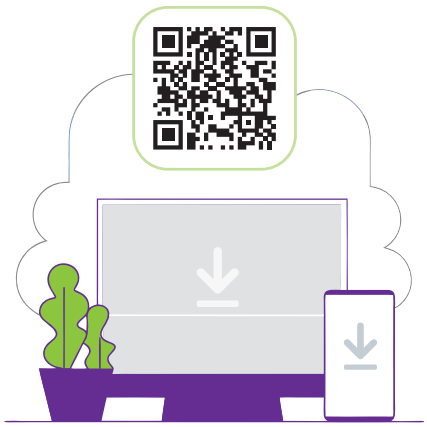
This report follows Axiata's Sustainability Framework and adheres to the following global standards:

## Feedback

Should there be any query or feedback on this report, please write to: Mohammed Shahedul Alam (Company Secretary & Chief Corporate and Regulatory Officer) at shahed.alam@robi.com.bd

## Forward-looking statements

This report includes forward-looking statements based on current expectations, assumptions and projections. Such statements are inherently subject to risks and uncertainties associated with a changing macroeconomic environment and actual results may differ materially from those expressed or implied. The Company undertakes no obligation to update such statements, except as required by applicable regulations.



Digital ESG Report!

*Scan the QR code to download a digital copy of this ESG Report*





# Chairman's Message



**"Driven by the ESG principles, Board steadfastly ensures smart risk management, upholds ethical conduct and takes every decision in transparent manner by putting data privacy and cyber security at the core of our business model."**

Hon'ble Stakeholders,

In 2025, Robi strengthened its position as a responsible digital operator by embedding environmental, social and governance (ESG) priorities more deeply into its business strategy.

Despite a complex operating environment, the Company demonstrated resilience through continued network expansion, progress on renewable energy initiatives and sustained focus on governance and compliance.

Our commitment to long-term value creation remains closely linked to responsible growth. Alongside advancing our net-zero ambition by 2050, we continued to expand digital access, support communities and foster a workplace culture rooted in integrity, meritocracy and inclusion.

Strong governance remains central to this journey. The Board continues to provide active oversight on risk management, compliance, transparency and ethical business conduct.

As Bangladesh advances towards a more connected and digital future, Robi remains committed to contributing responsibly and sustainably to this journey. Assurance on customers' data privacy and cyber security are fundamental to this.

On behalf of the Board, I thank our stakeholders for their continued trust and partnership.

**Thayaparan Sangarapillai**
Chairman

# Message from MD and CEO



**“At Robi, sustainability is the lens through which we define progress. In the digital age, our promise for a robust network is premised providing assurance on data privacy and cybersecurity for our customers.”**

Esteemed Stakeholders,

2025 was a year of progressing with purpose and delivering with responsibility.

Amid evolving economic, technological and regulatory dynamics, we remained focused on strengthening Bangladesh’s digital ecosystem while advancing our ESG priorities.

During the year, we served 57 million+ subscribers, including nearly 40 million 4G users, while further strengthening network quality, reliability and coverage. Our investments in infrastructure and digital platforms are eventually investments in inclusion, productivity and national progress in the long run.

We recognise that sustainable growth requires responsible resource management. During the year, we have started seriously exploring the possible way towards our Net Zero Vision by 2050 through scaled up adoption of solar power. Substantial developments have taken place in the year in this regard.

Beyond connectivity, our focus remains on social impact through digital innovation. Through our platforms and community initiatives, we expanded access to healthcare, digital services and skills development, reaching millions of beneficiaries nationwide. We also continued to strengthen our workplace culture through investments in leadership development, employee wellbeing, diversity and future-ready digital capabilities.

Strong governance remains fundamental to sustaining trust and resilience. During the year, we strengthened our risk management, data privacy, cybersecurity, compliance and data governance practices that will ensure operational integrity and responsible growth.

The transition to a more connected and sustainable future will require continuous innovation, collaboration and accountability. At Robi, we are committed to playing a meaningful role in advancing Bangladesh's digital future responsibly and sustainably.

**Ziad Shatara**
Managing Director and CEO



# Us at Robi

## Powering Bangladesh's Digital Future!

### Delivering best-in-class digital experiences

Robi is one of Bangladesh's leading digital operators, offering converged connectivity and digital services. The Company serves 57.4 million mobile subscribers, including 39.9 million 4G users, and supports millions of enterprise customers in digital transformation.

Driven by its purpose of improving lives and livelihoods by making digital services accessible and affordable, Robi is committed to creating digital pathways that facilitate shared prosperity. Through its expanding technological ecosystem, the Company advances digital inclusion, enabling more customers to access the digital superhighway.

Over a rich 29-year lifespan in Bangladesh, Robi has pioneered the nation's telecom industry with a network covering 98.98% of the population via 100% 4G-enabled sites.

Robi is headquartered in Dhaka and is listed on the Dhaka and Chittagong stock exchanges.

Embedding customer centricity in organizational culture and DNA

Customer Experience

**65%** 4G device penetration in Robi network

Highest 4G device penetration in the industry

**19,043**

Total 4G sites

**5G** launched

First mobile operator to commercially launch 5G in Bangladesh

**0.16%**

Call drop rate (Below international benchmark levels)





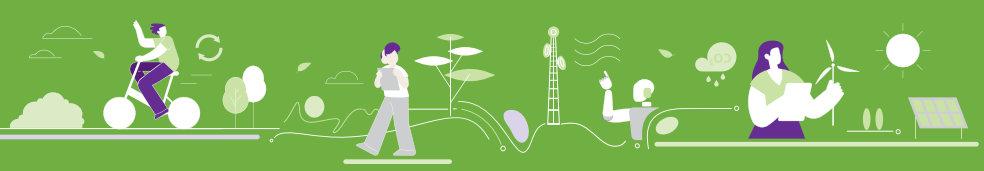
# 98.98%

4G population coverage as of 2025




## Key initiatives, 2025

- **Robi-WiFi** Launch introduced fixed wireless broadband service, delivering high-speed internet connectivity to homes and offices.
- **905** new sites rolled out for coverage and capacity gains.
- **2,534** new sectors added with L2600 band having TDD technology for enhancing data performance.
- **97%** of cells with higher data speeds achieved nationwide in busy hours, delivering superior data experiences.
- **3,500+ km** fiber rollout ensured superior speed and stronger network reliability.



## Exchequer contribution

Robi recognises tax contribution as an important pillar of national development. The Company contributes through both direct and indirect taxes, supporting public revenues and national priorities.

Robi's tax strategy is anchored in transparency, integrity and compliance. We operate in accordance with the relevant tax legislations, fulfilling our obligations to society by paying our share of taxes while safeguarding shareholder interests.

BDT **6,201.1** crore

Tax paid, constituting 62% of 2025 revenue

## Financial standing

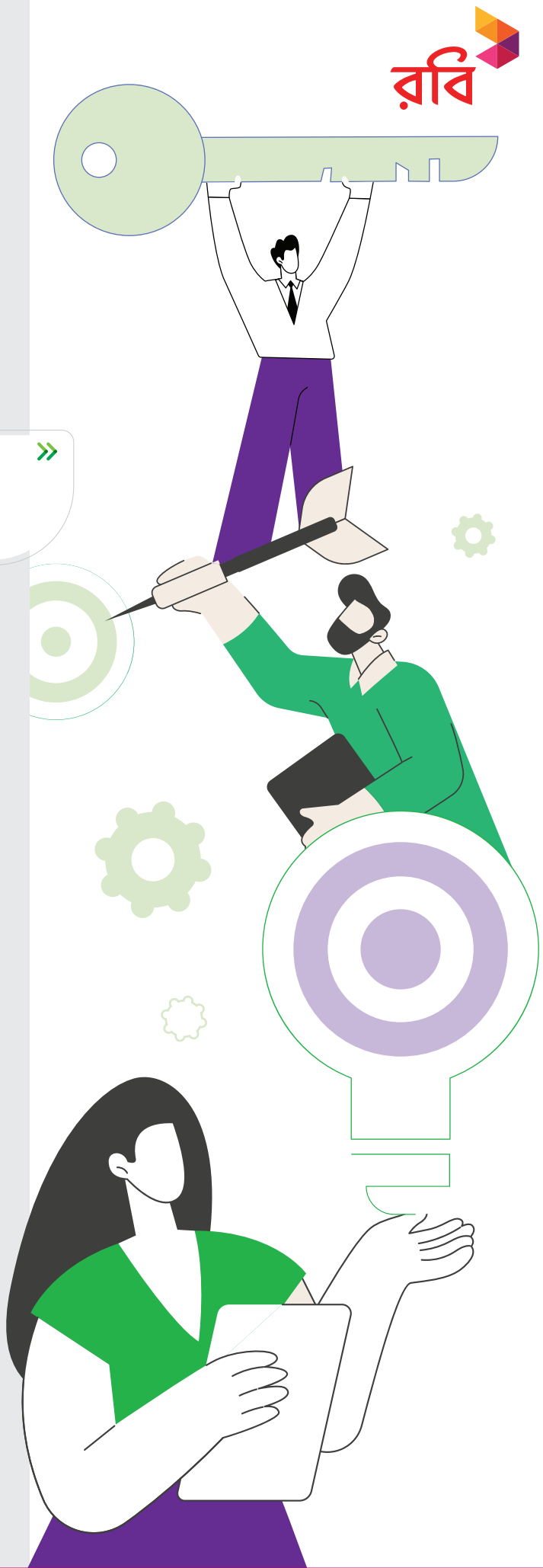
Robi's total revenue for the year 2025 touched BDT 9,992.2 crore, 0.4% higher than the previous year. Though voice revenue declined by 2.9% YoY, data revenue expanded strongly by 5.1% YoY.

Growth in data revenue reflects rising digital adoption and demand for connectivity solutions, helping offset the decline in traditional voice revenue. This shift underscores the Company's ongoing transition towards a data-driven and digitally-focused business model.

EBITDA reached BDT 5,045.5 crore in 2025, with the business achieving 50.5% EBIDTA margin. Compared to 2024, EBITDA declined marginally by 0.7%. The company has disbursed a cash dividend of 17.5% (BDT 1.75 per share), amounting to 97.8% of the 2025 net profit as per Board recommendation.

Robi ended 2025 with a net profit of BDT 937.1 crore, as compared to BDT 702.8 crore in 2024, representing a YoY growth of 33.3%.

EPS for 2025 stood at BDT 1.79, reflecting 33.3% YoY growth. Robi's total capex for 2025 reached BDT 1,304.1 crore. Total exchequer payment touched BDT 6,201.1 crore in 2025, representing 62% of the total annual revenue.



## Mission

Advancing Bangladesh

## Vision

Becoming the Preferred Digital Connectivity Provider in Bangladesh

## Core Values

### Core Values for a Winning Culture

Exceptional Performance and Uncompromising Integrity (UI-EP) embedded within the new Winning Culture

- Obsession for Customers
- Courage for Change
- Passion for Collaboration

Key Behaviours

The Axiata Way

Workplace, Marketplace & Communities



## Obsession for Customers

Be obsessed about our customers and prioritise their needs. Actively seek feedback and tirelessly strive to exceed expectations, delivering value that truly resonates with our customers!

## Courage for Change

Change is the only constant and the same applies in the market. Embrace change, celebrate innovation, take calculated risks, and be nimble!

## Passion for Collaboration

If you want to walk fast, walk alone. But if you want to walk far, walk together. Leverage on our collective intelligence, share insights and foster unity towards winning in our markets.

## Core Values and Key Behaviours

### Obsession for CUSTOMERS

- I start with my customers in mind in every decision I make.
- I go the extra mile to deliver beyond customers' expectations.

### Courage for CHANGE

- I fearlessly push boundaries and try new things.
- I continuously adapt and improve to get better every day.

### Passion for COLLABORATION

- I see the people I work with build trusting relationships to work towards common goals.
- I see the people I work with embrace diversity.

### ABAC Policy

Robi has a well-established Anti-Bribery Anti-Corruption (ABAC) Policy that prohibits bribery or participation in any acts or situations that may lead to or be perceived as a bribe. Stakeholders are also required to adhere to Robi's ABAC Governance (Policies and Procedures), which is covered by the company's Risk and Compliance Division.

All stakeholders, including Robi's directors, employees and business associates that Robi has business relationships or obligations with, play an important role in conducting business fairly, impartially and in full compliance with all applicable laws and regulations.

### Memberships and industry associations

Robi is a member of different associations and actively participates in and contributes to the progress, sustainability and other initiatives of the telecom industry. The company views these associations as strategic platforms to work with peers and regulators to explore long-term solutions underlying common issues for the betterment of all.



| Association | About the association | Date of membership |
|---|---|---|
| Bangladesh Association of Publicly Listed Companies (BAPLC) | BAPLC is the only organisation that represents publicly listed companies in Bangladesh. | January 2025 |
| Metropolitan Chamber of Trade and Industry (MCCI) | Founded in 1904, MCCI is the oldest and the most prominent trade organisation of Bangladesh. | January 2025 |
| Bangladesh Employers' Federation (BEF) | Registered as the national organisation of the employers in 1998, BEF is the only federation of its kind in the country, representing all sectors, industry, trade, banking, insurance, etc. | January 2025 |
| International Chamber of Commerce, Bangladesh (ICC Bangladesh) | With a global network spanning 6 million+ members in 100+ countries, ICC works to promote international trade, responsible business conduct and a global approach to regulations through its unique mix of advocacy and standard-setting activities. | January 2025 |
| Bangladesh-Malaysia Chamber of Commerce and Industry (BMCCI) | BMCCI works with a mission to foster strategic capabilities through business forums, trade fairs, exchange of business delegations, etc., escalating trade and investment opportunities between Bangladesh and Malaysia. | January 2025 |
| Foreign Investors Chamber of Commerce and Industry (FICCI) | FICCI, as a key economic partner of Bangladesh, draws strength from its vision to sustain advocacy for a better Bangladesh, championing causes and facilitating policies that enhance participation of the vibrant private sector. | July 2025 |
| e-Commerce Association of Bangladesh (e-CAB) | e-CAB provides a common platform for discussing and exchanging views on business conditions and issues, both domestic and international, affecting companies or organisations involved in e-commerce or online marketplaces. | January 2025 |
| India-Bangladesh Chamber of Commerce and Industry (IBCCI) | IBCCI, a joint business chamber between India and Bangladesh, started its journey in 2007 with the key objectives of solving bilateral business issues between India and Bangladesh, increasing Bangladeshi exports to India, encouraging Indian investors to invest in Bangladesh, etc. | July 2025 |
| Japan Bangladesh Chamber of Commerce and Industry (JBCCI) | With the valuable expertise of the members of the chamber from different business fields from both the countries, JBCCI serves the business community of Japan and Bangladesh in every step by promoting trade and investment for economic growth and prosperity. | July 2025 |
| Intellectual Property Association of Bangladesh (IPAB) | Intellectual property (IP) covers creations of the human mind, including inventions, creative works and brand-related elements, protected through rights such as trademarks, copyrights and patents that vary by country. In Bangladesh, the Intellectual Property Association of Bangladesh (IPAB) has been advocating for IP rights since 2004. | January 2025 |


রবি
AWARDS
and
HONORS

# Awards and Honors

- **"Telecom Company of the Year – Bangladesh"** from Asia Telecom Awards 2025
- **"HR Initiative of the Year – Bangladesh"** from Asia Telecom Awards 2025
- **"BBR Corporate Award 2025"** in the Telecommunication Category from the Bureau of Business Research (BBR), Faculty of Business Administration, University of Chittagong
- **"Most Sustainable Telecommunication Company of the Year"** award in Honorable Mention category from SDG Brand Champion Awards 2025 by Bangladesh Brand Forum
- **"Best Video Award"** for Deshpremik 2.0 in Digital Marketing Awards 2025
- Recognized with the **"Silver"** award in the Telecommunications Company Category at the 12th ICSB (Institute of Chartered Secretaries of Bangladesh) National Award for Corporate Governance Excellence
- Recognized with the **"Silver"** award in the IT and Telecommunication category at the 15th ICMAB (Institute of Cost and Management Accountants of Bangladesh) Best Corporate Award competition
- Recognized with the **"FBHRO (Federation of Bangladesh Human Resource Organizations) Corporate HR Award 2025"** in the IT and Communication Industry category
- Recognized with "Excellence in DEI" award (1st runners-up) at the FICCI (Foreign Investors Chamber of Commerce and Industries) Sustainability and Innovation Award 2025 for BLOOM, an initiative redefining how organizations empower working parents through empathy and growth
- Bronze award in the **"Best Use of Branded Content"** category for the campaign **'শেষ হলো অপেক্ষা'** (End of Waiting) at the 14th edition of Commward organized by Bangladesh Brand Forum
- Recognized as an **"Emerging Telco Brand"** at The Fast Mode Awards 2025
- Airtel brand received two Bronze awards in **"Best Branded Content"** and **"Most Creative Use of Media"** categories for launching the first-ever gaming podcast in Bangladesh at the Commward: Excellence in Creative Communication (14th Edition, 2025) organized by Bangladesh Brand Forum



# Awards and Honors

















# Robi's National Contribution

Robi's contribution to Bangladesh's economy extends beyond its direct operations. In 2025, the company generated USD1.3 billion in Gross Value Added (GVA), equivalent to 0.4% of the national GDP, while contributing USD507 million in government taxes and fees. The Company's operations and capital investments supported more than 114,000 jobs directly and indirectly, while every USD1 directly added to the economy generated a further USD0.9 through local suppliers. For every USD1 spent on capital investment, Robi generated USD12.2 in GVA, underscoring the wider economic value of its investments.



## USD 1.3B GVA
## 0.4% of GDP

Robi's total Gross Value Added (GVA) contribution to the Bangladeshi economy reached USD1,307 million, accounting for 0.4% of total national GDP in 2025.

## USD12.2 GVA
per USD 1 Invested

Added USD12.2 GVA to the Bangladeshi economy in 2025 for every USD1 spent through its capital investment.

## 114,661 Jobs
Supported in 2025

1,441 jobs were directly provided by Robi's operations in 2025. Robi's operations also indirectly supported 90,608 jobs. A further 22,612 jobs were supported by its capital investment.

## USD 507M
## 1.2% of Tax Revenue

Contributed USD507 million in total taxes and fees to government, accounting for 1.2% of total tax revenue of the government of Bangladesh in 2025.

## USD 0.9 Added per USD 1 Direct

For every USD1 Robi directly added to Bangladeshi economy, it generated another USD0.9 indirectly from local suppliers.

Source: Axiata National Contribution Report 2025

# Materiality and Stakeholder Engagement

## Delivering value through materiality

At Robi, materiality is how we understand what truly matters within our business and beyond it. It guides how we listen, reflect and act in an environment shaped by digital connection and shared responsibility.

We view value through two lenses: inward, where we strengthen our ability to create and sustain; and outward, where we consider our impact on people, society and the environment. Together, they shape a more complete understanding of our progress.

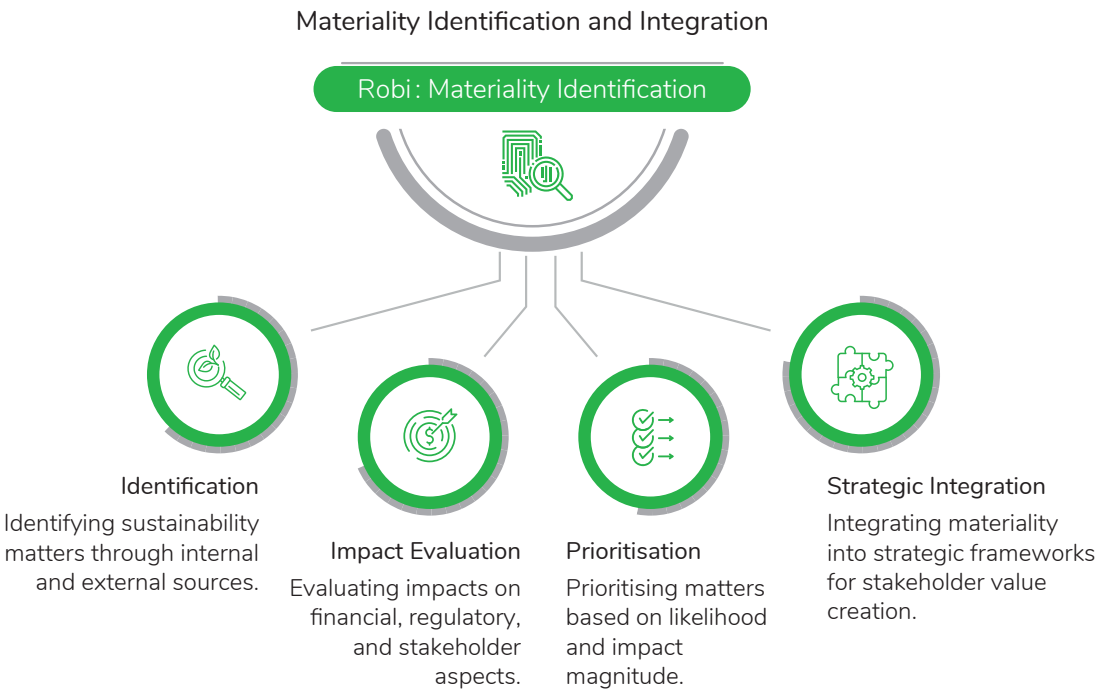
Importantly, our key themes of digital inclusion, financial access and climate responsibility are not standalone priorities. They are embedded in our strategy and operations, informing how we grow and how we serve.

Our growing focus on ESG reflects a broader shift from measuring value to creating it with purpose. As expectations evolve through emerging regulations, global disclosure frameworks (ISSB, GRI, etc.) and national development priorities, we remain guided by our belief that meaningful progress must be both digital and responsible.

## Materiality determination process

In 2025, we continued to focus on material matters identified in the previous reporting period as they remained relevant to our business and stakeholder priorities. These topics continued to guide our ESG approach and reporting focus during the year. For us, materiality is not a fixed outcome but a continuous process of alignment between our purpose, impact and the evolving digital and societal landscapes.

Our materiality determination process is outlined below:



## Robi's material matters




## Stakeholder engagement

| STAKEHOLDERS | ENGAGEMENT APPROACH | KEY TOPICS | LINKAGE TO MATERIAL MATTERS |
|---|---|---|---|
| **CUSTOMERS**<br>Our customers define our direction. By listening closely to their needs and expectations, we shape experiences that are relevant, seamless and meaningful. | ❯ Online and offline engagements<br>❯ Customer surveys (e.g., Voice of Customer)<br>❯ Customer outreach channels<br>❯ Customer data and usage insights (maintaining regulations on privacy) | ❯ Reliable network availability<br>❯ Affordable and personalised offerings<br>❯ Seamless digital services and experiences<br>❯ Value-driven recharge benefits<br>❯ Online safety and data privacy<br>❯ Responsive customer support | Customer Centricity<br>Digital Excellence |
| **EMPLOYEES**<br>Our people are central to how we perform and deliver. We foster a supportive environment where individuals can grow, contribute and realise their potential. | ❯ Engagement and well-being programmes<br>❯ Training and development initiatives<br>❯ Town hall forums<br>❯ Team and cultural activities | ❯ Ethical and transparent workplace practices<br>❯ Open and accessible communication culture<br>❯ Career development and advancement<br>❯ Competitive | Productivity and Performance |

| | | | |
|---|---|---|---|
| | | compensation and benefits<br>› Pride in association | |
| **SHAREHOLDERS**<br>Our shareholders and investors are key partners in our journey. Their capital enables us to grow, invest and create long-term value. | › Annual General Meetings (AGMs)<br>› Hybrid investor engagements (online and offline)<br>› Investor relations and grievance mechanisms<br>› Extraordinary General Meetings (EGMs), when required, and other events | › ESG strategy and performance<br>› Credit ratings and financial strength<br>› Performance track record<br>› Experienced and credible management<br>› Ethics, reputation and risk governance<br>› Market position and long-term outlook | ESG Front and Centre<br>Productivity and Performance<br>Balance Sheet Strength<br>Governance and Ethics |
| **SUPPLIERS**<br>Robi's certified suppliers are strategic partners providing essential products and services that enable our day-to-day operations. | › Supplier evaluation and assessment<br>› Supplier code of conduct compliance<br>› Supplier audits and reviews | › Cost competitiveness<br>› Supply quality and consistency<br>› Delivery reliability<br>› Ethical and sustainable sourcing practices | ESG Front and Centre<br>Governance and Ethics |
| **REGULATORS**<br>Telecom industry operates in a highly regulated environment. We adhere to all relevant rules and regulations to maintain our licence to operate. | › Engagement with regulators<br>› Active participation in industry associations and forums | › Regulatory compliance and conformance<br>› Stable and reliable network performance<br>› Product and service compliance<br>› Compliance with service regulations<br>› Tax compliance<br>› Contribution in national emergencies | Governance and Ethics<br>ESG Front and Centre |





# Our ESG Framework

Robi's ESG Framework builds on our existing sustainability pillars while integrating Axiata's Strategic Pillars, Bangladesh's Government's vision on a digital future and international ESG best practices. The focus of the framework is to:

- Position Robi as a market leader in responsible digital transformation
- Embed globally-recognised ESG standards into our business model
- Respond to growing stakeholder expectations for transparency, accountability and measurable impact
- Achieve the net-zero ambition by 2050

## ESG integration into our business strategy

Robi is embedding ESG principles into its business strategy, ensuring that growth is aligned with environmental leadership, social impact and governance excellence.

Linking sustainability with digital innovation, we are accelerating inclusive connectivity, reducing carbon intensity, mitigating risk and positioning the organisation as a responsible pioneer in Bangladesh's digital economy.

As described below, ESG integration into our business strategy will create enduring stakeholder value.

- Capex planning: Sustainable investment in network expansion and technology upgrades
- Supply chain: ESG criteria assessment and alignment in vendor selection and management
- Innovation: ESG impact assessment embedded in product development
- Stakeholder engagement: Continuous dialogue with government, regulators, customers, investors and civil society

### Capital Allocation

Prioritizes sustainability-aligned network and technology investments.

### Supply Chain Responsibility

ESG compliance in procurement, focusing on environmental and labor practices.

### Innovation with Purpose

Embeds ESG impact assessments in product design and service delivery.

### Stakeholder Engagement

Regular consultations with regulators, customers, investors, NGOs, and communities.

**ESG Integration**



## ESG pillars and strategic ambitions

Robi is committed to strengthening its ESG practices as a strategic pillar in its vision of becoming the Preferred Digital Connectivity Provider in Bangladesh, alongside its mission of Advancing Bangladesh, Digitally. Our ESG framework also aligns with the Government's Smart Bangladesh 2041 vision, supporting the transition to a knowledge-based, innovation-driven and cashless economy.

| PILLARS | STRATEGIC AMBITION | KEY FOCUS AREAS | ESG IMPACTS |
|---|---|---|---|
| **Advancing Digital Society** | Build a safe, promising and digitally inclusive future for all. | ◇ Child online protection<br>◇ Digital education<br>◇ Connected women<br>◇ Support to the disabled<br>◇ Early disaster warnings | Bridging the digital divide by expanding digital infrastructure and skills |
| **Advancing Our People & Communities** | Foster a fair, diverse, and healthy workplace while addressing key societal challenges to improve community well-being and access to essential services. | ◇ Diversity, equity, and inclusion<br>◇ Occupational health and safety<br>◇ Societal awareness and health for all | These efforts promote equity, well-being and productivity, creating a resilient and compassionate society. |
| **Advancing Green Economy** | Green telecom and net-zero commitment by 2050. | ◇ Green telecom and decarbonization<br>◇ Net-zero emissions | Reducing our carbon footprint, adopting renewable energy and enhancing climate resilience. |
| **Advancing Governance & Risk Control** | Embed ethical, secure and transparent practices. | ◇ Ethical AI<br>◇ Data privacy<br>◇ Anti-corruption | Strengthening trust and compliance, enabling responsible innovation, and protecting critical assets such as data. |

## ESG ambition

Our ESG ambition for 2026 is given hereunder:

- Environmental leadership: Accelerating decarbonisation, improving resource efficiency and nurturing green innovation to advance our net-zero commitment
- Social impact: Creating inclusive, safe and digitally-empowered communities, while ensuring high-speed digital access as a growth catalyst
- Governance excellence: Fostering fair, transparent and responsible business practices

At the heart of our ESG ambition is our net-zero agenda by 2050, guided by science-backed targets and step-wise milestones.





# Advancing the Sustainable Development Goals (SDGs)

## Enabling a digitally-connected future

The UN SDGs define the global agenda for sustainable development and provide a reference for long-term value creation. Anchored in our ESG framework, Robi aligns with national development priorities by leveraging digital connectivity and innovation to deliver scalable, high-impact solutions.

- **Environmental pillar:** We address the dual challenge of enabling digital growth while mitigating environmental impacts such as e-waste and resource intensity.
- **Social pillar:** We enable digital inclusion, improved access to essential services, financial empowerment and enhanced livelihoods.
- **Governance pillar:** We strengthen trust through robust data protection, ethical use of technology, regulatory compliance and stakeholder accountability.

We recognise that digitalisation, while transformative, introduces systemic risks including unequal access, privacy vulnerabilities and environmental pressures. Addressing these requires coordinated action across the ecosystem.

In partnership with the government, regulators, industry peers and civil society, we embed ESG considerations into digital development, ensuring that growth is responsible, inclusive and sustainable, and that it delivers measurable, long-term value at scale.

| SDGs and underlying targets | Initiatives aimed |
|---|---|
| NO POVERTY (1.4)<br>End poverty in all its forms everywhere | Affordable products and flexible recharge packs that suit every budget, thus ensuring inexpensive connectivity and digital access |
| ZERO HUNGER (2.3, 2.4)<br>End hunger, achieve food security and improved nutrition, and promote sustainable agriculture | Provisions for rehabilitation in areas affected by floods in previous years<br>Plantation of medicinal trees in flood-affected areas in previous years |
| GOOD HEALTH AND WELL-BEING (3.1, 3.2, 3.7, 3.8)<br>Ensure healthy lives and promote well-being for all at all ages | Robi Health Plus app that aims to bridge the gap in healthcare access via its unified medical platform<br>Strong focus on employee OHS<br>Mental wellness programs and workshops for employees |




QUALITY EDUCATION
(4.1, 4.2, 4.4, 4.5, 4.6)

Ensure inclusive and equitable quality education and promote life-long learning opportunities for all

- bdapps platform empowers developers and content creators by providing access to telecom APIs and monetization tools. bdapps serves as a bridge between telecom infra and digital innovation, fostering a thriving app ecosystem in the country
- Haate Kolome, a structured skills-based e-learning platform, democratizes learning new skills such as mobile repairing, caregiving, plumbing, etc.




GENDER EQUALITY
(5.1, 5.2, 5.5, 5b)

Achieve gender equality and empower all women and girls

- Initiatives under Connected Women such as Project Nisa, Project Khadija and Easy Apa
- Exclusive products with useful tailormade features for women customers




CLEAN WATER AND SANITATION (6.1)

Achieve universal and equitable access to safe and affordable drinking water for all

- Safe and pure drinking water initiative under Nirapod Pani, Shustho Jibon', under which drinking water plants have been installed in 10 major railway stations across Bangladesh




AFFORDABLE AND CLEAN ENERGY
(7.2, 7.3)

Ensure access to affordable, reliable, sustainable and modern energy for all

- Solarisation program for parts of the network powered by solar energy
- Energy-efficient lighting and fixtures
- Company-wide energy efficiency and conservation programs




DECENT WORK AND ECONOMIC GROWTH
(8.2, 8.3, 8.5, 8.6, 8.10)

Promote inclusive and sustainable economic growth, full and productive employment and decent work for all

- Modern solutions for enterprise digitalisation
- bdapps that represents a secure income source for a large community of freelancers on the platform



### INDUSTRY, INNOVATION AND INFRASTRUCTURE (9.1, 9.3, 9.4)

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

- Inclusion through rural connectivity and access to modern 4G connectivity at affordable costs
- Preference for local procurement to support the local ecosystem and catchment areas
- r-ventures, Robi's flagship investment platform and an AIF (Alternative Investment Fund) that provides growth capital to promising tech start-ups

### REDUCED INEQUALITIES (10.2)

Empower and promote social, economic and political inclusion of all, irrespective of disability, ethnicity, or other status

- Employment equity and fair pay for all, including ethnic community workers
- Efforts in diversity, equity and inclusion (DEI)
- Efforts to support persons with disabilities

### RESPONSIBLE CONSUMPTION AND PRODUCTION (12.5)

Ensure sustainable consumption and production patterns

- Green building accreditation, with building management systems that lower resource use and consumption
- Ongoing efforts in waste recycling and reuse

### CLIMATE ACTION (13.1, 13.3)

Take urgent action to combat climate change and its impacts

- Driving energy efficiencies across our network
- Solar panels mounted on select BTS sites enable clean power generation and keep surrounding areas clean and pollution-free

### PEACE, JUSTICE AND STRONG INSTITUTIONS (16.4, 16.5, 16.6)

Promote peaceful and inclusive societies for sustainable development and build effective, accountable and inclusive institutions at all levels

- Strong focus on upholding corporate governance
- Anti-money laundering, anti-bribery and anti-corruption (ABAC) program



PARTNERSHIPS FOR THE GOALS
(17.7, 17.8, 17.17)

Strengthen the means of implementation and revitalise the global partnership for sustainable development

- Partnership with development agencies for aid distribution, etc.
- Bangladesh Safe Internet Forum, a platform that promotes safe and responsible internet use across the country in collaboration with Cyber Crime Awareness Foundation (CCAF)



# Our Environmental Impacts

## Environmental performance and climate action

Our nationwide operations entail significant energy consumption, making environmental stewardship an integral part of our responsibilities. Recognising the climate action urgency, we remain committed to reducing our environmental footprint and enhancing resource efficiency.

Given our operational scale, we are transitioning towards cleaner energy solutions, including solarisation, to reduce reliance on conventional energy and lower our carbon intensity. We have achieved ISO 14001:2018 Environmental Management System (EMS) certification, valid until December 2027.

Our environmental focus covers:

- Resource optimisation
- Responsible waste management
- Energy efficiency
- Carbon emission reduction

We extend our focus across our value chain too through our Vendor Code of Conduct, which embeds environmental responsibility within supplier expectations.

We continuously monitor our environmental performance and leverage technology to improve efficiency and reduce impacts. Aligned with Axiata Group's decarbonisation pathway, we aim for net-zero emissions by 2050, integrating climate considerations into our strategy, operations and decision-making.

### Net-zero roadmap

Committed to net-zero GHG emissions by 2050, we have aligned with the broader climate commitment of the Axiata Group and the global climate objectives of the SDGs. Our net-zero pathway focuses on operational decarbonisation, renewable energy adoption, value chain engagement and digital innovation to progressively reduce emissions across our operations.

### Net-zero framework

Our net-zero roadmap follows a phased approach, combining near-term operational initiatives with longer-term decarbonisation. The strategy focuses on reducing Scope 1 and 2 emissions, while progressively expanding efforts to address Scope 3 emissions across the wider value chain.

### Near-term targets (2026-30)

We aim to achieve measurable emissions reduction by enhancing renewable energy use and strengthening operational efficiency across our network. By 2030, the Company targets:



**42%** reduction
in Scope 1 and 2 emissions
(relative to the baseline year)

**25%** reduction
in Scope 3 emissions
(relative to the baseline year)

### *Basis of determining 2022 as the baseline*

The basis for selecting 2022 as the baseline year stems from the Company's adoption of the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the launch of its three-year TCFD roadmap in the same year. Accordingly, 2022 serves as the reference year for measuring progress towards our net-zero ambitions.

### *Operational decarbonisation*

Energy consumption across telecom sites represents a major component of our operational emissions. We are implementing several energy-efficiency initiatives across our network operations, including:

- Reduction of fossil-fuel consumption at telecom sites
- Deployment of lithium battery backup systems
- Gradual shutdown or optimisation of diesel and petrol generators
- Modernisation of cooling systems to improve energy-efficiency

### *Renewable energy transition*

Robi is steadily increasing renewable energy adoption through solar-powered telecom sites and renewable energy procurement initiatives. The Company is also exploring renewable energy sourcing through merchant power arrangements to support the gradual transition from conventional grid-based electricity to cleaner energy alternatives.

### *Value chain engagement*

Since emissions arise from the broader value chain too, Robi is working with suppliers and partners to encourage emissions monitoring and reduction initiatives. This includes developing a net-zero culture among vendors and supporting transparency in reporting Scope 3 emissions.

### *Digital innovation and data management*

Digital innovation supports operational decarbonisation and improves emissions management. The Company plans to strengthen GHG reporting across all emissions scopes and progressively integrate data-driven tools into sustainability monitoring and energy-efficiency initiatives.

### *Policy engagement and awareness*

The Company participates in industry forums to support regulatory policies for renewable energy adoption related to net-metering and target-setting. Awareness programs and stakeholder engagements further support a climate-responsible culture across the ecosystem.

### Long-term decarbonisation path (2030-50)

Robi's long-term roadmap targets deeper emission cuts across its operations and the value chain. By 2050, the Company aims to achieve:

**90%** reduction
in Scope 1 and 2 emissions

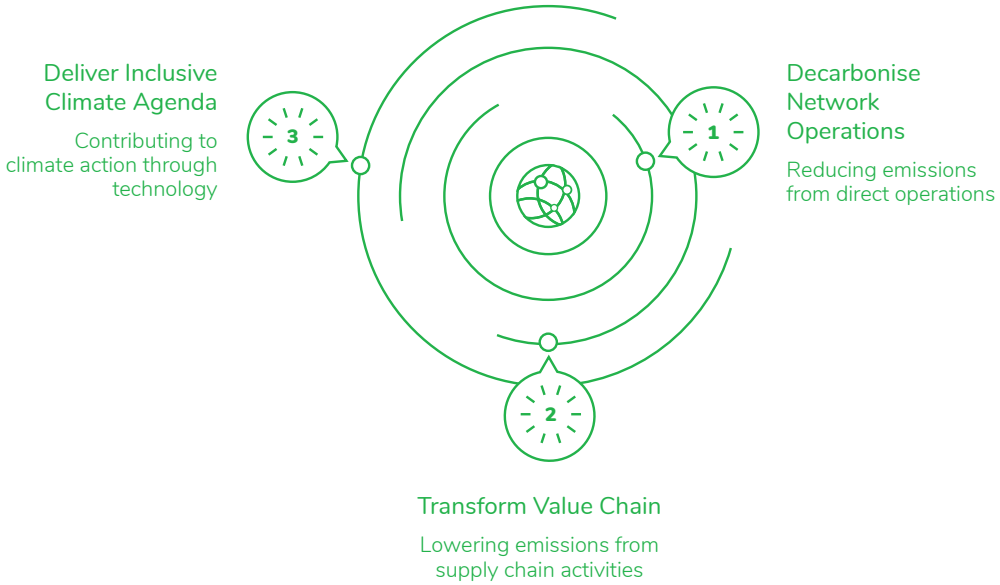
**90%** reduction
in Scope 3 emissions





Residual emissions will be addressed through appropriate mitigation measures.

## Robi: Climate Action Plan




### Green Telecom

*100 MW solar power plant*




Robi has entered into a tripartite MoU with FloSolar Solutions and GreenPower Asia to establish an SPV (Special Purpose Vehicle) for the development and operation of a 100 MWp solar power park. The initiative is expected to reduce approximately 68,200 tons of $CO_2$ emissions annually, making a meaningful contribution to Bangladesh's climate goals.

Under the agreement, Robi will procure renewable energy through a Corporate Power Purchase Agreement (CPPA), aligning a portion of its energy consumption with sustainable sources and reinforcing its commitment to a greener future. Implemented under a Build-Own-Operate (BOO) model, the project marks an important step in the Company's net-zero journey, supporting its transition towards cleaner and more reliable energy infrastructure.

*Eco-friendly 'Super Bikes' empowers field staff*



The company has introduced eco-friendly Robi Super Bikes for its field staff, enabling faster, greener and more efficient customer service across upazilas and unions nationwide. Unlike traditional motorcycles, these electric bikes produce zero emissions, marking a step towards reducing the carbon footprint and protecting the environment.

*Tree plantation pilot across BTS sites*

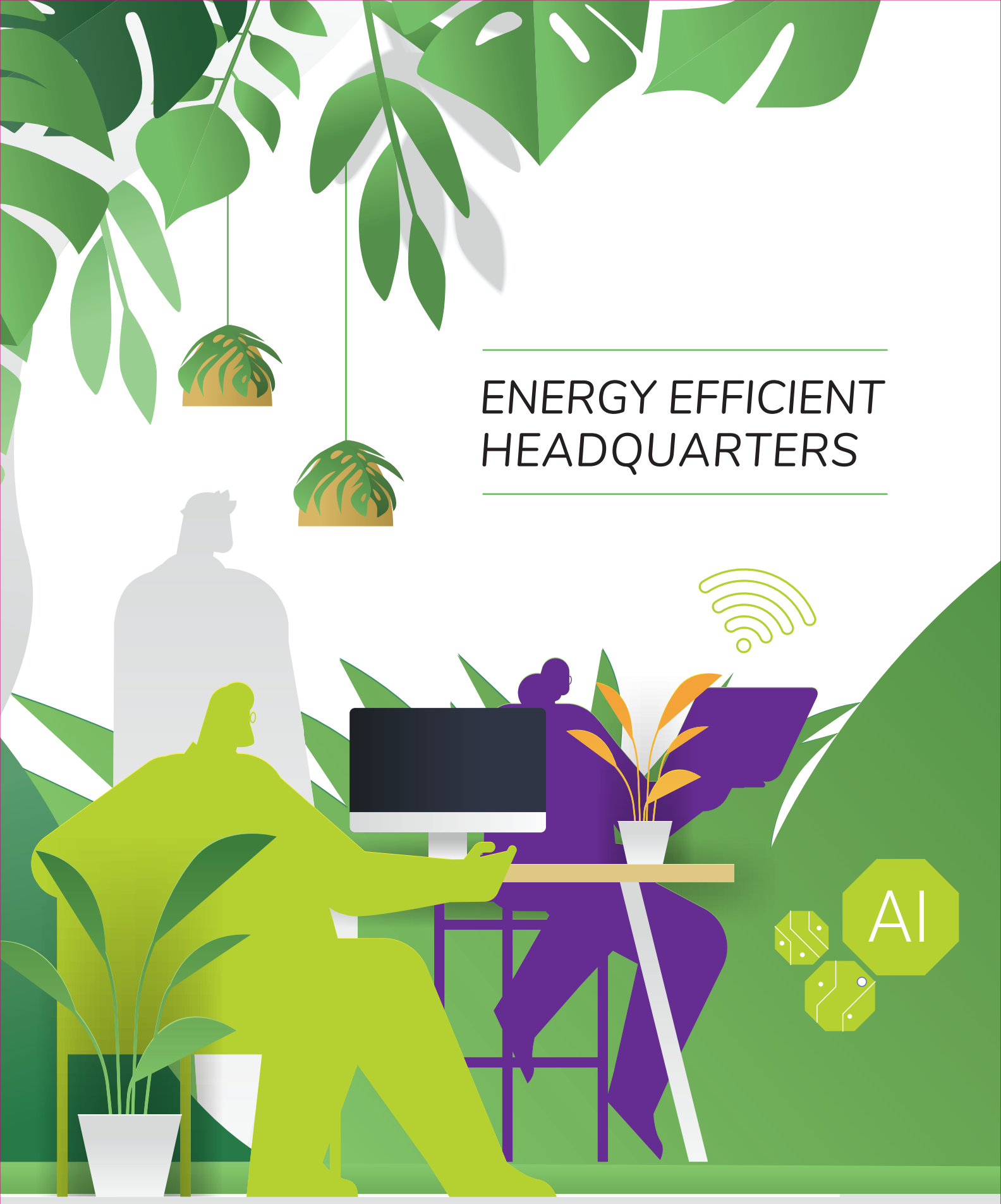


Following an assessment of suitable BTS sites nationwide, Robi initiated a pilot tree plantation project as part of its broader sustainability approach. Integrating renewable energy adoption with carbon sequestration, the initiative aims to reduce environmental impacts while supporting biodiversity and climate resilience.

### *Network decarbonisation in action*

Solar solutions have been deployed across 12.5% of Robi's network sites, contributing 13,533.5 GJ of renewable energy and meeting around 2.5% of the Company's energy consumption requirements in 2025. Through ongoing energy efficiency and decarbonisation initiatives, the Company has offset 1,476 tCO2e emissions during the year and achieved a net carbon emission reduction of 2.58% compared to the 2022 baseline.

# ENERGY EFFICIENT HEADQUARTERS






Robi's new headquarters in Dhaka reflects a modern and sustainable workplace design, integrating advanced technologies, enhanced safety standards and environmentally-responsible infrastructure. Some of the key green initiatives at the facility are highlighted below:

Zero combustible materials: All furniture elements including chairs, workstations, carpets, acoustic panels and aluminium composite panels are fire-retardant and GREENGUARD-certified, ensuring enhanced safety and environmental compliance.

Smart lighting: Sensor-enabled lighting in meeting rooms and washrooms automatically switches-off when not in use, reducing energy consumption and improving efficiency.

High-efficiency LED lighting: 4K intensity LED lights with a 4000K colour temperature deliver optimal illumination while consuming significantly less energy, ensuring a balance between comfort and sustainability.

Automated entry systems: Sensor-based main doors minimize air-conditioning loss by reducing door-open duration, enhancing overall energy efficiency.

Intelligent water management: Sensor-operated faucets regulate water flow based on usage, minimising wastage and promoting sustainable water use.

Fire-resistant infrastructure: Gypsum materials used in the ceilings and walls are fire-resistant, strengthening workplace safety.

Fire-rated access points: Metal doors installed in washrooms and storage areas are designed with a fire rating of over two hours, reinforcing structural safety.

Automated fire detection and protection: A comprehensive, multi-layered fire safety system is in place, incorporating automated fire detection, sprinkler systems and fire hydrants across all floors to ensure protection of occupants and infrastructure.

Intelligent lift management system: AI-enabled lift allocation optimizes elevator movement, reducing wait times, minimising energy consumption and enhancing operational efficiency within the premises.

Acoustic comfort solutions: Carpet installations help absorb sound and reduce echoes, creating a quieter and more productive work environment.

Biophilic design elements: Indoor greenery enhances air quality, reduces stress and contributes to a healthier, eco-friendly workplace.

Wellbeing-focused workplace design: The facility incorporates dedicated wellbeing amenities, including indoor recreational spaces, gaming zones, gymnasium, daycare facilities, medical unit and designated rest areas for female employees, fostering a supportive, inclusive and health-conscious work environment.

## Energy management

Energy consumption across our operations is primarily driven by the management and functioning of our tower sites. Details of energy usage are given below.

| Metric (GJ) | 2024 | 2025 |
|---|---|---|
| Total energy consumption | 15,89,738.42 | 1,594,609.10 |
| Total renewable energy consumption | 13,533.5 | 38,742.33 |

## Water management

Being a services entity, Robi does not have significant water consumption. However, the Company takes necessary steps to optimise its water use and ensure its conservation.

| Metric (mn litres) | 2024 | 2025 |
|---|---|---|
| Total water consumption | 25.92 | 22.15 |

**14.5%**
YoY reduction in water consumption

## Waste management

Aligned with the principles of resource conservation and circularity, Robi adopts responsible waste management practices aimed at minimising landfill disposal and reducing potential environmental impacts on land and air.

| Metric (tons) | 2024 | 2025 |
|---|---|---|
| Total waste generated | 569 | 256 |
| % of total waste directed to disposal | 97.4% | 99.6% |

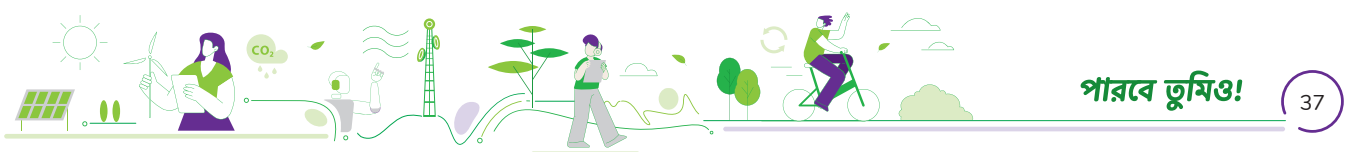
**256 tons**
Disposed unused materials in a safe and responsible way

## Emissions management

Reducing energy consumption and minimising our emissions footprint remain key priorities in our environmental management approach. Despite continued business growth, the Company has focused on operational efficiency to optimise emissions while maintaining network availability.

In 2025, these efforts enabled Robi to achieve a 2.58% reduction in carbon emissions compared to the 2022 baseline, exceeding the Company's internal reduction target of 1% for the year.

| Metric ($tCO_2e$) | 2024 | 2025 | YoY reduction/ (increase) (%) |
|---|---|---|---|
| Scope-1 emissions | 10,363.7 | 7,067.2 | 31.8% |
| Scope-2 emissions | 224,896.6 | 242,920.5 | (8.0%) |



Chapter

# Advancing Our People and Communities



# Our social impacts

- **114,661** Jobs Supported in 2025
- **12.56%** Females in the organisation
- **15,707** Total learning hours
- **88.02%** Retention

## Strengthening our Winning Culture

In 2025, Robi advanced its "Winning Culture" strategic priority by embedding values-driven, accountable and people-centric practices. From strengthening talent development and leadership readiness to enhancing engagement through learning, mobility and performance management, these initiatives helped reinforce a high-performance and growth-oriented culture aligned with sustainable business outcomes.

- **109** Employees promoted
- **35%** Employees took on new experiences
- BDT **62,011** mn Contribution to Govt exchequer
- BDT **8.07** mn CSR spend

## Uncompromising Integrity reinforcing Winning Culture

Corporate values, ethics and social responsibility, enshrined in our uncompromising integrity principle, are fundamental to fostering a high-performance culture.

Robi's core values – Obsession for Customer, Courage for Change, and Passion for Collaboration – serve as guiding principles that align behaviour with strategic objectives. Strong ethical standards ensure transparency, fairness and accountability, while social responsibility connects employees to a broader purpose beyond business outcomes.

## Diversity, Equity and Inclusion (DEI) driving organizational synergy

Supporting its diversity and inclusion priorities, Robi onboarded 38 female talents across the Group through a balanced mix of internal mobility and external hiring. The Company also conducted targetted awareness and anti-harassment programs to strengthen inclusion, equity and respectful workplace practices. In addition, 65 people managers received training on inclusive leadership and unconscious bias to support a diverse workforce.





6 Women representation in CEO-2 and above roles

38 Female talents hired

11% Representation of women at the Senior Leadership Team (SLT) level

9.09%
Representation of women at the SLT level

## Building a modern, agile and digital talent factory

Robi is strengthening its talent ecosystem by building a modern, agile and digitally-enabled workforce across the employee lifecycle, from attraction and development to deployment. The Company continues to invest in future-ready capabilities through early-career programs, internal mobility, on-the-job learning and targetted upskilling in digital, analytical and AI-driven competencies. Anchored in Robi's AI initiatives and Future FIT culture strategy, these efforts aim to create a strong pipeline of adaptable talent aligned with evolving business needs.

## Nurturing future-ready leaders

Robi strengthened its leadership capabilities and future readiness through a portfolio of development initiatives across senior leaders, people managers and functional leadership roles. Flagship programs focused on strategic agility, people leadership and execution excellence, while other interventions enhanced inclusive leadership, feedback practices and functional effectiveness.

These efforts were further supported through transformation workshops and train-the-trainer initiatives aimed at building sustainable internal learning capabilities and stronger business alignment.

Some of the key achievements include:

a. Immersive simulations and real business case-based leadership trainings were provided to 68 senior leaders, focusing on leadership agility, strategic focus and future readiness.

b. A two day long experiential program for 128 people managers focused on practical people leadership and performance enablement.

c. A day-long experiential learning program focused on building effective feedback conversations and culture was delivered to 154 employees to improve feedback quality, trust and continuous improvement.



d. Targeted leadership development program for sales leaders focused on execution discipline and people leadership. In total, 65 Area Managers and Senior Area Managers took part in the training program.

e. Train-the-trainer (r-Connect) was completed by two cohorts in 2025 to build certified in-house facilitators, helping create sustainable internal learning capability and knowledge sharing.

f. GenAI Prompt Engineering, AWS, SQL & Database Basics, and Coursera-based digital programs delivered to build AI, digital and analytical skills across employees.

g. GEM Internship relaunched with 2,600+ applicants. 11 GEM interns completed structured projects with CXO/HOD exposure. Emerging Leaders and Elevate Programs onboarded 20+ participants; 100% GEM interns recommended for future roles.

## Employee engagement - Fostering an inclusive workplace culture

Robi strengthened employee engagement in 2025, fostering an inclusive, collaborative and connected workplace culture across the organisation.

Organisation-wide initiatives including divisional day-outs, cultural celebrations, Company-wide townhalls, workplace awareness sessions, and diversity-focused workshops helped strengthen employee engagement, reinforce inclusion and cultivate belonging across teams.

The following initiatives improved transparency, responsiveness and employee satisfaction:

a. Streamlined HR processes and enhanced employee experience through digital platforms and data-driven insights. PeopleConnect platform was launched for unified HR services.

b. New employee onboarding process was redesigned with 94% positive feedback.

c. International travel process was revamped.

d. Vitality and well-being initiatives were implemented.

## Employee satisfaction survey

Engagement survey insights were transparently shared through divisional townhalls and team forums, enabling employees to voice feedback and co-create action plans with clear ownership embedded at senior and divisional leadership through the annual Employee Satisfaction Survey.

## Employee well-being

Employee well-being was strengthened under the Vitality pillar through physical well-being and safety initiatives, health awareness programs and workplace improvement activities designed to promote resilience and sustainable performance, alongside the introduction of Bloom to engage high-potential talents in cross-functional, future-ready roles.





# Talent Development and Attraction

**19.8 mn**
Total training and development spend (BDT)

**4 mn**
Training and development spend on AI Skills development (BDT)

**13.5K+**
Per employee spend on training and development (BDT)

Rooted in Respect session covering 718 participants, Anti-Harassment program initiated.

## Overview and approach

The readiness of our workforce for the future is essential to our goal of advancing a digital Bangladesh. We are committed to achieving this through continuous investment in talent development strategies and initiatives.

Our focus is on fostering a strong organisational culture, which includes identifying, nurturing and retaining high-caliber talent. This enhances our ability to invest in digital skills and develop a pipeline of specialist talent as we endeavour to remain at the forefront of digital connectivity for people and communities in Bangladesh.

Our specialised talent development programs are essential for creating a modern, agile and digitally-native talent base. These enhance our competitive edge in navigating rapid change and complexity, while attracting new talent. These initiatives further empower our people, enabling career progression and fulfilling their expectations around competency development and professional success.





# Employee health and safety

**0.055**
Lost-Time Incident Rate (LTIR)

**261**
Employees provided safety training

**24**
Health and safety trainings

**Zero**
Fatalities

**4**
Safety culture programs implemented

**82**
HSE Inspections Conducted

## Overview and approach

At Robi, we are committed to providing a safe, supportive, and high-performing work environment. Robust health and safety protocols are in place to protect employees from workplace risks, with clear systems to respond to any incidents.

Aligned with Axiata and regulatory standards, we comply with all environmental, health and safety requirements. We prioritise physical and mental wellbeing too through initiatives that promote safety, resilience and work–life balance.

We continuously strengthen our Occupational Health and Safety (OHS) management system through reviews, ensuring employees understand and adhere to safety practices.

Amid evolving work dynamics and climate-related risks, we place emphasis on safeguarding our field engineers operating across towers and sites, while maintaining a healthy and supportive office environment for all employees.

## Key initiatives, 2025

During the year, we organised several initiatives in health and safety.

### Medical insurance

We restructured our medical insurance policy to offer enhanced benefits, including parental coverage and expanded hospital networks. Further, employees' parents were also included in the insurance plan, thus reducing financial stress associated with eldercare.

## Corporate relationship with hospitals offering special rates

We have corporate partnerships with over 10 hospitals, providing special discounts for employees, their dependents and parents. Discounts range from 5-50%, depending on the case. This not only enhances accessibility to medical benefits but also ensures smooth hospital experiences for employees, especially emergency hospital admissions.





*Daycare facility*



Robi provides a daycare facility for children aged 6 months to 6 years, accommodating up to 25 children, free of charge. Located conveniently within the office compound, it offers added ease to working parents. Regular parent meetings, engagement events and surveys ensure the service's effectiveness and continuous improvement. Female employees not based in the corporate office are provided additional 8K stipend to help them arrange for alternatives.

*Wellbeing Hour*




Daily doctor visits were organised across office premises and Robi's daycare facilities throughout the year, providing employees with immediate access to medical advice, minor treatments and emergency support. On-site first aid services and 24/7 telemedicine support through medical insurance further strengthened employee access to timely healthcare and wellbeing support.

Deskercise



To promote physical well-being, Robi organizes guided activities led by professional instructors from Robi's gym. These activities conducted throughout the workday focus on improving posture, relieving stress and boosting energy. Counselling support is also provided to enhance health and well-being.

## Special coverage for children with disabilities

Robi introduced customised support initiatives for employees caring for children with special needs, reinforcing an inclusive workplace. In addition, the Company's daycare facility provides specialised support for children with developmental delays, while medical insurance coverage includes special needs therapy support.

Special event on wellbeing




We offered stress management programs, free health checkups and BMI tests, along with consultations from nutritionists to create personalised diet plans. Movement sessions were also organized to help employees relieve back pain and improve posture.

## Occupational health and safety

Robi maintains an Occupational Health & Safety (OHS) management system aligned with ESG principles, focusing on proactive risk management, employee wellbeing and regulatory compliance. Core initiatives include:

a. Regular site and warehouse inspections
b. Safety assessments
c. Detailed Engineering Assessment (DEA) for warehouse structural issue pre and post-earthquake
d. Electrical and fire assessments and incident management with root cause analysis
e. Continuous maintenance of safety-critical equipment

Emergency preparedness is supported through established response plans, periodic fire drills and active Floor Marshal engagement. Employee capability is further strengthened through ongoing health and safety trainings, first-aid programs and awareness initiatives focused on risk prevention.

Occupational health and safety performance is monitored through a KPI-driven framework supported by leadership oversight, ISO 45001:2018 surveillance and external assessments. These measures help ensure compliance with regulations and alignment with international safety standards, reinforcing a safe and resilient workplace.



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CERTIFICATE
OF REGISTRATION

This is to certify that the management system of:

**Robi Axiata PLC.**

Main Site: Robi Corporate Office, The Forum, 187, 188/B, Bir Uttam Mir Shawkat Sarak, Tejgaon Dhaka-1208, Bangladesh.

has been registered by Intertek as conforming to the requirements of:

**ISO 45001:2018**

The management system is applicable to:

Cellular Service Operations.

Certificate Number:
0200292

Initial Certification Date:
10 December 2024

Date of Certification Decision:
10 December 2024

Issuing Date:
10 December 2024

Valid Until:
09 December 2027

Calin Moldovean
President, Business Assurance

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# Employee Benefits and Wellbeing

At Robi, we offer a comprehensive employee benefits framework crafted to enhance overall wellbeing, support long-term financial security and foster an inclusive and enabling work environment. Several of these benefits go beyond statutory requirements and reflect responsible employment practices and employee-centric growth.

1 *Financial security and long-term benefits*

Robi supports long-term financial security through a contributory PF, gratuity benefits and comprehensive life insurance coverage. Special allowance is extended to employees with children requiring special care. Additional support is extended to deceased employees' families through child education assistance.

2 *Health and wellness*

Employees are provided with comprehensive medical coverage for themselves and their dependents, complemented by access to an in-house doctor and wellness facilities such as a fully-equipped gym, promoting health and preventive care.



3 *DEI support*

Robi fosters an inclusive workplace through initiatives such as an onsite daycare facility to support working parents and a Women Welfare Officer to address employee wellbeing and inclusion needs.

4 *Work-life balance and employee experience*

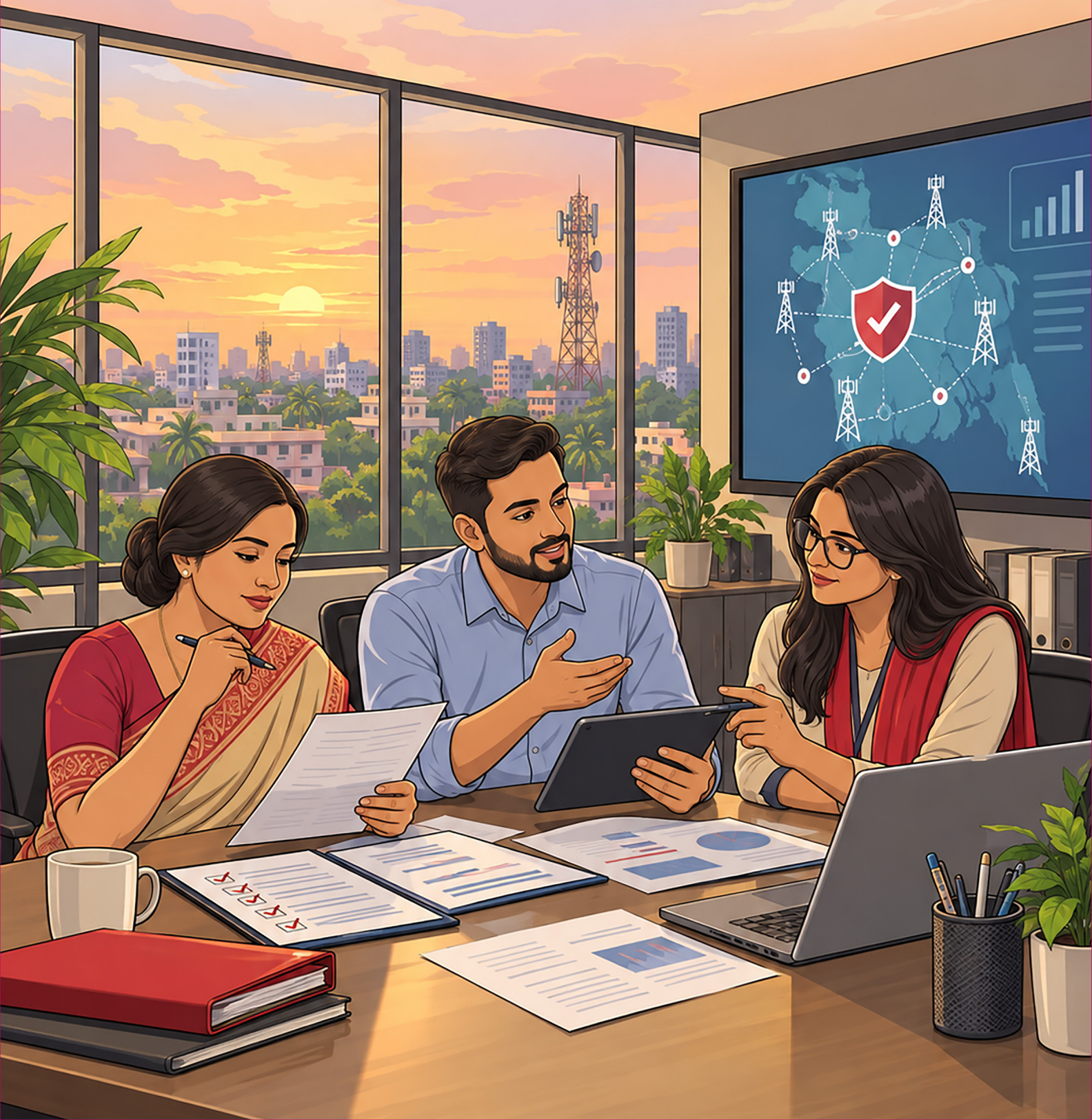
Flexible and hybrid work arrangements enable employees to balance professional and personal commitments, while the Robi Recreation Club and state-of-the-art office facilities enhance engagement, collaboration and employee experience.

5 *Mobility, connectivity and workplace convenience*

Robi ensures ease of work through transportation facilities, handset and mobile usage support, and subsidised family SIM benefits, enabling seamless connectivity for employees and their households. Employees are also supported through relocation and travel benefits for business needs.

Chapter 3

# Driving Governance and Risk Management



# Our Governance Impacts

## Approach to corporate governance

An unwavering commitment to good governance has been fundamental to Robi's ethos. Rigorous corporate governance is built on stability, leadership, accountability and control and this philosophy becomes significant in a volatile and highly-regulated business environment.

In keeping with our core values, our meticulously formulated policies and processes define our approach to governance and serve to enhance our strategic decision-making, drive transparency and trust, and ensure the needs of our stakeholders are met and safeguarded at all times.

Robi's Board is the highest governing body, committed to upholding best practices in governance while fostering long-term shareholder value and sustainable performance.

The Board serves as a guiding force for the enterprise, fulfilling a significant role in delivering against the corporate mission, vision and strategy. The committees listed below are responsible for decision-making across diverse aspects of governance within the organisation.

### Board Committees and their responsibilities

| BOARD COMMITTEE | COMMITTEE RESPONSIBILITY |
|---|---|
| Nomination and Remuneration Committee | The NRC shall assist the Board in formulation of the nomination criteria or policy for determining qualifications, positive attributes, experiences and independence of directors and top-level executive as well as policy for formal process of considering remuneration of directors and top-level executives. |
| Board Audit Committee (BAC) | The BAC has been established as a sub-committee of the Board to assist it in fulfilling its statutory and fiduciary responsibilities. BAC will assist the Board to ensure that the financial statements reflect a true and fair view of the state of affairs of the Company and in ensuring sound surveillance system within the business. BAC will review the financial statements and financial reporting process, the audit process, the adequacy and effectiveness of systems for internal controls, risk management and governance, and the process for monitoring compliance with laws and regulations, including BSEC requirements and the Company's own Code of Conduct. |





| | |
|---|---|
| Board Risk and Compliance Committee (BRCC) | The BRCC shall assist Robi's Board to fulfil its responsibilities with regard to risk management and compliance. It is responsible for determining that robust processes are in place for identifying, assessing and monitoring:<br>i) Key business risks to safeguard shareholders' investment and the Company's assets<br>ii) Cybersecurity risks and risks relating to data privacy<br>iii) Risks arising from non- compliant practices and behaviours, particularly relating to ABAC |
| OPCO Board Investment Committee | The purpose of the OPCO Board Investment Committee (OBIC) is to support the Board in ensuring that Group investment activities generate value for shareholders by delivering benchmark outcomes in terms of cash generation, ROI indices, distributable profits and enterprise value. |

## Management Committees and their responsibilities

| MANAGEMENT COMMITTEE | COMMITTEE RESPONSIBILITY |
|---|---|
| Management Audit Committee | In order to bring efficiency and effectiveness in the Company's internal control and governance processes, a high-powered committee, Management Audit Committee (MAC) consisting of members from both the Management and Internal Audit is in existence at Robi. The committee is chaired by the CEO of Robi. The Head of Internal Audit and Compliance (HIAC) is the Member Secretary of the Committee, reporting to the BAC. Other permanent members of the committee comprise CFO, CCO, CHRO, CIO and CTO. Other MC Members/Divisional Heads can be invited to the meeting on need basis. |
| Defalcation Committee | With a view to provide a consistent approach in dealing with defalcation cases and to establish a focal point for monitoring domestic inquiries arising from defalcation for ensuring compliance with Company policy and procedure, this Committee has been formed. The committee may co-opt additional member/s when required and it may also onboard substitute representative/s upon prior consent of the Chairman when a member of the committee is unable to attend any meeting. |

For more information, please refer to "Corporate Governance" in the Integrated Annual Report 2025



# Corporate governance framework

Robi's Board is committed to upholding the principles of best practices in governance, espousing high standards that enable responsible stewardship. The Board has endeavoured to bolster the Company's governance system and processes, ensuring the highest standards are maintained across the organization.

## Robi's Board composition (31 December 2025)

| BOARD MEMBER | POSITION ON THE BOARD | REMARKS |
|---|---|---|
| Mr. Thayaparan Sangarapillai | Chairman | Appointed as Chairman on 29th December 2024 |
| Mr. Vivek Sood | Director | Retired and re-elected on April 21, 2025 |
| Mr. Nik Rizal Kamil Nik Ibrahim Kamil | Director | ---------- |
| Mr. Randeep Singh Sekhon | Director | Retired and re-elected on April 21, 2025 |
| Mr. Soumen Ray | Director | ---------- |
| Mr. Nasir Uddin Ahmed | Independent Director | Renewal of appointment from 16th February 2025 |
| Ms. Nasreen Sattar | Independent Director | Appointed as Independent Director on April 28, 2025 |
| Mr. Ziad Shatara | Managing Director | Appointed as Managing Director and Chief Executive Officer on September 6, 2025 |

Robi's Board maintains high standards of governance to enhance decision-making, thus enabling Management to implement those decisions within the structured framework of policies and procedures, ensuring ongoing value creation. Board diversity in terms of nationality, experience and professional background supports an environment for constructive dialogue and allows the Board to address a wide range of stakeholder expectations.





## Key governance mandates

1



**Leadership**

Robi is led by an eminent Board with well-defined roles and responsibilities. The Company benefits from a talented leadership team committed to steering the business towards excellence. Under the guidance of the Board and the leadership team, Robi has successfully established a distinctive presence in a competitive market, upholding its reputation as one of Bangladesh's premier digital operators.

2



**Effectiveness**

The Board's Nomination and Remuneration Committee (NRC) oversees many of the activities of the Company which underpin Board effectiveness. NRC takes the lead in succession planning, taking into account the size and structure of the Board, while also evaluating skills, experience, independence and output from the annual Board effectiveness evaluation exercise.

3



**Accountability**

The Board Audit Committee (BAC) plays a key role in supporting the Board's compliance mandate, adopting the principles of responsibility and accountability. It takes ownership for assessing whether the Company's position and prospects are fair, balanced and clear, monitoring the integrity of corporate reporting and ensuring that the necessary safeguards are in place through effective risk management and internal control systems. This apart, BAC also engages with the external auditor through various policies and procedures to ensure best-in-class internal control systems.

4



**Investor relations**

As a stock market-listed entity, Robi organises earnings disclosure sessions quarterly over its financial year to disclose the financials and performance of the Company among shareholders, institutional investors, financial analysts and reporters, as well as hosts an open Q&A session regarding strategy, governance and performance. The session is led by the CEO and CFO, whilst the CCRO and Company Secretary are also a part of the panel.

# Sustainable supply chain

## Overview

A responsible supply chain is essential to delivering our sustainability goals, underpinning long-term performance and resilience. We embed ESG principles into our procurement activities, ensuring alignment with our sustainability vision.

Our supply chain is critical to last-mile delivery. While we value strong supplier partnerships, we require all partners to meet our standards for ethical, social and environmental responsibility.

**Governance and responsibility**

Procurement and supply chain sustainability are governed through Group-wide procurement policies, supplier code of conduct and ABAC guidelines aligned with the Axiata Group. Senior management ensures oversight, with implementation supported by procurement, sustainability, risk and compliance functions.

### Business integration

01 ESG considerations are embedded into supplier onboarding, bid evaluation and contract management processes.

02 Suppliers are required to comply with Robi's Supplier Code of Conduct, which covers human rights, labour practices, occupational health and safety, environmental management and anti-corruption.

03 A risk-based approach is applied to supplier screening and assessment, with enhanced due diligence on those identified in higher risk categories.

### Community and inclusive growth

In alignment with the Axiata Group and Bangladesh's development objectives, Robi supports local suppliers by promoting local sourcing, and fair and transparent access to procurement opportunities. This contributes to economic inclusion and supply chain resilience.

### Importance of local procurement

01 Local procurement supports economic development, strengthens supplier resilience and reduces supply chain disruptions.

02 Environmental and social assessments help identify and mitigate risks related to human rights, labour conditions, health and safety, environmental impacts and regulatory non-compliance.

03 A responsible supply chain protects service reliability and operational excellence.

04 Transparent and ethical sourcing responds to the expectations of both internal and external stakeholders.





## Outlook

Robi will strengthen its supply chain by enhancing ESG data collection, enhancing supplier engagement and expanding assessment coverage for high-risk suppliers. The Company aims to further increase local sourcing from both commercial and technical perspectives and align its supplier sustainability practices with evolving regulatory requirements and international standards.

## Progress and performance

01 *Supplier screening*

- Supplier screening is executed through a well-defined due diligence process.
- Sustainability and ethical requirements are embedded in supplier onboarding processes.
- New suppliers are required to comply with Axiata's Supplier Code of Conduct, covering the areas of labour practices, health and safety, anti-corruption, and environmental responsibility.
- Supplier site or factory visit is a part of our practices for screening and assessment.

02 *Supplier assessment*

- Periodic supplier assessments are conducted based on spends.
- Findings are used to plan engagement, corrective actions and continuous improvement.

03 *Grievance mechanism*

- Suppliers have access to whistleblowing and grievance channels.
- All grievances are handled confidentially, investigated appropriately and addressed in line with our governance framework.

04 *Supporting local suppliers*

- We prioritise procurement from local suppliers considering quality, cost competitiveness and sustainability.
- Local sourcing contributes to strengthening domestic supplier capabilities and supporting the national economy.

## Proportion of spending on local suppliers

| YEAR | PROCUREMENT TYPE | % OF LOCAL PROCUREMENT |
|---|---|---|
| 2025 | Digital telco (facility service, maintenance, passive, IIG, fibre lease etc.), IT and IS, infrastructure, media and others | 78.1% |
| 2024 | Digital telco, IT and IS, infrastructure, media and others | 78% |



| | | |
|---|---|---|
| 2023 | Digital telco, infrastructure, digital businesses (excluding ADA) and CC | 69% |
| 2022 | Digital telco, infrastructure and CC | 53% |

## Key initiatives, 2025

| ACTIVITY | OUTCOME |
|---|---|
| Strengthen supplier screening and assessment processes for high-risk suppliers. | Improved identification and mitigation of risks in the supply chain. |
| Enhance engagement with local suppliers through focused sourcing initiatives and support. | Higher participation of local suppliers and increased local procurement spends. |
| Boost supplier awareness on sustainability, ethics and compliance through awareness and advisory programs. | Improved supplier understanding of Robi's expectations and standards leading to a stronger culture of compliance. This was achieved through:<br>- Supplier engagement and development<br>- Periodic supplier advisory and engagement sessions<br>- Selected suppliers' participation in awareness and engagement initiatives covering governance, compliance and responsible business practices<br>- Continuous engagement resulting in resilience and long-term partnerships |

## Way forward

Looking ahead, Robi will continue strengthening its sustainable procurement framework by:

- Expanding ESG compliance assessments across a broader supplier base
- Increasing supplier engagement on carbon reduction and circular economy initiatives
- Enhancing digital collaboration tools for improved supplier transparency and efficiency
- Strengthening due diligence to mitigate supply chain risks
- Driving continuous improvement through knowledge-sharing and collaborations





# Navigating regulatory and political risk

## Overview

Robi navigates the dynamic telecom and digital landscape, shaped by rapid technological disruptions, geopolitical challenges and stringent regulatory oversight. Operating in one of Asia's highly regulated telecom markets, the Company strives to balance innovation and compliance.

Robi upholds a zero-tolerance stance on legal and regulatory non-compliance in line with Axiata's Regulatory Compliance Framework (ARCF). Our proactive and constructive engagement with regulators reflects a strong commitment to meeting regulatory obligations and maintaining high standards of compliance.

## Our approach

In line with Axiata guidelines, Robi adopts a proactive approach to managing regulatory and political risks by monitoring external developments that may impact the operating environment. The Company mitigates these risks through knowledge-based engagement and advocacy with policymakers, regulators and industry peers to address shared challenges and support policies that enable the sector's long-term growth, resilience and innovation.

## The year 2025

In 2025, Robi operated amid heightened regulatory scrutiny, including tighter quality of service mandates, reinforcing the importance of vigilance, agility and disciplined execution.

Guided by the Axiata Regulatory Compliance Framework (ARCF), the Company views compliance not merely as a statutory obligation but as a pillar of responsible growth, enabling it to mitigate regulatory risks while remaining adaptive to the legal and policy landscape aligned with its strategic priorities.

During the year, Robi navigated a complex geopolitical and macroeconomic environment as Bangladesh underwent a major political transition. This was alongside persistent economic challenges, high interest rates, supply chain disruptions and inflationary pressures that weighed on consumer spending.

Recognising that long-term success is linked to broader socioeconomic progress, the Company's engagement with government and regulatory stakeholders reflected its partnership-driven approach, priorities on national development, and focus on sustainable value creation.



# Cybersecurity and digital trust

With increasing digitalization of services and expansion of digital platforms, cybersecurity threats and data privacy concerns are critical risks for digital operators. Robi continues to strengthen its cybersecurity position through robust information security frameworks, continuous monitoring systems and governance mechanisms related to data protection and responsible AI readiness.

Maintaining a secure and trusted digital ecosystem remains essential for customer trust and operational integrity. Sustainability-related risks may influence Robi's financial performance through potential impacts on operating costs, capital expenditure requirements, infrastructure resilience and regulatory compliance obligations.

The Company evaluates sustainability-related risks within its enterprise risk management framework to ensure that potential financial implications are considered in strategic planning, infrastructure investment decisions and operational risk mitigation.

During the year, Robi took the following steps to fortify its cybersecurity measures:

- Advanced a cybersecurity program in line with the Digital Trust & Resilience (DT&R) roadmap
- Maintained a Tier-3 Cyber Maturity Level aligned with NIST Cybersecurity Framework v 2.0 and further strengthened its Zero Trust security architecture, reaching Level 4 (Optimized) across key technology environments
- Reinforced secure development practices and harnessed a centralised digital platform to identify and remediate security risks
- Ensured 24x7 security monitoring for early threat detection, particularly for critical and high-value systems
- Engaged a reputed external consultant to identify risk exposures and mitigation that resulted in significant (YoY-19%) improvement in response time to cyber incidents
- Developed a secure digital ecosystem through engagement with national cybersecurity initiatives and industry stakeholders
- Strengthened cybersecurity awareness among employees, partners and the wider public through programs and digital awareness campaigns

## Cybersecurity risk management

Cybersecurity risk management is a priority for our Board Risk & Compliance Committee (BRCC) and Risk & Compliance Management Committee (RCMC). Continuous oversight ensures rigorous monitoring of controls and progress on targetted assessment programs.

Robi maintains a "Zero Risk" appetite for cybersecurity, underpinned by clearly defined key risk indicators (KRIs). This reflects our commitment to safeguarding systems and infrastructure, even as the threat landscape intensifies.

## Anti-Bribery, Anti-Corruption (ABAC)

Robi's ABAC Policy, in place since 2022, enforces zero tolerance against bribery or corruption.

The Company's Business Compliance Department drives compliance across all operations and decisions, leads risk assessments, maintains policies, and ensures rigorous monitoring and reporting. Through continuous training, it embeds a culture of integrity and accountability, extending ABAC standards to third parties too.

In 2025, Robi achieved 99.94% employee training on ABAC, underscoring the importance of ABAC compliance.





## Data privacy

Robi's approach to data privacy is proactive, embedded and organisation-wide. It is anchored in strong governance and consistent standards, integrated into system design to address risks at the outset, and reinforced through continuous testing, training and awareness. Beyond compliance, our focus is on fostering a culture where privacy is understood, practiced and upheld by employees, partners and across every customer interaction.

The following initiatives were taken in this regard in 2025:

- Refined privacy policies and standards to strengthen oversight and consistency
- Integrated Data Privacy Impact Assessments (DPIAs) into solution design processes, enabling early identification and mitigation of privacy risks throughout the development lifecycle
- Conducted cyber and data breach drills to simulate realistic cybersecurity and data breach scenarios
- Ensured mandatory employee training on data protection principles and practices
- Observed World Data Privacy Day 2025 by launching privacy awareness initiatives for both employees and customers
- Organised Risk and Compliance Week – RiskRunner 2025 under the theme "Be Aware – Everyday, Everywhere" for all Robi employees.



**99.94%**

Employees who completed mandatory training on data protection principles and practices

## Ethical AI

Robi's AI and Data Governance Policy establishes a foundation for responsible, secure and ethical use of data and AI. It treats these as strategic assets with clear accountability and controls. The framework embeds validation, ethics and compliance, while regular simulation exercises sharpen incident response and readiness against evolving cyber threats.

- Robi approved and published its first AI and Data Governance Policy, supported by a comprehensive framework, establishing a strong foundation for the responsible, ethical and secure use of data and AI.
- These instruments position data and AI as strategic assets aligned with business objectives, define clear accountability across executives, committees, and operational teams, and enforce controls across data quality, security, architecture, AI lifecycle and generative AI.
- The framework promotes standardised validation and quality assurance practices, with an emphasis on ethics, bias mitigation, regulatory compliance, privacy and data security.
- These exercises were designed to assess the organisation's incident response capabilities, evaluate the effectiveness of systems and processes, and enhance preparedness of incident response teams in managing cyber threats.

## Our compliance commitment

Compliance is not a control function alone but a core part of integrity and responsible business conduct. It is built on prevention over correction, transparency over opacity, and accountability at every level of decision-making. This philosophy is embedded through strong systems, continuous vigilance and a culture that discourages unethical behaviour while empowering stakeholders to speak up.

In 2025, Robi achieved ISO 37001:2016 certification for Anti-Bribery Management Systems in 2025, reaffirming our compliance with all applicable laws and regulations. We conducted interactive refresher training sessions for both internal and external stakeholders to strengthen our ABAC culture, with 99.94% of employees successfully completing the ABAC training during the year.

Strict compliance was ensured through the following activities:

a. Policy updates and adherence: Regular updates to ABAC policies and procedures, ensuring alignment with global best practices.

b. Compliance monitoring: Continuous oversight to verify effective implementation of ABAC policies across the Group.

c. Third-party due diligence: Comprehensive risk assessments prior to engaging with third parties to mitigate potential bribery risks, sanction policy adherence, avoid politically exposed persons (PEP) involvement, etc., to uphold governance.

d. Corruption risk register: Systematic identification, monitoring and mitigation of corruption-related risks.

e. Whistleblower/Speak-up channel: Secure and confidential channels for stakeholders to report unethical or illegal practices.

f. Gifts, Donations and Sponsorships (GDS) Policy: Robi employees are prohibited from directly or indirectly offering, promising, giving, soliciting or accepting, agreeing to accept, or attempting to obtain anything that might be regarded as a facilitation of payment in any form.

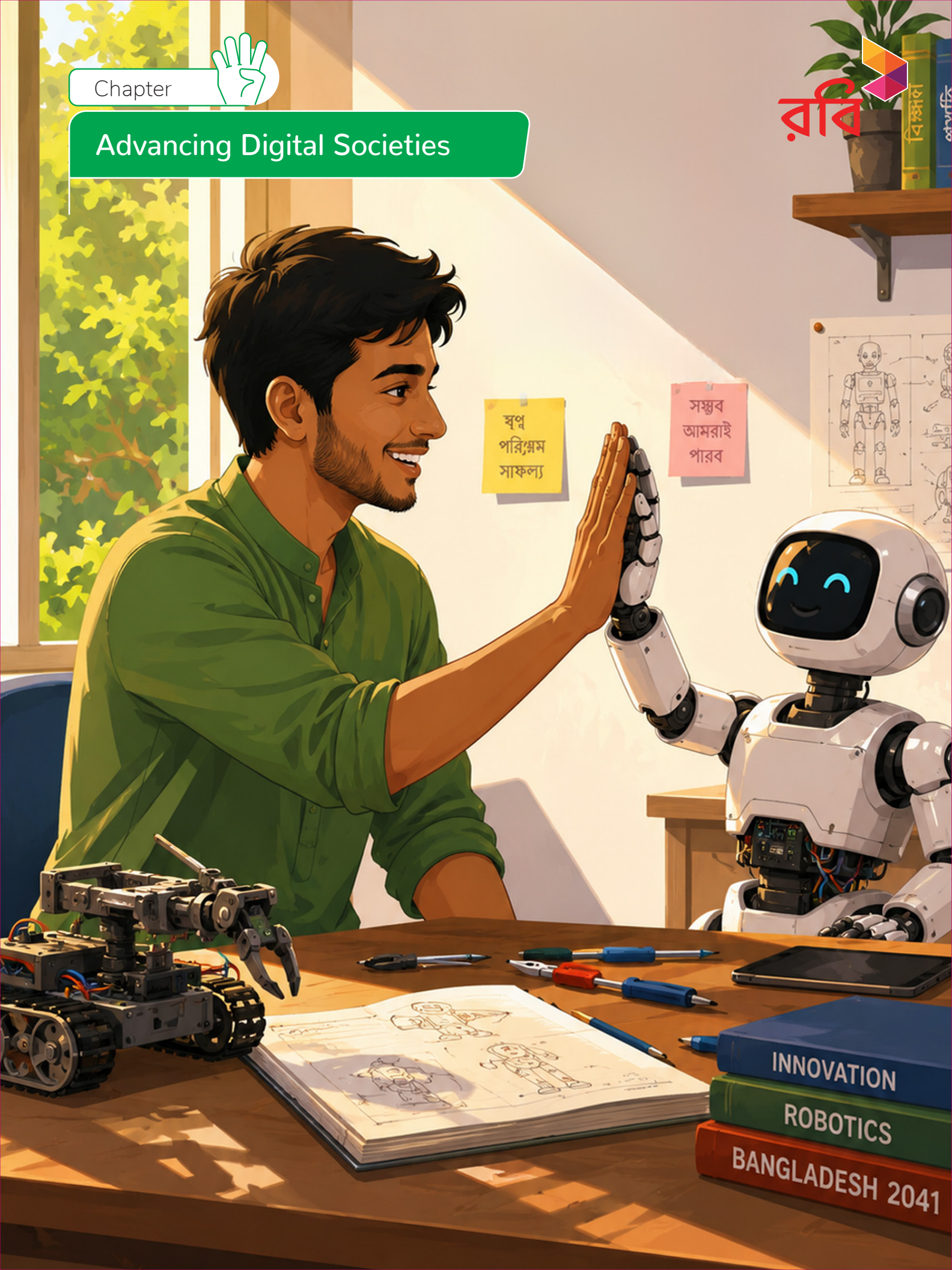
g. Quarterly compliance reviews: Periodic evaluations and reporting to the Robi Risk & Compliance Management Committee (RCMC) and Board Risk & Compliance Committee (BRCC).





Chapter 7

# Advancing Digital Societies



# Our Societal Impacts

## Citizenship action

Robi's nationwide presence is guided by a deep understanding of local needs, a commitment to meaningful impact, and a belief in collective action to drive change. Working closely with communities, stakeholders and partners, we strive to improve living standards and enable a more inclusive future.

We see ourselves as part of the communities we serve, sharing their challenges and responsibilities. This drives our focus on long-term development, grounded in engagement and local insight.

As digital transformation accelerates, we work with local partners to deliver context-specific initiatives, prioritising vulnerable populations and reinforcing the belief that societal responsibility is integral to building a better tomorrow.

### Free online doctor consultation for pilgrims

Robi launched a free 24/7 online medical consultation service for its Hajj roaming subscribers. Pilgrims using Robi's Hajj roaming packs could access certified doctors via video call free of charge through digital health care platform 'Shukhee', eliminating the need to visit health camps during the pilgrimage.




### Blood donation drive for thalassemia patients



Robi organized a blood donation camp in support of thalassemia patients in collaboration with the Bangladesh Thalassemia Foundation. More than 100 employees from Robi, Unilever, McDonald's, Shanta Holdings and other organisations in the Shanta Forum community participated in the campaign.

### Nirapod Pani, Shustho Jibon

Commencing in 2011, Robi's Nirapod Pani, Shustho Jibon project continues to serve millions of railway commuters with one of life's simplest needs: safe drinking water. Alongside Bangladesh Railway and WaterAid Bangladesh, Robi had inaugurated its first two water purification plants at Kamalapur and Dhaka Airport railway stations in 2011.

Today, the same facility has been expanded to 10 major railway stations in Chittagong, Sylhet, Khulna, Rajshahi, Mymensingh, Mohanganj, Feni and Cumilla. The water plants reflect thoughtful, inclusive design with separate corners for men and women, accessibility ramps welcome physically challenged commuters, and designated ablution (wudu) space support travelers.

Together, these installations dispense around 1.2 million liters of clean drinking water every day. Each water plant is equipped to serve approximately 452,600 users every year.

**10**
Water plants installed in 10 major railway stations

**1.2** mn
Litres of clean drinking water dispensed daily

**452,600**
Users served every year from each water plant

## Safe Drinking Water for Wakchaku Para in Bandarban

Robi extended the essence of the Nirapod Pani, Shustho Jibon program to one of the country's most water-stressed areas: Thanchi in Bandarban. In partnership with Give Bangladesh Foundation, two water reservoirs were installed in Wakchaku Para, an isolated community where access to clean water had long been a daily struggle.

Through this initiative, 417 community members, including 134 school children, now have access to safe drinking water throughout the year. Residents no longer need to climb 1,500-foot-high hills to collect water from unsafe sources, reducing water collection time by nearly 70 percent.

Two reservoirs with a combined capacity of 10,000 litres and a 2,500-foot-long pipeline have been installed, overcoming the challenges of the hilly terrain to ensure reliable water supply.

**417**
Community members served with clean drinking water in Wakchaku Para, Bandarban

**70%**
Time reduced for water collection for community members

**10,000**
Litres of total capacity across two reservoirs



# Digital Inclusion

bdapps – Empowering society with digital skills

Robi's bdapps is an API hub, enabling developers to monetise apps with strong technical and administrative support. It hosts the country's largest developer community and empowers marginalised groups, especially women, through digital skills training and income generation opportunities.

## Key Achievements in 2025

bdapps

**20K+**
New apps onboarded on bdapps

**120K+**
Total apps hosted on bdapps

**125K+**
App developers engaged with bdapps

**22%**
App developers on bdapps are women

**15K+**
New app developers onboarded

**2,000+**
New female app developers onboarded

**BDT 46 crore**
Earned by app developers from bdapps in 2025

**BDT 280 crore**
Earned by app developers from bdapps since inception in 2014

**BDT 28,000**
Earned by app developers on average every month in 2025

**65**
New SheSquad Leaders supported female developer participation in 2025

**170**
bdapps Campus Ambassadors

**150**
Universities represented by bdapps Campus Ambassadors

Robi organized bdapps Innovation Summit 2025 with the aim to nurture homegrown talent, foster innovation and accelerate the adoption of digital technologies across the country. Over 1,300 submissions were received nationwide, reflecting strong engagement from young developers, innovators and entrepreneurs.

25 teams were shortlisted for pitching rounds, with the top-10 finalists receiving mentorship, hands-on support and access to bdapps APIs to refine and scale their solutions.

The summit highlighted innovative solutions addressing real-world challenges in health, agriculture, education and entertainment. The summit marks an important milestone in empowering the next generation of Bangladeshi innovators.



# Inclusion, accessibility and safety

## Smart canes for the visually-impaired

Robi has undertaken an initiative to distribute smart canes among visually-impaired individuals to promote empowerment through digital inclusion. Developed by Drishti Technologies, the Abhash Smart Cane features sonar-based obstacle detection technology, haptic feedback and audio alerts to help users navigate safely and confidently.

The smart cane distribution program is being implemented in collaboration with seven partner organisations: Ispahani Islamia Eye Institute and Hospital, Visually Impaired People's Society (VIPS), Real View, Blind Education and Rehabilitation Development Organization (BERDO), Doors of Inclusive Society (DIS), Nohor Initiatives and Sporsho Foundation.




## Strategic partnership for digital inclusion

Bangladesh Institute of ICT in Development (BIID) Foundation and Robi signed an MoU aimed at fostering innovation, bridging the digital divide and developing impactful digital solutions in the areas of health, ICT literacy, entrepreneurship and youth empowerment.



## Empowering students with AI learning

Robi partnered with the country's leading Edtech platform, 10 Minute School, to make AI-based learning more accessible to students across the nation.

As part of the initiative, Ayman Sadiq, CEO of 10 Minute School developed the first-ever comprehensive AI learning book in Bangla, complete with 24 visual chapters and as many video lessons that was premiered in the My Robi app.

The AI book will be printed and distributed to school and college libraries across the country, alongside 10 Minute School's extensive offline network.




## Going digital to facilitate youth opportunities

Robi and Save the Children Bangladesh signed an MoU to jointly promote digital inclusion and skills development among adolescents and young people nationwide.

Under the partnership, adolescents and youth from across Bangladesh will receive training in digital skills, entrepreneurship and freelancing. Participants will also gain access to internet connectivity and digital tools to help them build their skills and engage effectively in the digital space.



## Customer experience

Robi undertook a number of initiatives in 2025 to improve customer experience. Some of the key initiatives are listed below.

- Following aspects of the user journey were simplified:
    a. Roaming in local currency VAS management
    b. Hyper-personalized queue management in walk-in-centers (WICs)
    c. Touchpoint journey simplification (IVR, USSD and WIC)
    d. Feedback management automation
    e. Complaint management automation
    f. SIM journey enhancement.
    g. Recharge and purchase enhancement
- Designed and implemented a simplified IVR to elevate customer experience
- Introduced GenAI chatbot across website, messenger and WhatsApp and App channels for both Robi and Airtel
- Migrated digital agent support platforms into a single unified agent assistance tool
- Introduced comment bot across Facebook News Feed, Instagram Feed, YouTube and app reviews on both the Play Store and iOS app store for both the brands
- Redesigned network complaint management journey and automated complaint resolution
- Introduced email bot across service email channels for both brands

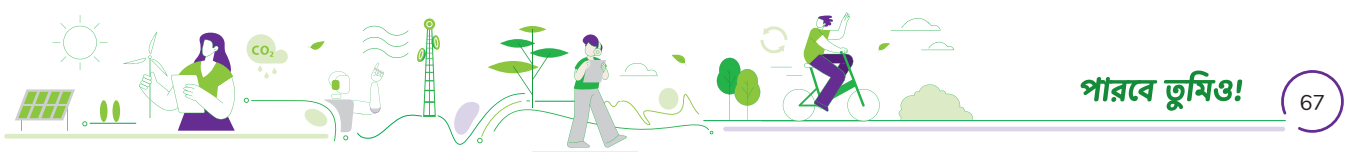
## Key highlights on customer experience improvements

- Composite customer satisfaction improved by 0.5 percentage points (pp)
- Customer satisfaction for digital touchpoints improved by 10 pp
- Chat bot-based automated resolution increased to 96.7%
- Customer satisfaction in all chatbots improved significantly, reaching 88.9% from 74%
- Bot-served ratio increased to 87% from 70%
- Overall complaint resolution time reduced by 9%
- Daily average complaint-related calls reduced by 12%

## IT and digital transformation highlights

- Robi Digital Telco Enabler (DTE) achieved remarkable feat on the global stage with the successful completion of 10 TM Forum Real-World Certifications, positioning Axiata Digital Labs (ADL) in the top-5 in the Open API Certification leader board.
- Integrated Emergency Balance System (EBS) integrated multiple customer touchpoints like USSD, MIFE, ICMS, SingleApp and Call Center, strengthening digital ownership and long-term profitability.
- Flash Call Filter was introduced to strengthen network security and protect customers from fraudulent and unwanted calls.
- Corporate website revamp provided seamless experience for customers in Bangladesh and abroad.
- GenAI Chatbot Agent Assistance launched, offering agents complete view of customer interactions across channels, enabling improved service quality and seamless omni-channel experience.





- Single App Self Care new features include partial balance and loan-based pack purchases, gifting, Hajj packs, one-time packs for non-PAU users, revamped complaint management and chatbot integration that helped expand platform monetization.
- Developed Loyalty Management Platform (LMP) with in-house resources, offering data-driven loyalty benefits to customers and their families
- Enhanced Fixed Wireless Access (FWA) ecosystem by integrating Starlink offerings into the enterprise and sales platforms.

## Enterprise digitalisation

*Axentec Cloud – Capacity upgrade and market leadership*

Axentec, Robi's enterprise-focused subsidiary, launched a significantly upgraded version of its cloud platform under its own commercial brand, Axentec Cloud.

Axentec Cloud is designed to meet local data residency requirements and stringent regulatory standards, enabling secure and compliant adoption of cloud services across critical sectors. It has emerged as Bangladesh's most advanced commercial cloud platform, reinforcing the Company's position as the nation's largest cloud service provider (CSP).




## Major financial services and digital platform projects

Axentec designed and deployed an AI-based surveillance and monitoring solution across BRAC Bank branches nationwide, supported by centralised infrastructure and custom-built AI models for real-time monitoring and analytics.

As an Oracle Partner, Axentec supported bKash in deploying and operating an Oracle SaaS ERP solution over a two-year period, ensuring stable, compliant and efficient enterprise operations through the Oracle SaaS Portal.

Axentec also supported the deployment of mobile financial services (MFS) solutions for several major banks, including First Security Islami Bank, Southeast Bank, Prime Bank and Mercantile Bank, in collaboration with Reddot Digital, Robi's IT-focused subsidiary.




## Government and strategic infrastructure partnerships

Axentec signed an MoU to conduct 5G trials at Chittagong Port, exploring use cases such as smart port operations, real-time monitoring, automation, enhanced safety and port operational efficiency.

The Company also delivered high-availability and secure connectivity solutions for the civil aviation sector, supporting mission-critical communications aligned with safety and operational requirements.




## Starlink for Business – enterprise satellite connectivity

Axentec secured several landmark enterprise wins, including engagements with British American Tobacco (BAT) and Pharma Solutions, highlighted by the deployment of the pharma sector's first satellite connectivity solution following the launch of Starlink for Business.




রবি
ROBI
AI

# GRI Content Index

## GRI 1: Foundation

| | |
|---|---|
| Statement of use | Robi Axiata PLC has reported in accordance with the GRI Standards 2021 for the period 1 January 2025 to 31 December 2025 |
| GRI 1 used | GRI 1: Foundation 2021 |
| Applicable GRI Sector Standard | NA |

| GRI Standard | Disclosure | Description |
|---|---|---|
| GRI 2: General Disclosures 2021 | 2-1 | Organisational details |
| | 2-2 | Entities included in the organization's sustainability reporting |
| | 2-3 | Reporting period, frequency and contact point |
| | 2-6 | Activities, value chain, and other business relationships |
| | 2-9 | Governance structure and composition |
| | 2-12 | Role of the highest governance body in overseeing the management of impacts |
| | 2-14 | Role of the highest governance body in sustainability reporting |
| | 2-16 | Communication of critical concerns |

| GRI Standard | Disclosure | Description |
|---|---|---|
| GRI 200: Economic | 205-1 | Operations assessed for risks related to corruption |
| | 205-2 | Communication and training about anti-corruption policies and procedures |

| GRI Standard | Disclosure | Description |
|---|---|---|
| GRI 3: Material Topics 2021 | 3-1 | Process to determine material topics |
| | 3-2 | List of material topics |
| | 3-3 | Management of material topics |





| GRI Standard | Disclosure | Description |
|---|---|---|
| GRI 300: Environmental | 302-1 | Energy consumption within the organisation |
| | 303-5 | Water consumption |
| | 305-1 | Direct (Scope 1) GHG emissions |
| | 305-2 | Direct (Scope 2) GHG emissions |

| GRI Standard | Disclosure | Description |
|---|---|---|
| GRI 400: Social | 401-1 | New employee hires and employee turnover |
| | 401-2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees |
| | 401-3 | Parental leave |
| | 403-1 | Occupational health and safety management systems |
| | 404-1 | Average hours of training per year per employee |
| | 404-2 | Programs upgrading employee skills and transition assistance programmes |





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