

**MAXIS BERHAD**  
Registration No. 200901024473 (867573-A)  
Incorporated in Malaysia

## **BOARD DIVERSITY POLICY**

### **Purpose**

The Board Diversity Policy (“**the Policy**”) sets out Maxis’ approach to diversity on the Board of Directors of Maxis Berhad (“**Board**”) (“**Maxis**” or “**Company**”).

### **Policy Statement**

- (a) The Board recognises that diversity in its composition is critical in ensuring its effectiveness and good corporate governance. A truly diverse board will include and make use of the variation in the age, skills, experience, cultural background, gender and nationality of its members to ensure effective governance and robust decision making by the Board, in the areas of telecommunications, strategy, finance, business, legal, general management, sales and marketing, to name a few. Maxis is committed to harnessing diversity in the key areas of age, skills, experience, background, gender and nationality in determining the optimal balance of size and mix to function effectively.
- (b) All board appointments are made on merit, in line with the standards set out in paragraph 2.20A of the Main Market Listing Requirements (“**Listing Requirements**”) of Bursa Malaysia Securities Berhad (“**Bursa Securities**”), wherein a director must meet the criteria of character, experience, integrity, competence and time to effectively discharge his or her respective roles as directors.
- (c) The Nomination and Remuneration Committee (“**Committee**”), on behalf of the Board, reviews and assesses the Board matrix and composition and is tasked with recommending potential candidates for Directorship, annually reviewing the Board’s effectiveness with a view to determining the competencies, commitment, contribution and performance of each director, the Board as a whole, each of the Committees, and reviewing the Board’s succession plans.
- (d) In reviewing the Board’s composition, the Committee will assess and evaluate current diversity levels, identify and analyse gaps and criteria for new board appointments, and thereafter recommend to the Board strategies, objectives, targets and practical goals against an indicative time frame in order to maintain an appropriate range and balance of skills, experience and background on the Board.

## **Strategies**

Maxis' diversity strategies include:

- a) reviewing succession plans to ensure an appropriate focus on diversity of age, skill, experience, cultural background and gender;
- b) identifying potential candidates for directorship from a diverse pool of candidates;
- c) identifying specific factors within the nomination and selection processes to encourage diversity; and
- d) any other strategies the Board may develop from time to time.

## **Monitoring and Reporting**

The Nomination and Remuneration Committee is responsible for monitoring the scope and progress towards the achievement of the measurable objectives established by the Board.

The Board will, where appropriate, report in the corporate governance section of the Maxis Annual Report on progress made towards achieving those targets and objectives.

## **Review of this Policy**

- (a) The Committee will review this Policy annually and report its findings to the Board. The Committee will discuss any revisions that may be required and recommend any such revisions to the Board for approval.
- (b) The Board will assess annually the objectives and progress in achieving these objectives.

Reviewed in February 2026