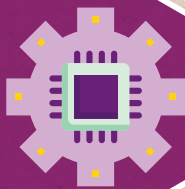




DREAM. BELIEVE. ACHIEVE.

CREATING SUSTAINABLE
IMPACT FOR THE FUTURE



SUSTAINABILITY
HIGHLIGHTS 2018

BEYOND SHORT-TERM PROFITS

NURTURING PEOPLE

PROCESS EXCELLENCE

PLANET AND SOCIETY



ABOUT US

Smart Axiata Co. Ltd., Cambodia's leading mobile telecommunications operator, is part of Axiata Group Berhad, one of Asia's largest telecommunications groups.

Since its inception in 2008, Smart has been committed to millions of customers by being at the forefront of mobile technology advancement, rapidly transforming into a digital lifestyle brand and introducing many innovative offerings as well as lifestyle entertainment value propositions. Besides providing extensive nationwide network coverage that stretches to more than 98% of the Cambodian population, Smart also provides international roaming across more than 190 countries.

The company's workforce of more than 1000 people is committed to the people of Cambodia in delivering on its promise of enriching their lives through world-class networks, exceptional digital experiences and significant corporate social responsibility engagements.

Live. Life. Be Smart.

OUR CORE VALUES



Uncompromising Integrity

Highest ethical standards. No tolerance for unethical conduct.



Exceptional Performance

Highest level of performance with a heart for people.



Accountability

Responsibility, actions, solutions and outcomes.



Customer Focus

Customer needs, service quality and speed.



Teamwork

Communication, diversity, openness, respect and support.

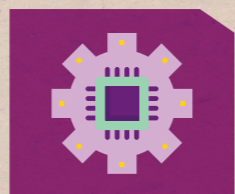
OUR SUSTAINABILITY FRAMEWORK



Beyond Short-Term Profits



Nurturing People



Process Excellence



Planet and Society

MESSAGE FROM OUR CEO

Dear Stakeholders,

It gives me great pleasure to present to you our Sustainability Highlights of 2018, especially as we celebrate 10 years of creating positive impact in Cambodia. As the leading mobile telecommunications operator in Cambodia, sustainability has always been key to our business philosophy, recognizing the immense responsibility we have to ensure that our business grows together with our stakeholders and communities.

Our sustainability framework, which adheres to that of Axiata Group's, guides Smart's sustainability efforts under four key pillars to ensure we manage our long-term impact on the triple bottom line of the economy, environment and society, as well as to address key material issues that have been identified as important to our business.



1.42B USD

to provide connectivity to Cambodians.



370M USD

in taxes, levies and regulatory fees.



>1%

of Smart's annual revenue allocated for CSR programs.



1.5M USD

MoU with MoEYS and MPTC to develop digital talents for the Kingdom.

Smart continues to play a significant role in the Kingdom's telecommunications and ICT sector. To date, Smart has invested over 1.42 billion USD to provide connectivity to 98.7% of Cambodians and paid over 370 million USD in taxes, levies and regulatory fees to the Royal Government of Cambodia. Our exemplary tax compliance and contribution resulted in Smart being the first telco to be presented with the Gold Award for Tax Compliance in 2018.

At Smart, we have always taken our national responsibilities very seriously. Besides contributing to national development funds and government income, more than 1% of Smart's annual revenue is allocated for CSR programs that make significant impact in the communities we operate in. One of the key milestones for us this year was the 1.5 million USD MoU with the Ministry of Education, Youth and Sport and the Ministry of Posts and Telecommunications to develop digital talents for the Kingdom. We also expanded our technopreneurship initiatives to drive startups while launching a program linked to the UN's Sustainable Development Goals, which targets social enterprises.

The year 2018 also saw the company expand its list of 'firsts' in the country by introducing the eSIM, VoWi-Fi and direct operator billing service for both Apple and Google ecosystems. Internally, we continue to drive our own digital transformation agenda across the value chain while investing considerable resources in developing talents within the company.

These, along with other highlights, reflect our long-term commitment to socio-economic sustainability in Cambodia. I would like to express my sincere gratitude to all stakeholders, including our employees, customers and ministry partners. I look forward to building on our achievements while creating further sustainable impact for the future.






It gives me great pleasure to present to you our Sustainability Highlights of 2018, especially as we celebrate 10 years of creating positive impact in Cambodia.


THOMAS HUNDT
 Chief Executive Officer



BEYOND SHORT-TERM PROFITS

We believe in creating long-term value for the Cambodian economy by investing in advanced network infrastructure and offering the latest mobile and digital technologies. While recognizing the impact that mobile communications have on socio-economic development, we seek to create products that are inclusive and extend to rural and underserved communities. We take our national responsibilities seriously, striving to close the digital gap by incorporating our 4A principles of Affordability, Applicability, Availability and Accessibility into our daily operations.

Issue	Context	Approach	Outcome
Local Economy 	Cambodia is a developing nation requiring investments into socio-economic development.	We contribute to the economy through significant investments into advanced network infrastructure.	Smart continues to be recognized as the leading mobile service provider that also develops ICT talent and supports the growth of Cambodian-based startups. The company is laying the foundations for a vibrant, digitally-enhanced lifestyle for all Cambodians.
Driving the Tech Startup Ecosystem 	Cambodia's digital economy is at a nascent stage and requires external stimulus to grow.	We provide funds to digital startups and contribute to organizations that provide technical support to technopreneurs.	
Digital Inclusion 	There is a need to expand broadband coverage with affordable digital services.	We continually expand our coverage by setting up more base stations and ensure our products as well as services are affordable.	

GRI Indicators: G4-EC1, G4-EC4, G4-EC7

Long-Term Investments for Socio-Economic Growth

Contribution to the Local Economy

Gross Value Added (GVA) national contribution of **374M USD** equivalent to **1.5%** of the national GDP.

1 USD direct contribution → **0.5 USD** generated indirectly through local suppliers (industry average: **0.4 USD**)

Capital and operational investments totaled **233M USD**, which consists of

CAPEX: 80M USD
OPEX: 153M USD

Contributed **86M USD** in taxes, levies and regulatory fees. Tax contributions alone accounted for

2.6% of national income.
1st telco in Cambodia to receive the Gold Award for tax compliance.



Revamping Social and Digital Inclusion

Cultivating a Digital Lifestyle

- Smart Wi-Fi Calling**: **1st** in Cambodia to launch VoWi-Fi service.
- eSIM**: **1st** in Cambodia to launch eSIM.
- Smart@Home**: Introduced fixed wireless broadband.
- SmartPay**: Direct Operator Billing service for Google Play Store and the Apple ecosystem.
- Smart VIP**: New and improved features in SmartNas grew active user base.
- SMART MEGA CONCERT**: Charlie Puth headlined Smart Mega Concert in addition to many other concerts promoting local artists.

Investing in Rural Coverage and ICT Capacity Building

Bridging the digital divide and developing national ICT resources by contributing

3% of annual service revenue towards the USO Fund and CBRD Fund.

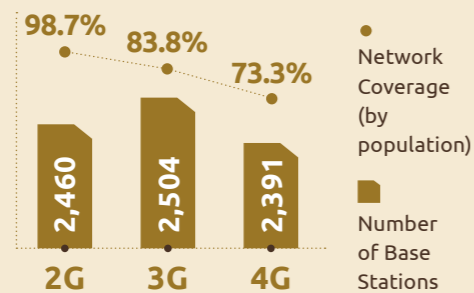
31 more mobile base stations are being built in **10** provinces under the Universal Service Obligation Fund.

96% of total base stations equipped with 4G.

12 projects carried out to enhance ICT capabilities and instill entrepreneurial mindset among young Cambodians under the Capacity Building Research and Development Fund.

Provides the **most affordable mobile data bundles**.

Largest mobile data service provider in Cambodia.



Fostering Growth of the Digital Ecosystem

Driving the Tech Startup Ecosystem

1.2M USD Smart Digital Innovation Fund invested in **4** Cambodian-based startups:

- Morakot**: Core banking system for banks and micro-finance institutions.
- Seedstars**: E-Commerce platform with delivery service.
- AGRIBUDDY**: Agricultural marketplace and financing for farmers.
- nham24.com**: Food and grocery delivery platform.

Facilitated international startup pitching opportunities with



Collaborated with NIPTICT to organize

CAMBODIA'S FIRST TECH SUMMIT

which attracted **>5,500** participants to:

- seedstars**: Largest startup competition with local and international mentors.
- startup/angels**: Networking platform for local as well as international startups and angel investors.
- BARCAMP**: Largest tech entrepreneurship program in 6 provinces.
- Developer Circles**: A collaborative developer community that shares the latest technologies and features local experts.
- Startup Kingdom**: Highlights of the Cambodia Startup Report.
- Smart TechTalk**: Annual forum featuring international speakers and panelists.



Empowering the Digital Capabilities of Tomorrow

1.5M USD Memorandum of Understanding to develop digital talents by running SmartEdu Programs for **3** years.



Incubator and Innovation Lab partnerships.



>600K USD

invested in the **tech ecosystem** through various initiatives.

លើសពីប្រាក់ចំណូលរយៈពេលខ្លី



ក្រៅពីការស្វែងរកប្រាក់ចំណេញ យើងខ្ញុំធ្វើជាដំណើរការបង្កើតនូវគុណតម្លៃរយៈពេលវែង ក្នុងការចូលរួមចំណែកអភិវឌ្ឍសេដ្ឋកិច្ចនៃប្រទេសកម្ពុជា តាមរយៈការវិនិយោគលើ ហេដ្ឋារចនាសម្ព័ន្ធដើម្បីនាំមកនូវបច្ចេកវិទ្យាឌីជីថល សម្បូរលែង និងប្រកបដោយលក្ខណៈឌីជីថល ។ យើងខ្ញុំក៏យល់យ៉ាងច្បាស់ផងដែរអំពីផលប៉ះពាល់នានា ចំពោះការអភិវឌ្ឍន៍ សេដ្ឋកិច្ចសង្គម ខណៈពុំមានសេវាឧបត្ថម្ភនាំគ្រប់គ្រាន់ពីសេវានៅតាមសហគមន៍នៅតំបន់ជាច្រើនស្របាល។ ដូច្នេះហើយ យើងខ្ញុំបានបន្តពង្រីក បន្ថែមនូវបណ្តាញហេដ្ឋារចនាសម្ព័ន្ធរបស់យើងខ្ញុំ និងព្យាយាមកាត់បន្ថយគម្លាតឌីជីថលក្នុងព្រះរាជាណាចក្រកម្ពុជា ដោយយល់ឆោតលើការណែនាំ 4 របស់យើងខ្ញុំមាន ដូចជា៖ តម្លៃសមរម្យ (Affordability) ភាពស្រួលប្រើ (Applicability) ភាពសម្បូរលែង (Availability) និង ការទៅដល់គ្រប់ទីកន្លែង (Accessibility)។

យើងខ្ញុំបាននិងកំពុងបន្ត រួមចំណែកជាច្រើនដល់សេដ្ឋកិច្ចជាតិ ក្នុងរយៈពេល 2018 តែប៉ុណ្ណោះ ទឹកប្រាក់ចំនួន 374 លានដុល្លារសហរដ្ឋអាមេរិកត្រូវបានរួម ចំណែកទៅដល់សេដ្ឋកិច្ចជាតិ ដែលស្មើនឹង 1.5% នៃ GDP នៃព្រះរាជាណាចក្រកម្ពុជា។ ក្នុងនាមជាប្រតិបត្តិករឧបត្ថម្ភនាំគ្រប់គ្រាន់យានយន្ត យើងខ្ញុំក៏ជាប្រតិបត្តិករ ដំបូងគេបង្អស់ក្នុងវិស័យនេះ ដែលទទួលបានការងារសម្រាប់ការបំពេញកាតព្វកិច្ចបង់ពន្ធរបស់ខ្លួន ពីអគ្គនាយកដ្ឋានពន្ធដារ។ នៅឆ្នាំ 2018 យើងបានចូលរួម ចំណែកទឹកប្រាក់ចំនួន 86 លានដុល្លារសហរដ្ឋអាមេរិកលើ ពន្ធ អាករ និងកម្រៃនិយ័តកម្ម ខណៈដែលចំណាយលើការបង់ពន្ធតែមួយគត់របស់ក្រុមហ៊ុនគឺស្មើនឹង 2.6% នៃចំណូលពន្ធរបស់យើងខ្ញុំ។ បន្ថែមពីលើនេះទៀតសោត យើងខ្ញុំបានបណ្តាក់ទុនក្នុងទំហំទឹកប្រាក់ចំនួន 233 លានដុល្លារសម្រាប់វិនិយោគលើហេដ្ឋារចនាសម្ព័ន្ធ បណ្តាញ ដែលនេះគឺជាផ្នែកមួយនៃចក្ខុវិស័យរបស់យើងខ្ញុំក្នុងការបង្កើតគុណតម្លៃវិស័យអន្តរជាតិ។

ស្របទៅតាមទស្សនវិស័យរបស់យើងខ្ញុំ ដើម្បីក្លាយជាដឹកនាំឌីជីថល យើងខ្ញុំក៏ជាប្រតិបត្តិករដំបូងបង្អស់ក្នុងព្រះរាជាណាចក្រកម្ពុជាដែលបាននិងកំពុងបន្តដាក់ឱ្យដំណើរ ការកម្មវិធីបែបឌីជីថលជាច្រើន រួមមាន៖ បច្ចេកវិទ្យា VoWi-Fi eSIM និងសេវាកម្មអ៊ីនធឺណិតតាមផ្ទះល្បឿនលឿន។ ដោយបានឃើញថា ការប្រើប្រាស់កាតពណ៌ទាននៅ មានកម្រិតទាបនៅឡើយ យើងខ្ញុំក៏បានណែនាំសេវាកម្មបង់ប្រាក់ដោយផ្ទាល់តាមទូរស័ព្ទសម្រាប់ការណែនាំសេវាកម្មនានាលើប្រព័ន្ធ Google Play Store and Apple។

នៅដំណាច់ឆ្នាំនេះ យើងខ្ញុំនឹងសម្រេចបាននូវការដាក់ឱ្យដំណើរការសេវាបច្ចេកវិទ្យាជំនាន់ទី៤ (4G) ចំនួន 96% នៃ បណ្តាស្ថានីយ៍របស់យើងខ្ញុំទាំងអស់ ពង្រឹងភាពជា អ្នកដឹកនាំលានមុខគេក្នុងការផ្តល់សេវាអ៊ីនធឺណិតលឿនបំផុតប្រទេសកម្ពុជា។ លើសពីនេះទៀតសោត ទឹកប្រាក់ចំនួនជាង 8 លានដុល្លារអាមេរិកត្រូវបានប្រើប្រាស់សម្រាប់ ទ្រទ្រង់កម្មវិធីមូលនិធិសាងសង់សមត្ថភាព និងស្រាវជ្រាវ & អភិវឌ្ឍន៍ និងមូលនិធិភាពឥតឧស្ម័នក្នុងសេវាសកល ក្នុងទិសដៅចូលរួមចំណែកដើម្បីកាត់បន្ថយគម្លាត ឌីជីថល និង អភិវឌ្ឍន៍ធនធានបច្ចេកវិទ្យាឧបត្ថម្ភនាំគ្រប់គ្រាន់ និងព័ត៌មាន (ICT) របស់យើងខ្ញុំ។



ដើម្បីបន្តអភិវឌ្ឍន៍ប្រព័ន្ធអេកូឡូស៊ីសម្រាប់ទ្រទ្រង់អាជីវកម្មទើបបង្កើតថ្មី យើងខ្ញុំបានរៀបចំកម្មវិធីកិច្ច បច្ចេកវិទ្យាជាលើកដំបូងនៃប្រទេសកម្ពុជាដែលមាន សកម្មភាពចំនួន 6 ក្នុងនោះរួមមាន៖ Seedstars Pitch, Startup and Angels, BarCamp ASEAN, Facebook Developer Circles, Startup Kingdom និង Smart TechTalk។ គិតត្រឹមឆ្នាំនេះ អាជីវកម្មទើបបង្កើតថ្មីសរុបចំនួន៤ ដែលនាពេលថ្មីៗនេះមានចំនួន២ បន្ថែមទៀត ដែលជាគ្រូបង្រៀនក្នុងស្រុកទើបត្រូវបានជ្រើស រើសចូលរួមក្នុងមូលនិធិវិនិយោគលើអាជីវកម្មឌីជីថលរបស់ក្រុមហ៊ុន ស្មាត អាស្យាតា។

ក្នុងឆ្នាំ 2018 យើងខ្ញុំក៏បានចុះហត្ថលេខាលើអនុស្សាវរណ៍នៃការយោគយល់ជាមួយ ក្រសួងអប់រំ យុវជន និង កីឡា និង ក្រសួងប្រៃសណីយ៍ និង ទូរគមនាគមន៍ ដែលមានទឹកប្រាក់ចំនួន 1.5 លានដុល្លារសហរដ្ឋអាមេរិក ក្នុងការបន្តអភិវឌ្ឍន៍ឧបត្ថម្ភនាំគ្រប់គ្រាន់លើប្រព័ន្ធឌីជីថលសម្រាប់អនាគត។ ទឹកប្រាក់ចំនួន 1.5 លានដុល្លារ សហរដ្ឋអាមេរិកនេះ ត្រូវប្រើប្រាស់សម្រាប់ដំណើរការកម្មវិធី SmartEdu ដែលរួមមាន កម្មវិធីអាហារូបករណ៍ និង កម្មវិធីអភិវឌ្ឍន៍ស្ថិតិសាស្ត្រវិទ្យាល័យ (USDP) ដែលត្រូវបានចាប់ផ្តើមក្នុងឆ្នាំ 2018។



NURTURING PEOPLE

We seek to create a friendly, productive workplace for our employees, providing them with ample opportunities for personal and professional growth, with a focus on digital learning. We attract a diverse workforce, enriching the organization with broad viewpoints and perspectives. We also frequently engage with our employees to create a sense of belonging while encouraging volunteerism to enhance job satisfaction and to give back to our local communities.

Issue	Context	Approach	Outcome
Diversity & Inclusivity 	Efforts are still needed to reduce inequality among genders in Cambodia. This goes hand in hand with promoting more local talent in the sector.	We have a policy of hiring locals as far as possible, and have a non-discriminatory practice that recognizes female talents accordingly.	Smart is seen as an employer of choice that is able to attract the best talent, thus enhancing our performance.
Employee Welfare & Development 	The competency and satisfaction of employees determine their productivity.	We provide training and development opportunities while caring for the well-being of our employees.	A sustainable pipeline of talented individuals who are fully engaged and motivated towards meeting our business leadership needs.

GRI Indicators: G4-10, G4-EC6, G4-LA9, G4-LA10, G4-LA12, G4-HR3

Diversity and Inclusivity

Employee Demographics

Total number of direct employees:

838



38%
Women

97%
Cambodian

Employee Impact

Total jobs supported:
51,035



Expanded workforce sourcing channels through Employee Referral Program.

52% **46%** **2%**

Supported indirectly by operations.
26,782 jobs

Supported indirectly by capital investments.
23,415 jobs

Direct employment.
838 jobs

Employee Welfare and Development

People Development

Exceeded annual target training hours per employee:

Target	Actual
10 hours	18.88 hours

Smart Education Sponsorship Program

2 employees took Cisco Certified Network Associate courses.

Smart Leader Program

35 first-line managers went through a 10-month program to develop people-management skills.

Smart Internship Program

315 interns trained in ICT and digital skills, including interns in the contact center.

Retail Customer Service

60 supervisors and assistant supervisors received further training and enhanced their customer-relations skillset.

Smart Accelerated Development Program

17 employees accelerated their learning through education, experience and exposure.



High-Value Training Program

19 employees

participated in the Certified Network Defender course.

CTO/CIO Competency Gap Analysis

186 employees

underwent assessments to improve career prospects through tailored training.

Digital Learning

lynda.com

11,984 hours spent
14 hours per employee

on online courses about personal and professional development.

coursera

432 hours spent

on Coursera's online courses, primarily on Big Data and Analytics.



Engagement and Culture



Instilling Axiata's **Uncompromising Integrity and Exceptional Performance (UI.EP)** values into Smart's culture.

Revised **onboarding process** to ensure greater consistency and structure.

Hangin' with CxO & CxO Coffee Chats to increase employee engagement.

CxO Coffee Chats:	Hangin' with CxO:
10 sessions	4 sessions

HR Engagement Session with contact center team to build morale and share updates.

8 CIO Mini-Workshops conducted for line managers and employees to understand employees' needs.

Smart Employee Volunteer Program (SEVP)

10,500 USD

spent for employees to run various CSR and educational programs.

1,155 students benefited from these programs in Kampong Thom, Ratanakkiri and Kampong Speu province.



Created cross-functional teams across commercial, customer experience and IT departments, practicing **agile ways of working via scrum**.

Rewards and Recognition



22 employees recognized as Top Learners on **Lynda.com** by receiving cash rewards.



5 Smart Champions each won cash prizes for a holiday.

SAN Luk	CHHORN Kineth	Y Piseth	SIM Sisavuthary	PHEAP Phanny
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81 contact center staff received **On Spot Awards** with cash prizes.



5 Axiata Champions recognized as top **0.5%** performers of Axiata Group.

HENG Helen	RATH Pharith	LON Sopha	KHOUN Sam Elle	DYNA Seihaream
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ការកសាងធនធានមនុស្ស



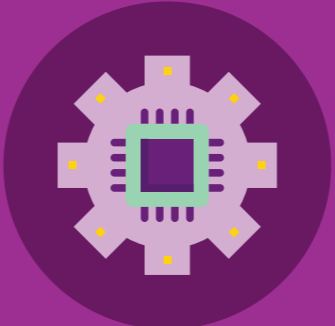
ដោយសារតែបុគ្គលិករបស់យើង ទើបយើងក្លាយជាក្រុមហ៊ុនឈានមុខគេបច្ចុប្បន្ននេះ ។ យើងខ្ញុំសូមបិទចងក្លាយជា "ជម្រើសរបស់និយោជិត" ហើយយើងខិតខំបង្កើតកន្លែងធ្វើការប្រកបដោយគោរពត្រា និង ផលិតភាព សម្រាប់និយោជិតរបស់យើង ដោយផ្តល់អោយពួកគេជាមួយនិងការសម្រាប់ការចម្រើនផ្ទាល់ខ្លួន និង វិជ្ជាជីវៈ ដោយឆ្ពោះលើការសិក្សាបែបដ៏ដ៏ថ្មីថ្មី។ យើងទាក់ទាញកម្លាំងការងារចម្រុះ ដែលអាចធ្វើឲ្យក្រុមហ៊ុនមានទស្សនៈទូលំទូលាយ។ យើងខ្ញុំយល់យ៉ាងច្បាស់អំពីសារៈសំខាន់យ៉ាងខ្លាំងនៃសុខុមាលភាពរបស់និយោជិត ដូច្នេះហើយ យើងខ្ញុំបានខិតខំបង្កើតនូវស្ថានភាពជាម្ចាស់ការខ្លួនឯង ហើយលើកទឹកចិត្តខ្ពស់ចំពោះការស្ម័គ្រចិត្តខ្លាំងឡាយដើម្បី ធ្វើឲ្យពួកគាត់កាន់តែពេញចិត្តការងាររបស់ពួកគាត់។

យើងខ្ញុំបានរួមចំណែកបង្កើតការងារចំនួនប្រមាណ 51,035 កន្លែង តាមរយៈការផ្តល់ការងារធ្វើដោយផ្ទាល់ ឬដោយប្រយោលតាមរយៈប្រតិបត្តិការ និងការវិនិយោគទុនរបស់យើងខ្ញុំ។ ក្នុងចំណោមនិយោជិតចំនួន 1.153 នាក់ 97% គឺជាជនជាតិខ្មែរ ហើយ 38% ជាស្ត្រី។ ក្នុងឆ្នាំ 2018 យើងខ្ញុំបានធ្វើលើសពីតម្រូវការប្រចាំឆ្នាំក្នុងការបង្កើតនិយោជិតចំនួន 10 ម៉ោង ដោយបុគ្គលិកម្នាក់ៗទទួលបានការបណ្តុះបណ្តាលសរុប 18.80 ម៉ោង។ ដើម្បីធានាឲ្យបាននូវការសិក្សាជាបន្តបន្ទាប់ក្នុងក្រុមហ៊ុន និយោជិតរបស់យើងខ្ញុំទាំងអស់ ត្រូវបានផ្តល់ឲ្យនូវកម្មវិធីបណ្តុះបណ្តាលផ្សេងៗ ដូចជា កម្មវិធី Smart Accelerated Development Program កម្មវិធី High Value Training Program និងកម្មវិធី CTO/CIO Competency Gap Analysis ដែលជួយពួកគេអភិវឌ្ឍជំនាញសំខាន់ៗក្នុងការកែលម្អលំនៅកន្លែងការងារ។ យើងខ្ញុំក៏បានដាក់ចេញកម្មវិធី Education Sponsorship Program ដើម្បីលើកទឹកចិត្តការសិក្សាពេញមួយជីវិតទៅដល់និយោជិត។

ជាផ្នែកមួយនៃការធ្វើដំណើរឆ្ពោះទៅរកការកែប្រែប្រួលធំធេងធ្វើការ ឲ្យក្លាយជាក្រុមហ៊ុនដ៏ដ៏ថ្មីថ្មី និងឆ្លាតវៃ យើងខ្ញុំបានដាក់ឲ្យនិយោជិតរបស់យើង សិក្សាអនុញ្ញាត តាមកម្មវិធី Lynda.com និង Coursera សម្រាប់ការអភិវឌ្ឍចំណេះដឹងផ្ទាល់ខ្លួន និងចំណេះដឹងពាក់ព័ន្ធការងាររបស់ពួកគាត់ លើប្រធានបទនានា រួមមាន៖ Big Data និង ការវិភាគទិន្នន័យ ដើម្បីត្រៀមខ្លួនសម្រាប់បរិស្ថាននិរន្តរ៍នៃស្ថាប័នធុនខ្ពស់។





យើងខ្ញុំទទួលស្គាល់ថា សុខុមាលភាពរបស់និយោជិត និងការចូលរួមរបស់ពួកគេមានសារៈសំខាន់ណាស់ក្នុងការអភិវឌ្ឍន៍ស្ថានភាពជាម្ចាស់ ក៏ដូចជាបង្កើនសេចក្តីពេញចិត្តរបស់និយោជិតផងដែរ។ ដូច្នេះហើយ យើងខ្ញុំធានាថា តម្រូវការរបស់និយោជិតរបស់យើងត្រូវបានយកមកពិចារណា ហើយយើងខ្ញុំនៅបន្តផ្តល់ឱកាសឲ្យនិយោជិតទាំងអស់បានចូលរួមដោយលើកទូលាយតាមរយៈកម្មវិធីជួបជាមួយពួកដឹកនាំក្រុមហ៊ុន ដូចជាកម្មវិធី CxO Coffee Chats, Hangin' with CxOs និង វគ្គចូលរួមផ្សេងៗទៀត។

យើងឆ្ពោះកាយកិច្ចខិតខំសំលឹងការផ្តល់រង្វាន់លើកទឹកចិត្ត និងការទទួលស្គាល់និយោជិតដែលមានស្មារតី។ ក្នុងឆ្នាំ 2018 ការខិតខំប្រឹងប្រែងរបស់និយោជិតត្រូវបានទទួលស្គាល់តាមរយៈរង្វាន់ចំនួន 4 ប្រភេទ រួមមាន the Top Learners of Lynda.com awards, On Spot Awards, Smart Champions ព្រមទាំង the Axiata Champions ដែលត្រូវបានទទួលស្គាល់ជាបុគ្គលិកឆ្នើមលំដាប់កំពូល ដែលមានត្រឹមតែ 0.5% នៃចំនួនបុគ្គលិកសរុបនៃក្រុមហ៊ុនបុត្រសម្ព័ន្ធទាំងអស់របស់ Axiata Group។



PROCESS EXCELLENCE

The foundation of our strong market reputation is built on establishing trust with key stakeholders such as our suppliers, dealers and customers, as well as maintaining the highest level of integrity in all our dealings and cultivating a culture of operational excellence. The latter is supported by our increasing adoption of digital processes and systems.

Issue	Context	Approach	Outcome
 Procurement & Supplier Management	We have a duty to be ethical in how we conduct our business.	All suppliers sign a code of conduct as part of their contracts. We support local businesses as far as possible.	Smart operates in an ethical and cost-effective manner.
 Customer Satisfaction	Our customers are critical to our business success.	We ensure a high level of customer satisfaction through various digital and non-digital channels.	Smart has the highest Net Promoter Score and Brand Equity Score among telcos in Cambodia.
 Digitalization	Digital processes bring about greater cost and operational efficiencies.	We cultivate a data-driven culture.	Smart is perceived to be a leader in digital technologies.
 Business Continuity	Corporations need to be prepared for adverse events that could interrupt the flow of business.	We monitor our risks and have in place a business continuity program to deal with uncertainties and business-related risks.	Sustained business growth and positive reputation.

GRI Indicators: G4-12, G4-14, G4-34, G4-56, G4-DMA-b, G4-EC9

Supply Chain

Procurement & Supplier Management

To ensure ethical business conduct throughout the value chain, all new suppliers must sign a **code of conduct as part of their contracts**.

To support and nurture Cambodian businesses,



To streamline our processes, we adopted

SAP S/4 HANA

an integrated **Enterprise Resource Planning (ERP) system** that integrates **procurement, logistics and warehousing functions** for better efficiency and performance.

Synergized cost-to-price comparisons among suppliers are conducted by procurement employees.

Just-in-Time suppliers must meet ethical business principles.

Customer Centricity

Customer Experience

Relaunched chatbot

BONG SMART



with enhanced features and improvements in customer-handling ability and conversationality.

Received favorable scores in the **Video Mean Opinion** and **Digital Telco Index** categories from international rating organizations.

Best Net Promoter score and **Brand Equity score** among telcos in the country.

Cybersecurity and Data Privacy

Enhanced data privacy and cybersecurity via:

Migration from Symantec Security Operations Centre (SOC) to **Group SOC** so that any suspicious activity in our system will trigger a prompt alert.

Implementation of **Privileged Access Management (PAM)** to safeguard access to privileged accounts.

Replaced existing Kaspersky Antivirus with **New-Generation Antivirus** and **Endpoint Detection and Response** capabilities.

Engaged Ernst & Young for **ISMS Assessment** and completed the **SS7 Security Assessment**.

Incorporation of the **highest cybersecurity standards** has led to Smart being perceived as the **industry leader** in cybersecurity practices.

End-to-End Digitization

External Service Delivery

Grew our active user base with improved features:

- SmartNas
- SmartLoan
- SmartLuy payment
- E-voucher for SmartVIP
- Rich push notifications

Dealer App

Greater **transparency** of dealer performance.

Enhanced **registration process**.

Upgraded with **Machine Readable Zone** technology.

Enhanced **Dealer Management System** with **geo-location feature** and **real-time incentive disbursement**.

Automating Internal Processes

Improved workflow processes through



ITSM Transformation to improve IT service delivery while streamlining processes.

Cultivating a **data-driven culture** by:

Upscaling local talents with analytics skillsets.

Hands-on technical training and certification for analytics employees.

anodot

1st telco in Cambodia to incorporate **anomaly detections** using **autonomous analytics of network data** into our operations.

Use of **spatial analytics** to better serve customers by optimizing retail locations.

Text mining for earlier detection of power outages to minimize service interruption.

Office 365

Tools optimized further to increase internal productivity, efficiency and cross-collaboration.



Enhancing the **Human Resource Information System (HRIS)** through automation.

Managing Risks and Ensuring Responsible Business Conduct

Board Audit Committee (BAC)

Internal Audit

CEO / Senior Leadership Team

Heads of Department

Head of Risk Management & Compliance

Enterprise Risk Management (ERM) framework

Fine-tuned to deal with uncertainties and business-related risks.



Business Continuity Management (BCM)

Conducted fire drills and developed a crisis-communication plan to help deal with any potential crisis.



Risk Management

Systematic procedures are in place to identify, evaluate, resolve and monitor significant risks.



Governance

Adhere to the UIEP principles. All reports of corruption are reviewed by senior managers and documented.

ដំណើរការល្អឥតខ្ចោះ



ក្រុំហ្គេតធីតាម៉ាស៊ីនប្រើប្រាស់យើងខ្ញុំ គឺត្រូវបានបង្កើតឡើងតាមរយៈ ការបង្កើតដំឡើងទំនាក់ទំនងលើកំណត់កាត់ព័ន្ធសំខាន់ៗ ដូចជា អ្នកផ្គត់ផ្គង់ អ្នកលក់ និង អភិវឌ្ឍន៍ ព្រមទាំងតាមរយៈការប្រកាន់ខ្ជាប់នូវសុច្ឆន្ទៈភាព ព្រមទាំងបង្កើត រហូតដល់ប្រតិបត្តិការល្អឥតខ្ចោះ។ កត្តាទាំងនេះគឺត្រូវបានគាំទ្រ និងអាចដំណើរការបានដោយល្អឥតខ្ចោះតាមរយៈ ការប្រើប្រាស់កាន់តែច្រើនឡើងនូវប្រព័ន្ធ និង ប្រតិបត្តិការបែបឌីជីថល។

យើងប្រើប្រាស់ប្រតិបត្តិការងារល្អឥតខ្ចោះនៅក្នុងដំណើរការបញ្ជាទិញ ហើយក៏បានបញ្ចូលប្រព័ន្ធការងារផ្ទៃក្នុងសម្រាប់បែបប្រើប្រាស់ដោយប្រើប្រាស់ SAP S4/HANA ដែលមានបញ្ចូលមុខងារបញ្ជាទិញ កសិកម្ម និងរក្សាទុកទិន្នន័យប្រព័ន្ធនេះតែមួយ ដើម្បីធ្វើឲ្យកាន់តែមានប្រសិទ្ធភាព និងដំណើរការកាន់តែប្រសើរជាងមុន។ ជាងនេះទៅទៀត ដើម្បីគាំទ្រអាជីវកម្មក្នុងស្រុកនោះ យើងខ្ញុំក៏ធ្វើការបញ្ជាទិញប្រមាណ25% ពីសំណាក់អ្នកផ្គត់ផ្គង់ក្នុងស្រុក។ ក្រុមការងារផ្ទៃក្នុងបានធ្វើឲ្យមានកុល្យភាពក្នុងការផ្គត់ផ្គង់ឲ្យត្រូវតាមពេលវេលាជាមួយនឹងការទាមទារឲ្យមានការប្រតិបត្តិអាជីវកម្មតាមក្រមសីលធម៌ផងដែរ ដើម្បីជាប្រយោជន៍ក្នុងការរក្សាទំនាក់ទំនងល្អរវាងអ្នកផ្គត់ផ្គង់ និងអាជីវករ។ យើងបានចាត់វិធានការណ៍ដើម្បីធ្វើឲ្យប្រសើរឡើងនូវការផ្តល់សេវាខាងក្រៅរបស់យើង ដោយធ្វើឲ្យកាន់តែប្រសើរឡើងនូវប្រព័ន្ធកម្មវិធីអ្នកចែកចាយរបស់យើងជាមួយនឹងកម្មវិធីសុវត្ថិភាពនិងការផ្តល់ប្រាក់លើកទឹកចិត្តទាន់ពេលវេលាដាក់ស្កែងជាមួយគ្នានេះដែរ កម្មវិធីអ្នកចែកចាយនេះក៏ត្រូវបានធ្វើឲ្យប្រសើរឡើងជាមួយនឹងបច្ចេកវិទ្យាថ្មីគឺ Machine Readable Zone (MRZ) ។

យើងខ្ញុំបានយកចិត្តទុកដាក់ខ្ពស់បំផុតទៅលើអភិវឌ្ឍន៍របស់យើង ដូច្នេះហើយយើងខ្ញុំបានកំណត់ឡើងកម្មវិធីសុវត្ថិភាពលើប្រព័ន្ធបច្ចេកវិទ្យាដែលមានស្តង់ដារល្អបំផុត និងបានចាត់វិធានការនានាដើម្បីរក្សាទិន្នន័យឯកជន និងសុវត្ថិភាពតាមអ៊ិនធឺណិត។ តួយ៉ាង យើងខ្ញុំបានធ្វើការផ្លាស់ប្តូរ SOC របស់យើងពី Symantec ទៅចូលជាមួយលក្ខណៈក្រុម Group ដូច្នេះប្រព័ន្ធនឹង ធ្វើការជូនដំណឹងមកកាន់យើងខ្ញុំភ្លាមៗពេលដែលមានសកម្មភាពគួរឲ្យសង្ស័យណាមួយកើតឡើងក្នុងប្រព័ន្ធ។ យើងខ្ញុំក៏បានធ្វើទំនើបកម្មលើកម្មវិធីកម្លាំងមេធាវី Kaspersky ដែលមានស្រាប់របស់យើងទៅជាប្រព័ន្ធដែលមានសកម្មភាពស្វែងរក និងកម្ចាត់ មេធាវីនោះតាមរយៈ ឥឡូវនេះក្រុមហ៊ុនយើងខ្ញុំត្រូវបានគេមើលឃើញថា មានភាពទំនុកចិត្តលើកិច្ចការការពារបទល្មើសតាមប្រព័ន្ធបច្ចេកវិទ្យា។

នៅក្នុងកិច្ចខិតខំប្រឹងប្រែងដើម្បីឱ្យយើងដឹងឯកឌីជីថលនៅកម្ពុជា យើងខ្ញុំបាននិងកំពុងជំរុញដំណើរការនៃការធ្វើទំនើបកម្មឌីជីថល និងទំនើបកម្មលើវាលមុខអាជីវកម្មស្តារបស់យើងខ្ញុំ។ ក្នុងនាមមានការដាក់ចេញនូវដំណោះស្រាយជាច្រើនបន្ថែមទៀត និងការបង្កើនដំណើរការនានាដើម្បីលើកកម្ពស់ប្រសិទ្ធភាពប្រតិបត្តិការ និងការផ្តល់សេវាកម្ម។ ឧទាហរណ៍ ដំណើរការផ្ទៃក្នុងរបស់យើង ត្រូវបានធ្វើស្វ័យប្រវត្តិកម្ម តាមរយៈការចាប់ផ្តើមប្រើប្រាស់ ProcessMaker នៅក្នុងដំណើរការនៃការងារ កម្មវិធី ០៣៦៥ បន្តធ្វើឲ្យកាន់តែប្រសើរនៃការប្រោសវិញ ទាក់ទងគ្នា របស់និយោជិត ការផ្តល់ជូន សេវាកម្ម IT ក៏ត្រូវបានធ្វើឲ្យប្រសើរឡើងតាមរយៈការផ្លាស់ប្តូរទៅកាន់ ITSM Transformation ហើយយើងខ្ញុំក៏ធ្វើការហ៊ុនឡូស៍តូចលើកិច្ចការងារនានា និងនីតិវិធីជាប្រព័ន្ធផ្សេងទៀត ដែលមានប្រសិទ្ធភាពក្នុងការកំណត់ វាយតម្លៃ ដោះស្រាយ និងពិនិត្យតាមដានលើហានិភ័យធំៗ ដែលអាចកំណត់ហាងមកលើក្រុមហ៊ុនរបស់យើងខ្ញុំបាន។




យើងខ្ញុំខិតខំប្រឹងប្រែងដើម្បីឱ្យបានឲ្យបានច្រើន សកម្មភាពទាំងឡាយរបស់យើងខ្ញុំមានអនុលោមភាពទៅតាមបញ្ញត្តិចែងទាំងអស់ រាប់បញ្ចូលទាំងកាតព្វកិច្ចនានាដែលកំណត់ក្នុងអាជ្ញាប័ណ្ណរបស់យើងខ្ញុំផងដែរ។ ការអនុលោមតាមច្បាប់នេះ ត្រូវបានជួយគាំទ្រដោយរហូតដល់ការផ្តល់ឱ្យកម្មវិធីអភិវឌ្ឍន៍កិច្ចការ ពុំមានការអត់ឱនលោះឡើយចំពោះគ្រប់ទម្រង់នៃអំពើពុករលួយ។ រាល់ករណីពុករលួយ ដែលត្រូវបានរាយការណ៍មកក្រុមហ៊ុន គឺត្រូវបានពិនិត្យឡើងវិញដោយសមាជិកគណៈគ្រប់គ្រងជាន់ខ្ពស់ ហើយត្រូវបានកំណត់ត្រាទុកយ៉ាងច្បាស់លាស់ដើម្បីឱ្យបាននូវភស្តុតាង។

ដើម្បីរក្សាស្ថេរភាព ដល់ប្រតិបត្តិការអាជីវកម្មរបស់យើងខ្ញុំ ហើយសម្រេចឲ្យទៅតាមការរំពឹងទុករបស់ភាគីពាក់ព័ន្ធទាំងអស់ យើងខ្ញុំបានពង្រឹងក្របខ័ណ្ឌគ្រប់គ្រងហិរញ្ញវត្ថុអាជីវកម្ម និងនីតិវិធីជាប្រព័ន្ធផ្សេងទៀត ដែលមានប្រសិទ្ធភាពក្នុងការកំណត់ វាយតម្លៃ ដោះស្រាយ និងពិនិត្យតាមដានលើហានិភ័យធំៗ ដែលអាចកំណត់ហាងមកលើក្រុមហ៊ុនរបស់យើងខ្ញុំបាន។



PLANET AND SOCIETY

Sustainability is central to our operations. Thus, we play our part in giving back to society and actively addressing urgent climate issues by monitoring as well as managing our carbon footprint. We go a step further by empowering Cambodians to look at positive and sustainable ways to help their families and communities through Corporate Social Responsibility initiatives in the fields of education, community sports, technology and the environment.

Issue	Context	Approach	Outcome
 Climate Change	All businesses have a responsibility to reduce their greenhouse gas emissions to mitigate climate change.	We monitor our carbon emissions and employ technologies to reduce our carbon footprint.	We have steadily reduced our carbon emissions.
 Contribution to Society	Our business depends on customers, hence we feel a duty to give back to society in a sustainable way.	We support various educational and sporting programs targeting young Cambodians.	We have improved the social well-being of individuals in our communities.
 Tech Innovation	As a technology-based company, we have the capability to contribute to programs that encourage technology development.	We organize and support various programs that encourage technology and innovation.	Increased competence in the areas of ICT and innovation.

GRI Indicators: G4-15, G4-EN3, G4-EN6, G4-SO1

Environment
Energy Savings

At **84 sites**, we saved

125,064 kWh



New energy-monitoring system triggers an alert when consumption is abnormal.



Solar grids in **157 sites** produced a total of

292,170 kWh

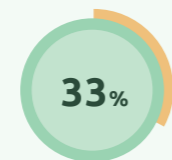


Used hybrid gensets for an average of **12 hours** a day to reduce fuel consumption.



Switched to a **containment-based deployment** of racks that has seen our **Power Usage Effectiveness** ratio improve from **2.0** to **1.5**.

Energy Consumption



reduction in carbon emissions from the 2013 baseline.



enabling connectivity

With edotco, we ensure **optimal energy efficiency** and use **greener technology solutions** including innovative tower designs, remote surveillance and asset-lifecycle management systems.

Contributions to Society

>1% of annual revenue allocated to CSR initiatives which are aligned to government priorities, with support from



Education



48 students participated in the inaugural **SmartEdu University Student Development Program**, a **13-day** bootcamp aimed at building critical competencies through immersive business simulations and workshops.

8 students awarded fully paid internships in Kuala Lumpur.

Supported the **Cambodia STEM Festival** and **Cambodia Science and Engineering Festival (CSEF)**.

Benefited **>40,000 students**



>500 students attended Discovery Day workshops at **4** provinces.

300,000 USD offered to **20** students, including 10 scholarships for ICT degrees.



>150,000 children

received access to reading materials and benefited through our partnership with **Sipar**.



68 e-books were added to the digital library.

Community Sports

ONE GOAL

>6,000 underprivileged students

from **>12** districts



gained essential life skills from the **One Goal Program**, as part of Smart's partnership with World Vision.

>900 underprivileged children

empowered with better education, values and life skills from the **Smart-PSE-RMF Socio-Sport School**, which includes an **international-sized artificial football pitch**.



>7,500 participants

took part in **Smart-sponsored marathons** in Sihanoukville, Siem Reap and Phnom Penh as part of their commitment to a healthier lifestyle.



Tech Innovation



120 university students participated in the 2-day Hackathon Challenge.



60 selected for the 5-day Technopreneurship Challenge.

4D3N Singapore Tech Trip for the Grand Winner.



20,000 USD for **5** winning teams on top of a 6-month incubation program to transform their idea into reality.

Launched **SmartSpark** to support social ventures that are aligned with the UN Sustainable Development Goals.



>27,000 USD in cash prizes to be awarded over 3 years.



Supported **Barcamp**, the country's largest tech, entrepreneurship and startup awareness program.

>185,000 participants from 6 provinces.

>100 volunteers and exhibitors | **333** topics | **275** speakers



Supported **Technovation**, a mobile app development program by Development Innovations.

>200 female students

gained knowledge in innovation, entrepreneurship and coding.

Partnered with **Seedstars World**, an international startup competition.

12 Cambodian-based startups | **3-day** bootcamp | International mentorship opportunities



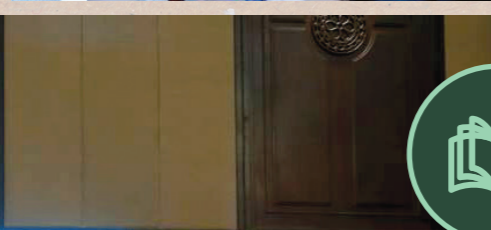
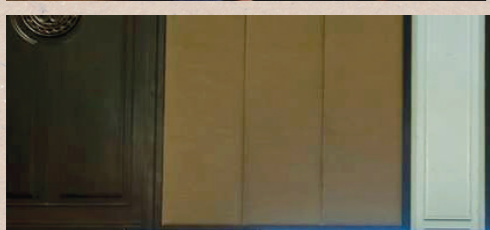
Joonak Delivery, selected as one of the top 10 startups at Seedstars World in Geneva, Switzerland.

Conducted workshops with

1,152 students and **53** local officials

as part of the **Cambodia ICT Volunteer Program** which aims to develop ICT knowledge in remote provinces.





Download Now



No. 464A Monivong Blvd,
Sangkat Tonle Bassac
Khan Chamkarmorn, Phnom Penh,
Cambodia

Tel **+855 10 201 000**
Email **info@smart.com.kh**
Website **www.smart.com.kh**

2017

First to launch VoLTE and 4.5G
Launched Dealer App and SmartNas
Launched 5M USD Smart Axiata Digital Innovation Fund
Contributed to USO and CBRD Funds
Launched SmartStart Young Innovator Program
Long-term partnership with Sipar
Launched X-Venture Program
Expanded SmartEdu Scholarship Program
Implemented Business Continuity Management framework
Digital transformation and agile practices

2018

First to launch eSIM and VoWi-Fi
Launched Smart @Home
Launched Smart Internship Program
1.5M USD 3-year MoU with MoEYS and MPTC for SmartEdu programs
Launched SmartEdu University Student Development Program
Launched SmartSpark
Implemented Enterprise Resource Planning system
To date, invested 1.42B USD and paid 370M USD in taxes, levies and regulatory fees

2016

First to launch 4G+
100% of base stations with 3.75G
8M subscribers
Launched SmartPay
Sponsored NIPTICT Dormitory
Launched SmartEdu Scholarship Program
Embarked on Good to Great journey

2015

First telco to publish a Sustainability Report
Launched SmartLuy and Smart Music
Nationwide 4G coverage
Supported National Literacy Program with MoEYS and UNESCO
International Mega Concerts

2013

Merged with Hello Axiata to form Smart Axiata
5M subscribers

2014

First to launch 4G LTE
Launched Smart Life Insurance
Partnered with Universal Music

2012

3M subscribers
Nationwide 2G coverage

2011

1M subscribers
Launched 3G / HSPA+

2008

Company began operations

2009

Smart Mobile commercially launched

2010

Smart Mobile merged with Star-Cell

10 YEARS OF CREATING SUSTAINABLE IMPACT IN CAMBODIA



YEARS

DREAM. BELIEVE. ACHIEVE.