OUR VALUE CREATION MODEL

OUR VALUE CREATION MODEL

The diagram below illustrates how we utilise our business capitals to create value for our business and stakeholders.

Further details of the inputs and outputs of our six business capitals are explained in the following pages.

UTILISING OUR BUSINESS CAPITALS

F Financial Capital

- RM674 million total CAPEX invested in digital capabilities, embedding smart ways of working to promote operational efficiencies
- Focused on working capital initiatives

M Manufactured Capital

- > 100 upgrades and new sites for 4G
- 95.4% 4G LTE population coverage
- About 400 Maxis centres and 2,500 Hotlink stores
- Expanded Maxis' fibre footprint to over 23,000 km, covering over 7.8 million homes and commercial premises

I Intellectual Capital

- Maxis 5G Alliance is a programme aimed at driving innovation through strategic co-creation and solutioning with partners
- Skilled technical and expert teams in all fields
- Accelerated 5G adoption, 5G usage rising at 21.8%
- Rolled out Maxis IoT Connect to enhance business efficiency and optimise IoT deployments
- Revamped Maxis Business Hub with AI concierge to enhance efficiency and user experience

H Human Capital

- > 3,300 Maxis colleagues serving the nation
- Continuous employee learning and development via Maxis Academy
- Integrated talent development and leadership programmes
- Company-wide flu vaccination programme impacted >2,000 employees and their families
- Health, Safety and Environment (HSE) training and management
- Manifestation of adequate procedures of Corporate Liability through quarterly reporting of Maxis Anti-Bribery and Corruption (MABC) system to the Board

SR Social & Relationship Capital

- RM5.3 million spent on community investments
  - RM4.0 million invested in community initiatives
  - RM1.3 million invested in Maxis Scholarships
- Proactive engagements with non-governmental organisations (NGOs), learning institutions and underserved communities
- Constant engagement with our government and regulators
- Launched Vendor Performance Evaluation to assess suppliers' contract and to enhance supplier collaboration
- Forged strategic partnerships to advance 5G, AI networking, enterprise innovation and national economic growth

N Natural Capital

- Improved base station energy efficiency with intelligent inverter control, upgraded cooling and air-conditioning and off-grid solar energy systems in rural sites
- Total energy consumed – 1,691 million MJ
- Total municipal water withdrawn – 56,968 m^3
- Enhanced all waste management at Maxis: office and operational waste – 583 mt waste generated
- e-Waste circularity campaign to collect devices from consumers and enterprises
- Upgraded data and switch centres with deployment of on-grid solar energy systems

OUR VISION

TO BE THE LEADING INTEGRATED TELCO IN MALAYSIA

by focusing on our Core Businesses and Competencies

Mobile | Home | Enterprise

- Pillar 1: **Sustainable and Predictable Growth**
- Pillar 2: **Consistently Good Customer Experience**
- Pillar 3: **Operational Excellence**
- Pillar 4: **High Performing Organisation**

Strategic Priorities

- **Bundle and Cross-Sell to Construct Consumer Fortress**
- **Grow Enterprise Business, Without Straying Far from Core**
- **Building Infrastructure and Wholesale**
- **Digitalise and Adopt AI**
- **Operating with Excellence**

Risks

- R1 New Business Risk
- R2 Competition Risk
- R3 Operation Risk
- R4 Network Failure Risk
- R5 Technology Risk
- R6 Data Privacy and Protection Risk
- R7 Vendor/Supply Chain Risk
- R8 Information Technology Risk
- R9 Economic Risk
- R10 People Risk
- R11 Regulatory Risk

Material Matters

M1 M2 M3 M4 M5 M6 M7 M8 M9 M10 M11 M12 M13 M14 M15

CREATING SUSTAINABLE VALUE FOR OUR BUSINESS AND STAKEHOLDERS

Value Creation Process

- Infrastructure Investment & Innovation
- Service Offerings
- Network Coverage
- Customer Experience
- Partnerships & Collaborations
- Community & Environmental Stewardship
- Regulatory Compliance
- Data Security & Privacy

OUR OUTPUTS

- 3.5% increase in Service Revenue to RM8.9 billion
- 4.1% increase in EBITDA to RM4.1 billion
- Dividend of 17 sen per share

- 3.9 million Consumer Postpaid RGS
- 5.8 million Consumer Prepaid RGS
- >800k home and business connections (fibre, wireless & home broadband)
- 95.6% of mobile speed >3 Mbps
- 80% of voice traffic conducted over Voice over LTE (VoLTE) service

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- The Maxis Business Innovation Centre has conducted a number of showcases to a variety of organisations across industries since its inception in May 2023
- Strong NPS of +70
- 4.2% YoY growth in Digital Care adoption
- 6.7% YoY growth in digital recontracting

- 42% female representation in Maxis
- >90k hours of employee blended training conducted
- Employee engagement score of 89%
- Offered 16 Maxis scholarships
- Awarded with multiple ISO 37001:2016 Anti-Bribery Management Systems (ABMS) certifications
- 100% completion of Maxis Code of Business Practice (MCOBP) training
- 100% completion of Anti-Bribery Management System Training for Maxis Directors
- 100% completion of Maxis Integrity Corporate Advocacy Programme (MICAP)

- Leveraged the SME Digitalisation Grant to support >35,000 SMEs as of 2024
- Supported >164,000 students to widen access to digital learning since 2016
- Supported vulnerable communities through humanitarian relief efforts and festive charity
- 3,440 volunteering hours by employees
- eKelas® Usahawan trained >4,400 entrepreneurs in digital marketing, partnering with 28 organisations as well as MCMC for Smart Services at NADI to boost digital inclusion
- Third Party Integrity Statement and Due Diligence Policy Statement were introduced and enforced to ensure all third parties adhere to a zero-tolerance approach to corruption and uphold integrity

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- Total emissions of 331,363 tonnes CO_2e
- 456 mt of waste recycled that includes 7 mt of office waste, 4 mt of marketing materials and 445 mt of network equipment
- Collected >21,000 devices through e-Waste circularity initiative, preventing 767.24 tCO_2e emissions and averting 44 tonnes of waste from landfills
- Increased Bursa FTSE4Good ESG score from 2.4 to 3.2 through stronger disclosures and impactful sustainability initiatives

OUR VALUE CREATION OUTCOMES

Enhancing Profitability & Shareholder Value

- Marked the highest total and service revenue since listing in 2009
- Achieved record-high total and service revenue, driven by strong consumer and enterprise segments
- Increased EBITDA and PAT, supported by cost efficiencies and operational improvements, with a consistent dividend payout
- Strengthened cash flow and reduced debt, maintaining a strategic approach to capital expenditure for long-term growth

Refer to pages 7 to 9 for more information.

Sustaining Growth Through Market Expansion & Digital Innovation

- Strengthened position as Malaysia's leading integrated telco with steady growth across mobile, home and enterprise segments
- Achieved higher 5G adoption
- Expand enterprise business with mobile, fixed and digital solutions
- Continue to enhance AI-driven digital services and IoT innovations to improve customer experience and business efficiency

Refer to pages 7 and 26 to 33 for more information.

Transforming Customer Experience with Seamless Digital Engagement

- Enhance digital adoption with both prepaid purchases and postpaid transactions
- Introduce AI-driven support with AI-powered tools, real-time network alerts and centralised order tracking
- Achieved reliable connectivity with 99.82% network availability, 7,400+ 5G sites and AI-optimised service resolution

Refer to pages 26 to 33 for more information.

Driving Business Excellence

- Expand nationwide connectivity with leading mobile solutions
- Pioneer cutting-edge technology to enhance digital experiences
- Empower seamless, digital-first lifestyles through innovation
- Accelerate business digitalisation with integrated cloud, AI and IoT solutions
- Strengthen next-generation data infrastructure to support enterprise growth

Refer to pages 26 to 33 for more information.

Delivering Sustainable Value

- Strengthen data privacy and security to uphold stakeholder trust
- Empower people and communities through inclusive initiatives
- Drive responsible and ethical business practices across operations
- Champion diversity, equity and inclusion in talent management
- Invest in workforce development to enhance skills and growth
- Advance climate action by expanding renewable energy adoption

Refer to pages 34 to 55 for more information.