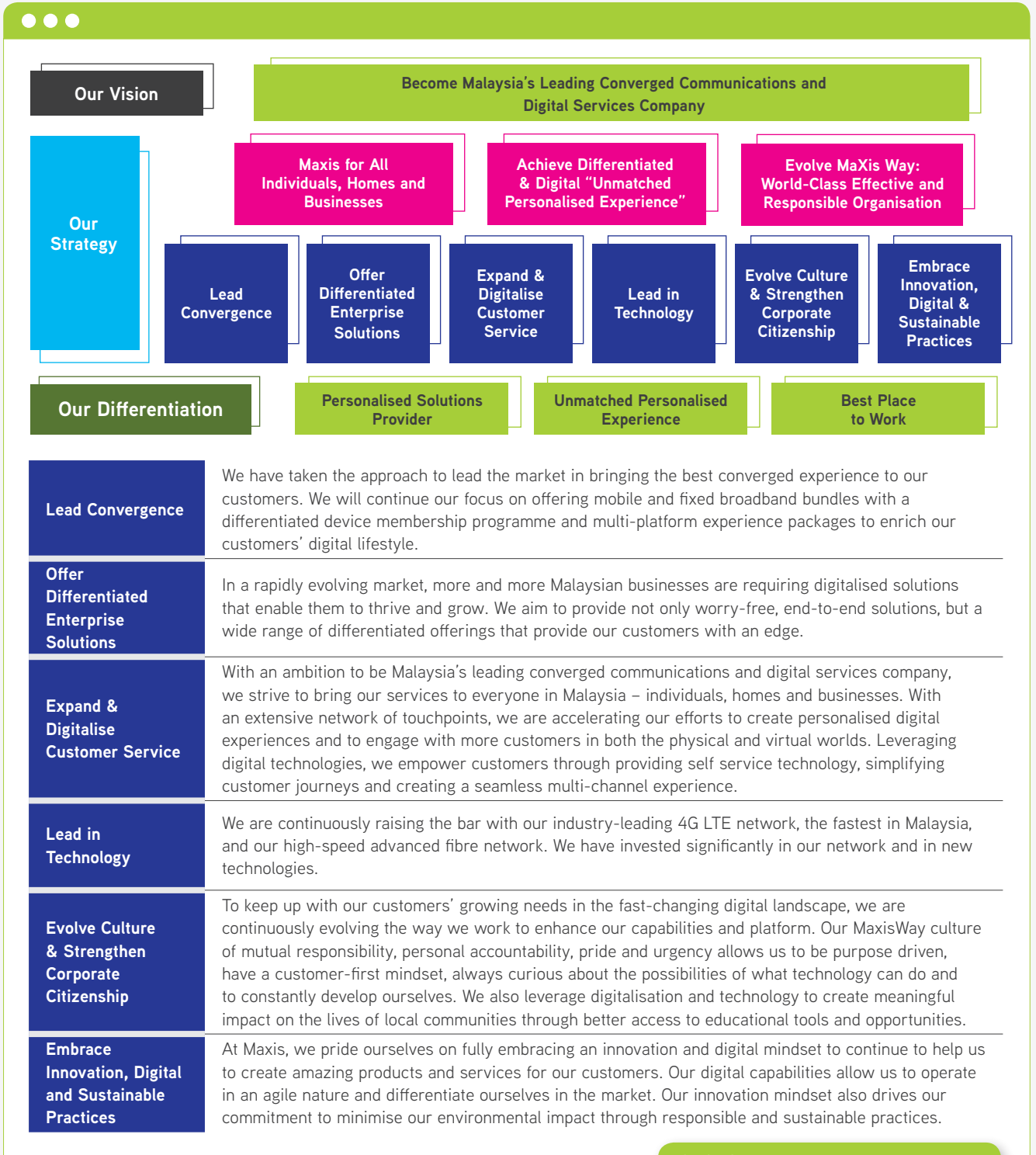


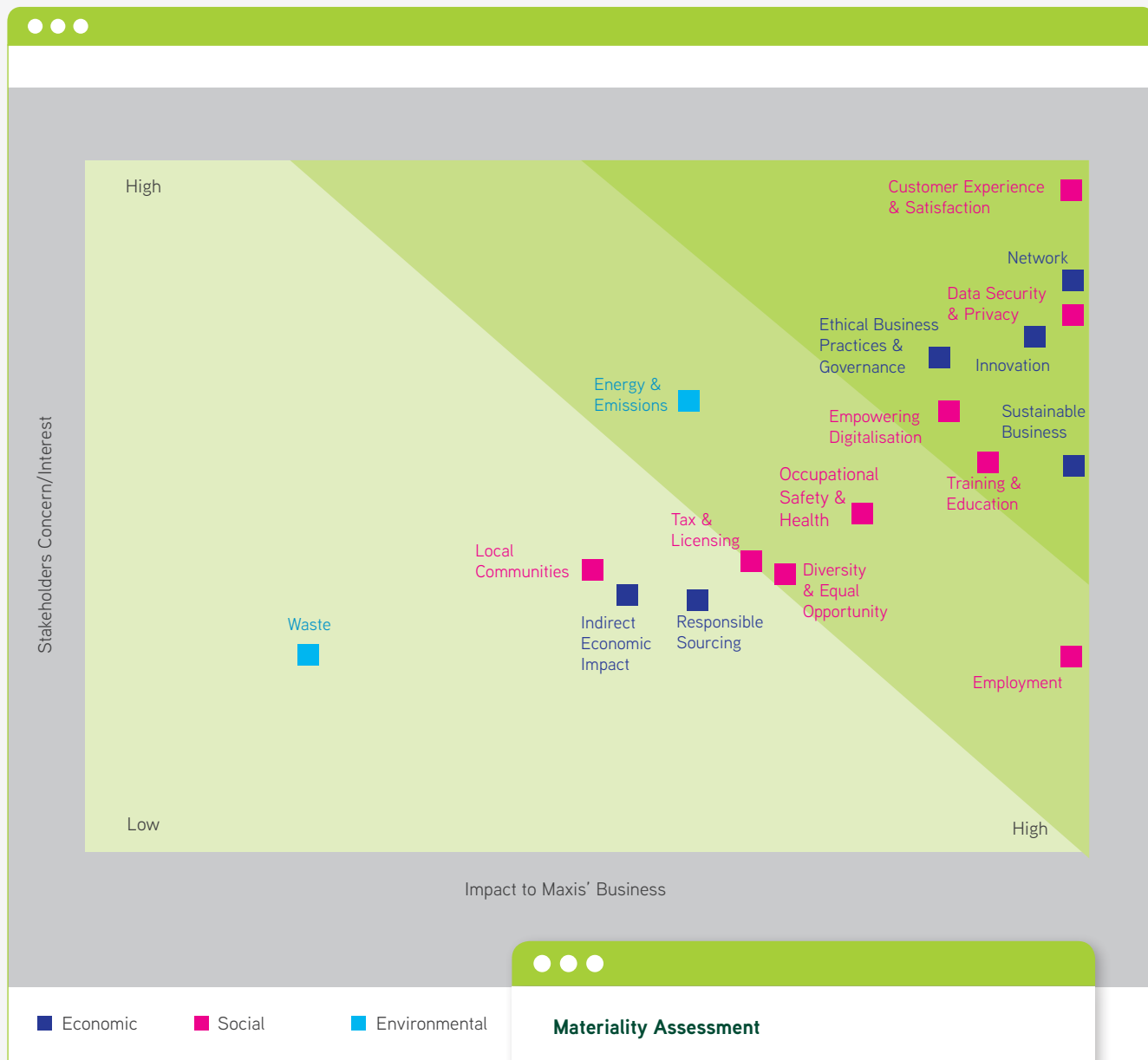
Strategic Framework



OUR STRATEGIES

For the video interview, scan this QR code or go to www.maxis.my/Strategy18

Materiality Matrix



Materiality Assessment

Material matters for us are economic, environmental and social issues and opportunities that may affect our ability to create value in the short, medium and long term. We assess materiality based on two dimensions: the impact to Maxis and importance to key stakeholders. These matters are managed and hereby reported with due consideration of their relative significance to the business.

Note:
For the classification and reference of our material matters, please refer to the Bursa Sustainability Content Index on pages 230 to 231.

Materiality Matrix



Our Approach

We regularly assess our material matters as part of continuous efforts to ensure our strategic intent remains relevant to the rapidly changing environment. During the year, a materiality assessment workshop was conducted with internal stakeholders to identify and prioritise these relevant material matters.

Our materiality assessment process is outlined below:

- Identification – Our starting point of identification is a review of matters reported in FY2017, based on their relevance during the year under review. We also identified a comprehensive list of material matters across the business, considering internal and external sources such as our strategic framework, industry trends and emerging global trends, Maxis' policies and procedures, and concerns raised by our key stakeholders.
- Prioritisation – Key management representatives from relevant departments across Maxis contributed insights gained from their engagement with stakeholders. This assisted in shortlisting and prioritising key stakeholders and our material matters based on the dimensions mentioned above. The result of the prioritisation is the materiality matrix shown on page 47.
- Validation of material matters – The material matters were deliberated and validated by our Management Team, and our Board of Directors is cognisant of our material matters.

Our Materiality Matrix

We continue to consider the 11 material matters identified last year as relevant to Maxis, alongside six newly identified material matters as follows:

- Network
- Innovation
- Ethical Business Practices & Governance
- Sustainable Business
- Responsible Sourcing
- Indirect Economic Impact
- Customer Experience & Satisfaction
- Data Security & Privacy
- Empowering Digitalisation
- Training & Education
- Occupational Safety & Health
- Diversity & Equal Opportunity
- Employment
- Local Communities
- Tax & Licensing
- Energy & Emissions
- Waste

Based on the materiality workshop, eight material matters were identified as critical to the business and our stakeholders. These high-priority matters form the focus of this report.

We acknowledge that our material matters are interconnected, and that they define our strategic focus areas and initiatives over time.

The scope and boundaries of these matters can be found on page 2.







Our Top Material Matters

Material Matters	Definition	Stakeholders Affected	Capitals Affected	Strategy	Top Risks
Customer Experience & Satisfaction	The quality of customer experience from our products and services including Maxis driven engagement to better understand and meet customers' expectations		 	Expand & Digitalise Customer service	Competitive risk Operational readiness risk Information technology risk Data security risk Vendor/Supply chain risk
Network	Full compliance with statutory and regulatory requirements, as well as quality and geographical area coverage	 	 	Lead in Technology	Information technology risk Technology risk Network failure risk Vendor/Supply chain risk
Data Security & Privacy	Measures we implement to protect our stakeholders' data and privacy	 	 	Embrace Innovation, Digital & Sustainable Practices	Information technology risk Data security risk
Innovation	The mindsets, ideas and culture to stimulate value creation through design, technology, services and/or processes	 	 	Lead in Technology Evolve Culture & Strengthen Corporate Citizenship	People management risk Vendor/Supply chain risk Technology risk
Ethical Business Practices & Governance	The way we govern and conduct our business with full compliance to relevant laws and regulations, and our commitment to transparent, value-add reporting	 	 	Governance is overarching	People management risk Regulatory risk
Sustainable Business	Financial value created & distributed to our stakeholders	 	 	Lead Convergence Offer Differentiated Enterprise Solutions	People management risk Competitive risk Economic risk New business risk Vendor/Supply chain risk
Empowering Digitalisation	The importance we place on ensuring that communities have access to and use information and technology, especially the underserved	 	 	Evolve Culture & Strengthen Corporate Citizenship	Competitive risk Operational readiness risk Network failure risk
Training & Education	The commitment we have to our employees to enhance their professional development		 	Embrace Innovation, Digital & Sustainable Practices	People management risk Information technology risk

Stakeholder Engagement

Our stakeholders are important to us, and we seek to build stronger relationships based on trust by addressing and anticipating their wants and needs. Our engagement platforms allow us to understand their expectations, and enhance our business and sustainability strategies accordingly.

Our key stakeholders include, but are not limited to, customers, employees, shareholders & investors, government & regulators, suppliers & partners and community.

Key Stakeholders	Methods of Engagement	Frequency	Key Concerns and Interests	Our Response
Customers 	<ul style="list-style-type: none"> Customer service channels, e.g. Maxis call centres, stores, My Maxis and Hotlink Red apps Focus groups, roadshows and networking events Surveys, media and digital marketing Touchpoint NPS 	<ul style="list-style-type: none"> Ongoing Quarterly As required Ongoing 	<ul style="list-style-type: none"> Network quality & coverage Solutions offerings Customer experience Data security & privacy protection Pricing 	<ul style="list-style-type: none"> New technologies and partnerships Enhanced products and services Joint events for knowledge-sharing Affordability of products and services/best value Converged solutions
Employees 	<ul style="list-style-type: none"> Engagement events Leadership surveys Annual Voice of Maxis surveys Internal communication channels including the intranet Squiggle, and internal social media Yammer 	<ul style="list-style-type: none"> Monthly Quarterly Annually Ongoing 	<ul style="list-style-type: none"> Vision and key priorities Working culture Training and development Salaries, benefits and incentives Performance review Diversity and inclusion 	<ul style="list-style-type: none"> Various engagement activities Volunteer opportunities Job-specific training "I Grow" agenda
Shareholders & Investors 	<ul style="list-style-type: none"> Annual Reports Quarterly financial results announcements Annual General Meetings Analysts and investor meetings and road shows Maxis Investor Relations webpage 	<ul style="list-style-type: none"> Annually Quarterly Annually As required Ongoing 	<ul style="list-style-type: none"> Business performance Dividend payout Strategy and vision 	<ul style="list-style-type: none"> Timely updates on business performance Communication of corporate strategy
Government & Regulators 	<ul style="list-style-type: none"> Regular reports Formal meetings on progress and agenda Participation in industry forums, dialogues and events Participation in events and close engagement with regulators 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Spectrum & network management Universal Service Provision (USP) Strategic industry development Role in national agenda 	<ul style="list-style-type: none"> Monitoring compliance through site implementation guidelines Industry feedback and recommendations Collaboration in support of national agenda
Suppliers & Partners 	<ul style="list-style-type: none"> Formal and informal meetings and events Product sharing sessions and networking Exchange of products and services 	<ul style="list-style-type: none"> Biannually Ongoing As required 	<ul style="list-style-type: none"> Onboarding programme Relationship management Business collaboration Business expansion 	<ul style="list-style-type: none"> Knowledge-sharing on technology Enhanced solutions for partners Digitalised procurement platform and workflow
Community 	<ul style="list-style-type: none"> Flagship community programmes e.g., eKelas, WiFi Komuniti locations Community initiatives during major festivities 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Connectivity Lack of access to the Internet Digital literacy gap Humanitarian aid during a disaster 	<ul style="list-style-type: none"> Community programmes – immediate term and periodic initiatives Collaborate in MCMC's initiative to provide connectivity to underserved areas