

# Business Model

OUR BUSINESS

OUR VALUE CHAIN ACTIVITIES



### Network, Spectrum, IT and Infrastructure

Our services are enabled by our strong investment in network, spectrum, IT and infrastructure. Our services depend heavily on access to spectrum which we strive to secure through transparent and competitive prices, coupled with proactive engagement with regulators.



### Differentiated Customer Service

One of the key strategic priorities for us is to deliver an “Unmatched Personalised Experience” every time we interact with our customers and partners. We aim to continuously deepen our knowledge and understanding of customers’ needs, and to provide new methods of engagement.



### Distribution and Sales Channels

Our diverse and extensive distribution and sales channels are established with the ultimate goal of connecting with our customers. Meanwhile, with a mix of physical, online and voice channels, we provide partners with opportunities to run entrepreneurial businesses under the umbrella of our Maxis brand.



### Sourcing and Procurement

We have world-class procurement strategies and practices that enable us to maintain an efficient, sustainable and ethical business. We leverage global alliances to secure the most-cost-effective and quality assured means of delivering our services, with a long-term partnership approach with our suppliers.



### Innovative Products and Solutions

In order to continue growing, we aim to win market share by constantly innovating. Through new products, solutions and value propositions, we can truly deliver a personalised offer to all our enterprise and consumer customers.

OUR VALUE PROPOSITIONS



OUR COSTS



**Business Model**

**Customer Value Proposition**

- Unmatched Personalised Experience – products, solutions and services

**Employee Value Proposition**

- Forward leaning company driven by strong values with a unique advantage to address tomorrow’s digital needs
- Learning and growing together in an engaged environment

**Shareholder Value Proposition**

- Robust and sustained shareholder returns including dividends and capital growth

**Societal Value Proposition**

- Uniting to unlock potential and possibilities for everyone in Malaysia, including businesses

**Our Cost**

- Network Investment
- Human Capital Investment
- Operating Cost
- We place strong emphasis on cost optimisation – limiting cost growth to ensure strong EBITDA and cash flow. This has been enabled by multiple continuous working capital and cost improvement initiatives.

**Cost Differentiators**

- Rigorous governance processes for approving, reviewing, tracking and evaluating spend and investment decisions
- Sustainable and consistent investment in network, systems and employees through latest technologies and innovative programmes
- Leveraging cost optimisation programmes to ensure best practices are implemented to maintain efficiency throughout the business

**OUR REVENUE STREAMS**



**Our Revenue Streams**

- Postpaid mobile communication
- Prepaid mobile communication
- Home fibre connectivity
- Enterprise mobile and fixed communication solutions
- Enterprise end-to-end solutions
- Device sales




**Revenue Differentiators**

- Unmatched Personalised Experience
- Customer Insights and Analytics
- Innovative Products & Services

**TOP RISKS**








- Competitive risk
- Economic risk
- Operational readiness risk
- People management risk
- Regulatory risk
- Information technology risk
- Data security risk
- Supply chain/vendor risk
- Technology risk
- New business risk
- Network failure risk

 For more information, kindly refer to the Statement on Risk Management and Internal Control on pages 88 to 93.



# How Maxis Creates and Sustains Value

	Capitals	Input
<p><b>Financial</b></p> 	<p>Our financial capital enables value creation with the other five capitals through availability and management of our funds</p>	<ul style="list-style-type: none"> <li>• Market capitalisation of RM41.8 billion</li> <li>• Long and short-term borrowings</li> <li>• Cash and cash equivalents</li> </ul>
<p><b>Manufactured</b></p> 	<p>Our physical assets, such as our network infrastructure, data centres and service channels, are important sources of our competitive advantage</p>	<ul style="list-style-type: none"> <li>• 93% 4G LTE population coverage</li> <li>• RM1.0 billion investment in our network</li> <li>• 65 Maxis stores</li> <li>• 193 Maxis Exclusive Partner (MEP) stores</li> </ul>
<p><b>Intellectual</b></p> 	<p>Product and service innovation and technology have always been Maxis' core focus to enhance our brand value</p>	<ul style="list-style-type: none"> <li>• Premium brand positioning</li> <li>• Leadership</li> <li>• Skilled, technical and expert teams</li> <li>• Research and development, segmented approach</li> <li>• Big data and analytics</li> </ul>
<p><b>Human</b></p> 	<p>Our people are our most critical asset. We invest in our people's passion, hence creating our MaxisWay culture</p>	<ul style="list-style-type: none"> <li>• Engaged employees</li> <li>• Digitally assisted learning portals</li> <li>• Remuneration and benefits policies</li> <li>• Centers of Excellence</li> </ul>
<p><b>Social &amp; Relationship</b></p> 	<p>Strong and lasting relationships with key stakeholders are created through mutual trust, partnerships and value-added products and services</p>	<ul style="list-style-type: none"> <li>• Mutually supportive relationships with key stakeholders (i.e. customers, employees, shareholders &amp; investors, Government &amp; regulators, suppliers &amp; partners, community)</li> <li>• 9.9 million subscribers</li> <li>• 0.23 million homes</li> </ul>
<p><b>Natural</b></p> 	<p>We make conscious efforts to minimise the impact of our value chain on the environment</p>	<ul style="list-style-type: none"> <li>• Radio spectrum (900, 1,800, 2,100, 2,600MHz bands)</li> <li>• Energy</li> </ul>

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