



01
02
<b>03</b>
04
05
06

## OUR DIGITAL TRANSFORMATION

Transformed our systems and capabilities to enable growth in our digital and online presence

**At Maxis, our digital transformation agenda continues to gain momentum as it enables us to capture new business opportunities and drive new customer behaviours through digitalisation, both of which are incredibly important value creation outcomes.**

Our MAX Plan has digitisation at its heart, and to that end, we are embedding digital into every business division as well as establishing a central digital transformation function to govern and coordinate efforts across the entire organisation, we have been able to progress digital initiatives holistically and effectively to build business agility across the organisation. To unlock the most value, our digital transformation as part of the broader MAX plan is not only limited to providing customers an Unmatched Personalised Experience but is also geared towards uplifting and empowering our people with the digital tools and ways of working they require to achieve deliver this value proposition.

### FY2021 Performance

In the year under review, Maxis has continued to capitalise on the strong digital-adoption mindset that was driven by the COVID-19 pandemic. By enhancing the capabilities of our digital channels, especially in the context of acquisition and servicing, we have seen significant growth in digital payments and sales, as well as a larger proportion of our customers opting for self-service. In comparison to 2020, we have observed the following impact through our digital channels:

Maxis was able to accomplish these stellar results by enhancing our e-Commerce capabilities via our Online Store, empowering customers and agents with digital capabilities, leveraging on the Agile way of working and utilising analytics to produce effective differentiation outcomes.

As an important sales channel for Maxis and a key engagement touchpoint, we continue to enhance capabilities and add new features to the Online Store. Powered by digitalisation and infused with Agile ways of working, we have made it more convenient for customers to obtain products from Maxis as well as automating the targeting process of customers at various stages of the sales cycle and expanding digital customer acquisition through strategic partnerships with other superapps.

We also empower our customers and agents, while accelerating the adoption of digital channels, by enhancing self-service capabilities and redirecting voice calls to our mobile app with the use of Virtual Interactive Voice Response. The creation of the MAXBot has also helped absorb tasks such as addressing basic transactions, and during the pandemic, performing eligibility checks for Jaringan Prihatin Programme (JPP) subsidies and SME grants.

To further differentiate ourselves, Maxis applies advanced analytics powered by AI to produce insights that enable complex decisions to be made quickly. In practical terms, this has allowed us to support product sales as we have identified the right product mix to be pushed to customers through the right channel and the right messaging. In addition, it also enables proactive engagement by predicting the likelihood that a customer is ready to engage, either for purchase or care. This then unlocks greater efficiency as routes to value become more optimised over time and uncovers new trends and business opportunities that are hidden within large volumes of data.

**Growth in Digital Payments**

Digital Reload mix increased by <h1 style="margin: 0;">7% points</h1>	Online Payment mix increased by <h1 style="margin: 0;">5% points</h1>
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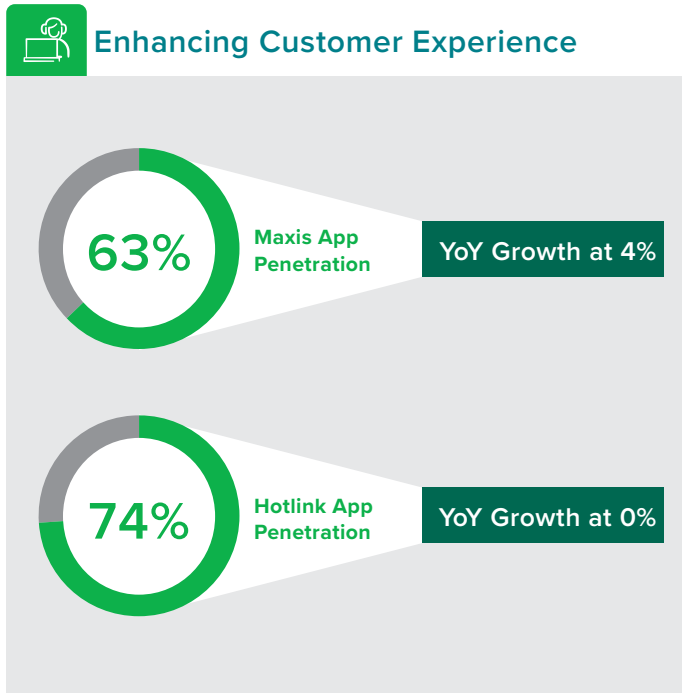
**Growth in Digital Care mix by 12% points**

**Growth in Commerce – a 5x increase in digital sales**



Behind the scenes, the people of Maxis have fully embraced the agile way of working to produce meaningful business outcomes. For example, our Digital Channels Tribe, effectively a cross-functional team, focuses on delivering consistent improvements to digital channel capabilities to enable positive business outcomes. This is a process that we also seek to replicate and scale across the organisation with more cross-divisional participation to deliver on new areas of opportunities.

To ensure our growth in digital remains sustainable, we are committed to investing in capability and capacity building, especially in the necessary certifications that will support our aspirations. In the year under review, Maxis has invested for our employees to obtain certifications in Agile/SCRUM, Amazon Web Service (AWS), ITIL, Microsoft Azure and many others. Maxis also continues to collaborate with various hyperscalers in digital, data and cloud as they support our digital transformation journey. This includes partnerships with AWS, Microsoft and Google.



Outlook

We aspire to be the leading converged solutions provider enabling digital businesses as delivering Unmatched Personalised Experiences, as well as the leading technology innovator in Malaysia and the region. This is in line with our long-term goal of providing 100% of our offerings As-a-Service, enabling zero touch operations, achieving 100% digital customer self-serve and shifting 100% of business IT applications and infrastructure to the cloud.

We believe this can be accomplished through sustaining our efforts in digital transformation and pursuing the addition of modern Digital IT capabilities, automation, AI and analytics as well as new platforms on the cloud. At the same time, we will continue to expand the Agile process, DevSecOps and DataOps as development standards for new digital capabilities of which a majority will be done in-house. We are prepared to further develop our skills in all relevant areas to support this effort, in addition to embarking on a security transformation of our systems and operating models.

Our focus on accelerating our Digital Transformation will ensure that our customers will Always Be Ahead.