30 Years of Connecting Malaysians

Integrated Annual Report 2024

INSIDE THIS REPORT

BASIS OF THIS REPORT

We are pleased to present Maxis Berhad's (Maxis) Integrated Annual Report (IAR) 2024. In this report, we detail our efforts in achieving sustainable and impactful outcomes for our business and stakeholders, outlining our value creation journey through the efficient management of our Six Capitals and key resources over the past year.

This IAR was prepared with reference to the IFRS Integrated Reporting Framework, and communicates the information that our key stakeholders require to make an informed assessment of our performance and future prospects. We strive for full transparency and accountability in all our communications with our stakeholders.

SCOPE AND BOUNDARIES

The report covers Maxis' financial period from 1 January 2024 to 31 December 2024, providing an overview of our business operations, including those of our subsidiaries, highlighting our sustainability initiatives throughout. It also includes information on our financial and non-financial performance, as well as the internal and external factors that influenced it.

REPORTING FRAMEWORKS

- IFRS Integrated Reporting Framework
- Bursa Malaysia Securities Berhad's Main Market Listing Requirements (MMLR)
- Bursa Securities' Sustainability Reporting Guide (3rd Edition)
- United Nations Sustainable Development Goals (UN SDGs)
- The Malaysian Code on Corporate Governance (MCCG)
- The Companies Act 2016 (CA 2016)
- Global Reporting Initiative (GRI) Standards
- Malaysian Financial Reporting Standards (MFRS)
- International Financial Reporting Standards (IFRS)

MATERIALITY

We have developed a strategic plan which accounts for the material matters that impact our business, as well as the identified risks and opportunities. As such, our report discusses the matters that could significantly affect our ability to create value over the short, medium and long term, our outlook and the strategies we are employing to address these matters.

ALIGNING OUR SUSTAINABILITY TO THE UN SDGs

In our commitment to sustainability, we mapped our sustainability efforts to the UN SDGs to support the sustainable development agenda and generate positive value for our business, the environment and our stakeholders. At Maxis, we seamlessly integrate our sustainability initiatives to provide stakeholders with a holistic understanding of our performance and its impacts. This entails demonstrating how sustainability is embedded into our business strategy and value creation process, as well as connecting our initiatives to specific UN SDGs.

ASSURANCE

Our financial statements were prepared and assured in accordance with the MFRS, IFRS and CA 2016. Please refer to pages 88 to 189 for the audited financial statements and our independent auditor's report. Selected non-financial indicators were subjected to internal auditors' review.

APPROVAL BY THE BOARD

The Board acknowledges its responsibility for the integrity of Maxis' IAR through good governance practices and internal reporting procedures. The Board has oversight of and approved the IAR on 24 March 2025.

FORWARD-LOOKING STATEMENTS

This IAR contains forward-looking statements that involve known and unknown risks, uncertainties and other factors which may cause future performance, outcomes and results to differ materially from those expressed or implied in such forward-looking statements. Such forward-looking statements are based on numerous assumptions and reflect Maxis' current views with respect to future events and are not a guarantee of future performance. Readers should not place undue reliance on such forward-looking statements as they are not an implicit or explicit guarantee of our future performance.

FEEDBACK

We welcome feedback on our IAR 2024.

For further information and feedback, please contact Investor Relations at its email: ir@maxis.com.my

NAVIGATION

Our Strategy

Maxis' strategic priorities are designed to grow our core businesses — Mobile, Home and Enterprise — and enhance customer experiences through personalised, innovative solutions. We also believe in establishing a culture of excellence and operational efficiency throughout the organisation.

Mobile | Home | Enterprise

6 Capitals

- F Financial Capital
- M Manufactured Capital
- H Human Capital
- SR Social & Relationship Capital
- I Intellectual Capital
- N Natural Capital

Material Matters

M1 Network Quality & Coverage	M9 Employee Development
M2 Customer Experience & Satisfaction	M10 Employee Health, Safety & Well-being
M3 Sustainable Business Growth	M11 Supply Chain Management
M4 Data Privacy & Protection	M12 Community Development
M5 Regulatory Compliance	M13 Equal Opportunity Workforce & Employment
M6 Ethical Business Practice	M14 Climate Change
M7 Crisis Management & Response	M15 Environmental Management
M8 Digital Inclusion & Innovation	

Cross References

Tells you where you can find more information online at www.maxis.com.my

Tells you where you can find more information within the report

MAXIS AT A GLANCE - 2024

FINANCIAL HIGHLIGHTS

Total Revenue

RM10.54 billion

+3.5% YoY

Service Revenue

RM8.87 billion

+3.5% YoY

CAPEX Investment

RM674 million

7.6% of Service Revenue

EBITDA

RM4.12 billion

+4.1% YoY

EBIT

RM2.32 billion

+23.0% YoY

Dividend Per Share

17 sen

Refer to pages 7 to 10 for more information.

OPERATIONAL HIGHLIGHTS

Mobile

>10.4 million RGS

Revenue Generating Subscribers

96%

4G population coverage

>11,000

network sites

3.7 million

5G device subscriptions

+70

TP-NPS

Fibre

Provides access to

7.8 million premises

>23,000 km

fibre footprint

Refer to pages 26 to 33 for more information.

SUSTAINABILITY HIGHLIGHTS

Sustainability Scores

1. FTSE4Good: **3.2**
2. MSCI: **AA ESG rating**
3. Sustainalytics: **23.8 (Medium risk)**

eKelas®

>164 k students since inception in 2016

eKelas® Usahawan

4,483 entrepreneurs

e-Waste Management

22,239

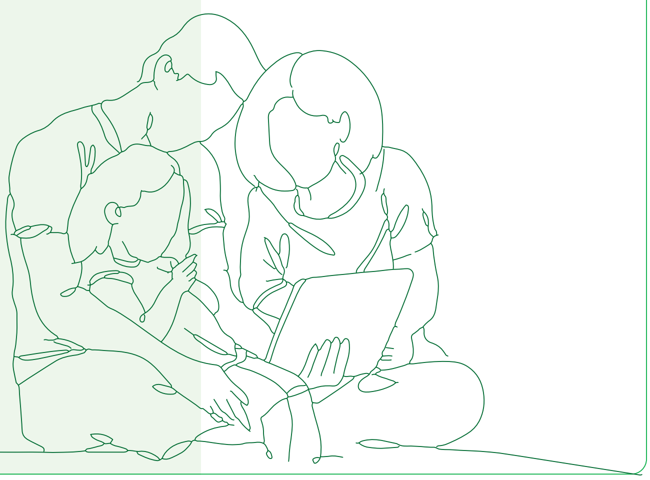
items recycled and refurbished

Energy Management

4,372 MWh

energy savings from key initiatives

Refer to pages 34 to 57 for more information.



CORPORATE INFORMATION

BOARD OF DIRECTORS

DATUK JOHAN BIN IDRIS
Chairman /
Independent Non-Executive Director

UTHAYA KUMAR A/L K VIVEKANANDA
Senior Independent Non-Executive Director

DATO' HAMIDAH NAZIADIN
Independent Non-Executive Director

OOI HUEY TYNG
Independent Non-Executive Director

ONG CHU JIN ADRIAN
Independent Non-Executive Director

MAZEN AHMED M. ALJUBEIR
Non-Executive Director

MOHAMMED ABDULLAH K. ALHARBI
Non-Executive Director

ABDULAZIZ ABDULLAH M. ALGHAMDI
Non-Executive Director

LIM GHEE KEONG
Non-Executive Director

Registered Office
Maxis Berhad
Registration No. 200901024473 (867573-A)
Level 21, Menara Maxis
Kuala Lumpur City Centre
Off Jalan Ampang
50088 Kuala Lumpur
Malaysia
Tel : + 603 2330 7000
Fax : + 603 2726 8946
Email : enquiries@maxis.com.my
Website : www.maxis.com.my

Share Registrar
Boardroom Share Registrars Sdn. Bhd.
Registration No. 199601006647 (378993-D)
11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan
Malaysia
Tel : + 603 7890 4700
Fax : + 603 7890 4670
Email : bsr.helpdesk@boardroomlimited.com
Website : www.boardroomlimited.com

Company Secretary
Dipak Kaur
SSM PC No. 201908002620
LS 5204

Head of Internal Assurance
Faizul bin Abdullah

Head of Integrity and Governance Unit
Nurirdzuana binti Ismail

GROUP CORPORATE STRUCTURE

AS AT 7 MARCH 2025

CHAIRMAN'S STATEMENT

Total Dividend Payout
RM1.3 billion

Dividend Per Share
17 sen

Expanding connectivity to
>10.4 million
Revenue Generating Subscribers (RGS)

DEAR STAKEHOLDERS,

2025 marks a significant milestone for Maxis as we celebrate 30 years of excellence as a homegrown brand. Over these three decades, we have transformed how Malaysians connect and communicate, playing a vital role in advancing digital inclusion and innovation across the nation.

As the newly appointed Chairman, I am honoured to lead Maxis at a time when we stand firmly as Malaysia's leading integrated telco. We are committed to delivering exceptional services and solutions that empower individuals, businesses and communities. In doing so, we will keep the Maxis name synonymous with quality, reliability and progress.

EMPOWERING CONNECTIONS, DRIVING PROGRESS

In 2024, Malaysia experienced encouraging growth, with GDP rising by 5.1%[1], driven by robust domestic demand. We witnessed a surge in data centre developments, propelled by the rapid adoption of AI and substantial investments from hyperscalers. The telecommunications sector felt the impact of shifting consumer expectations, with customers demanding faster, more reliable connectivity and user-friendly digital platforms.

Maxis has intensified efforts to connect communities and advance Malaysia's digital future. We expanded our reach, serving over 10.4 million RGS, extending services to over 780,000 homes and supporting enterprises. Our LTE network now covers 96% of the population, and 5G is a reality for all consumers and businesses, ensuring Malaysia remains competitive in a digital global landscape.

In 2024, we partnered with the Sarawak Digital Economy Corporation to accelerate digital transformation in Sarawak. This collaboration aims to expand connectivity and empower the local workforce with essential digital skills, aligning with the Sarawak Digital Economy Blueprint 2030.

In nurturing future talent, we strengthened our commitment in FY2024 through the Maxis Scholarship Programme, awarding 16 scholarships to outstanding students in STEM and digital technologies. Since its inception in 2006, the programme has supported and equipped 346 students with the skills to excel academically and in the workforce.

STRENGTHENING OUR COMMITMENT TO SUSTAINABILITY

In 2024, we intensified our efforts to drive inclusion and create shared value for all stakeholders. Through initiatives such as eKelas®, we provide rural students with access to digital learning resources, bridging the educational divide. Our eKelas® Usahawan programme uplifts entrepreneurs and SMEs by equipping them with essential digital marketing skills.

We also launched the eKelas® Usahawan Advanced Programme, offering comprehensive training in soft and digital skills. This year, we facilitated the digital transformation of over 6,000 SME clients, enabling them to thrive in a digital marketplace.

In response to the devastating floods affecting communities across Malaysia, Maxis contributed RM5 million to the government's Dana Ihsan MADANI fund for relief efforts. We also provided immediate assistance by distributing 4,000 free mobile SIM cards and top-ups at temporary relief centres.

DELIVERING SUSTAINABLE SHAREHOLDER RETURNS

In recognition of our robust performance, the Board has declared an additional one-time dividend for Q4 2024, bringing the total dividend to 17 sen per share, with a total payout of RM1.3 billion for FY2024. We are committed to sustaining this growth trajectory in the coming year.

UPHOLDING THE HIGHEST STANDARDS OF CORPORATE GOVERNANCE

In 2024, we continued to operate with integrity, fully complying with Bursa Securities' MMLR and maintaining strict adherence to anti-corruption laws. Our commitments are embedded in our Maxis Integrity and Compliance Framework and reinforced through our robust Anti-Money Laundering initiatives. We also assess Board members through the Maxis Anti-Bribery and Corruption system, ensuring that leadership at every level is aligned with our zero-tolerance stance on corruption.

I am pleased to report that we have maintained our ISO 37001:2016 Anti-Bribery Management Systems certification, reflecting our dedication to upholding the highest ethical standards.

Source:
[1] *Ministry of Economy, Department of Statistics Malaysia*

In an ever-evolving telecommunications landscape, staying ahead requires not only strong governance, but also continuous learning. Our Board of Directors is dedicated to keeping pace with global shifts and industry advancements through ongoing training, briefings and participation in leading international conferences and industry forums. These experiences enabled our leadership to be informed and agile, equipping us with the insights needed to navigate the complexities of a dynamic market.

DELIVERING VALUE FOR THE FUTURE

At Maxis, our commitment to delivering long-term value for our shareholders and stakeholders remains at the heart of everything we do. As we look towards 2025 and beyond, we will continue to build a resilient, future-ready organisation that connects people and businesses to a world of possibilities. By strengthening our core competencies in Mobile, Home and Enterprise, we are ensuring that Maxis is well-positioned to seize future opportunities and drive sustained growth.

As a result of our solid sustainability performance, Maxis was recognised by Bursa Securities, upgrading our FTSE4Good ESG rating from two stars to three stars. This acknowledgement reflects our enhanced disclosures and proactive initiatives across the sustainability spectrum, including stronger management of our supply chain.

We grieve the passing of Mr. Ananda Krishnan Tatparanandam on 28 November 2024. His contributions to the development of Malaysia and the business world were substantial. Mr. Krishnan's philanthropy improved the lives of many and his wise guidance over the years helped steer Maxis to be the strong business it is today.

ACKNOWLEDGEMENTS

I would like to take this opportunity to thank Tan Sri Mokhzani bin Mahathir and Dato' Hamidah binti Naziadin, the two past Chairmen in 2024, and Alvin Michael Hew Thai Kheam. Tan Sri Mokhzani stepped down on 30 June 2024 after serving on the Board for 15 years, including three years as Chairman. Alvin Hew served on the Board and various Committees for 12 years. Dato' Hamidah served as Interim Chairman during the transition period up to my appointment as Chairman, and will continue to serve on the Board as an Independent Director.

On behalf of the Board, I extend my heartfelt appreciation to the entire Maxis team, customers, shareholders, business partners, vendors and regulators. Thank you for your unwavering trust and confidence. Your continued support inspires us to push boundaries and create meaningful value at every step.

With a clear vision and determination, I am confident that Maxis is not just ready for the future—we are ready to shape it.

DATUK JOHAN BIN IDRIS
Chairman

CHIEF EXECUTIVE OFFICER'S STATEMENT

Service Revenue
RM8.87 billion
3.5% YoY

EBITDA
RM4.12 billion
4.1% YoY

PAT
RM1.40 billion
40.7% YoY

DEAR SHAREHOLDERS,

As we reflect on 2024, a year marked by significant achievements and dynamic market shifts, I am filled with pride in the resilience and unwavering dedication of the Maxis team. This year, as we celebrate our 30th anniversary, we have not only solidified our position as Malaysia's leading integrated telecommunications company, but also laid a strong foundation for continued growth and innovation.

In a dynamic business environment shaped by intensified competition and evolving regulatory demands, we remained steadfast in our commitment to delivering exceptional value to our customers. Our focus on enhancing customer experience, coupled with strategic investments in our network and digital capabilities, yielded remarkable results. I am particularly pleased to report that we achieved our highest-ever service revenue of RM8.87 billion. Our EBITDA grew by 4.1% to RM4.12 billion, demonstrating our operational excellence and efficient resource management. This increase in profits is a direct result of our revenue growth and disciplined cost management. Operating free cash flow also improved by 8.6%, showcasing our improved working capital management.

We strategically focused our capital expenditure of RM674 million on enhancing our integrated network capabilities. Today, we have more than 11,000 LTE sites, covering 96% of Malaysia's population, and have connected over 500,000 premises with our fibre infrastructure. These investments are critical to ensuring we continue to provide seamless and reliable connectivity for all our customers.

In a year when the 5G landscape evolved, we remained agile and focused. While the recent award of the second 5G network has presented new challenges, we remain committed to exploring all avenues to enhance our 5G offerings. Our existing agreement with Digital Nasional Berhad (DNB) ensures that our customers continue to enjoy 5G services, as we actively engage with stakeholders to shape our long-term 5G strategy. We are confident in our ability to navigate this evolving landscape and continue delivering exceptional value.

Our commitment to customer experience is paramount. We have enhanced digital self-service capabilities, integrated AI into our contact centre operations and utilised chatbots to improve efficiency. These initiatives have accelerated first-contact resolution, improved customer satisfaction and earned us multiple industry awards, including a Net Promoter Score of +70 and recognition among the top 20 leading customer experience companies in Malaysia.

Digitalisation is at the heart of our strategy. The successful transition to SAP S4/HANA, deployment of our proprietary AI platform, Dexter, as well as implementation of advanced analytics and machine learning tools have significantly enhanced our operational efficiency and customer experience. We have also prioritised building agile and competent digital talent, earning us the Coursera Regional Award for business impact in 2024.

We strengthened our value proposition to shareholders by prioritising operating excellence, streamlining processes and maintaining strict cost discipline. Our commitment to sustainability is reflected in our upgraded FTSE4Good ESG Rating and we have continued to strengthen our network's emissions efficiency and e-waste initiatives.

Strategic partnerships remain critical to our success. Our collaborations with major tech companies, network equipment vendors and telco peers around the region have enhanced our capabilities and expanded our service offerings, allowing us to deliver innovative solutions to our customers.

Looking ahead to 2025, we will focus on growing and securing our consumer subscriber base, expanding our enterprise business and continuing to digitalise our operations. We will also prioritise operating excellence and expanding our fibre infrastructure. In addition, we are excited about launching Maxis Home Solar, part of our bundled home propositions.

As we celebrate our 30th anniversary, I extend my heartfelt gratitude to our dedicated staff members, loyal customers, steadfast shareholders and valued partners for their unwavering support. I also warmly welcome Datuk Johan bin Idris as our new Chairman. His extensive experience will be invaluable as we embark on our next chapter of growth.

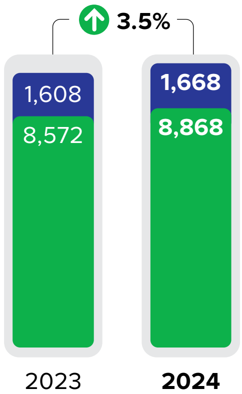
Thank you for your continued trust and confidence in Maxis. We are committed to delivering sustainable value and making 2025 our most successful year yet.

GOH SEOW ENG
Chief Executive Officer

FINANCIAL REVIEW

Maxis continued to build on its growth momentum with a strong performance in the financial year ended 31 December 2024 (FY2024). The Company's Consumer and Enterprise Businesses maintained a healthy growth across core connectivity and adjacent digital solutions business, solidifying Maxis' position as Malaysia's leading integrated telco.

REVENUE



Revenue (RM million)

2024:
10,536

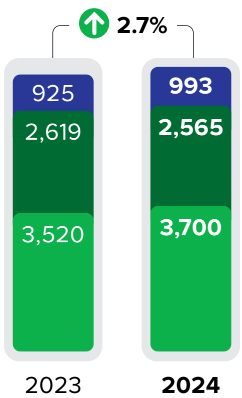
2023:
10,180

- Device Revenue
- Service Revenue

Maxis achieved total revenue of RM10.54 billion in FY2024, representing a commendable increase of 3.5% compared to RM10.18 billion in FY2023. This growth was primarily driven by a robust performance in service revenue, which reached RM8.87 billion, marking a significant increase of 3.5% year-on-year. These figures represent the highest ever total revenue and service revenue recorded since the Company was listed in 2009, underscoring Maxis' strong market position and effective customer engagement strategies.

The growth in service revenue was complemented by a 3.7% increase in device revenue, which amounted to RM1.67 billion in FY2024, up from RM1.61 billion in the previous year. This increase reflects Maxis' successful initiatives in promoting device sales, particularly through attractive bundling offers and enhanced customer experiences.

CONSUMER REVENUE



Consumer Revenue (RM million)

2024:
7,258

2023:
7,064

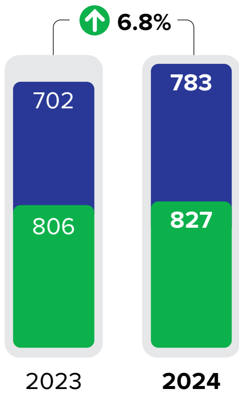
- Consumer Home Connectivity
- Consumer Prepaid
- Consumer Postpaid

The consumer segment demonstrated resilience, with total revenue growing by 2.7% to RM7.26 billion in FY2024, compared to RM7.06 billion in FY2023. This growth was driven by a 5.1% increase in postpaid revenue, which reached RM3.70 billion, up from RM3.52 billion in the previous year. The postpaid subscriber base expanded significantly, with total revenue generating subscribers (RGS) increasing to approximately 3.89 million, reflecting a 7.9% year-on-year growth from 3.60 million in FY2023. This increase highlights Maxis' effective strategies in acquiring and retaining quality customers.

Prepaid revenue declined 2.1% to RM2.57 billion in FY2024. The total number of prepaid RGS was approximately 5.82 million, a marginal 0.9% decrease from 5.88 million in the previous year. Maxis remains focused on encouraging prepaid customers to transition to postpaid plans, which provide a more stable revenue stream.

Additionally, home connectivity revenue showed strong growth, increasing by 7.4% to RM993 million in FY2024, compared to RM925 million in FY2023. The number of homes connected through Maxis' fibre offerings reached approximately 784,000, reflecting a 4.5% increase year-on-year. This growth underscores the Company's commitment to expanding its fibre network and enhancing its home connectivity solutions, which are increasingly in demand as consumers seek reliable and high-speed internet access.

ENTERPRISE REVENUE



Enterprise Revenue (RM million)

2024:
1,610

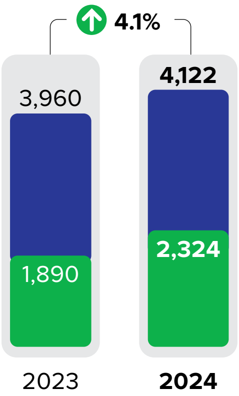
2023:
1,508

- Fixed & Solutions
- Mobile

In FY2024, Maxis' enterprise segment demonstrated robust growth, with total revenue increasing by 6.8% to RM1.61 billion, compared to RM1.51 billion in FY2023. This growth was driven by a 2.6% increase in enterprise mobile revenue to RM827 million, primarily driven by an increase in mobile subscriptions from corporate customers. The enterprise Fixed & Solutions revenue increased by 11.5% to RM783 million in FY2024. This growth underscores the effectiveness of Maxis' strategy to diversify its service offerings and cater to the specific needs of enterprise customers.

FINANCIAL REVIEW

Profitability

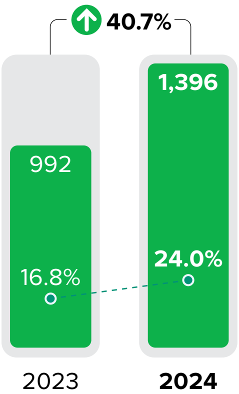


EBITDA (RM million)

2024: 4,122

2023: 3,960

● Depreciation, Amortisation & Others
● EBIT



Profit After Tax (RM million)

2024: 1,396

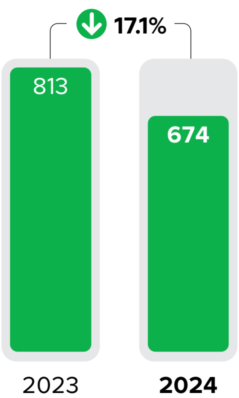
2023: 992

● Reported Profit After Tax
-●- Return on Average Equity (%)

Maxis' EBITDA for FY2024 increased by 4.1% to RM4.12 billion, supported by a 3.5% year-on-year growth in service revenue. The increase in EBITDA at a faster pace compared to revenue is a testament to the Company's focus on operational efficiencies and strategic focus on what moves the needle. EBITDA margins on service revenue improved to 46.5% compared to 46.2% in FY2023. EBIT also saw a significant improvement in margins from 22.0% in FY2023 to 26.2% in FY2024. Including the one-off adjustments incurred in the prior financial year of FY2023, Profit After Tax (PAT) increased by 40.7% year-on-year to RM1.40 billion.

In recognition of Maxis' strong performance in FY2024, the Company declared a one-time dividend of 1 sen per share in the fourth quarter ended 31 December 2024, bringing the full-year dividend to 17 sen per share.

Capital Expenditure (CAPEX)



CAPEX (RM million)

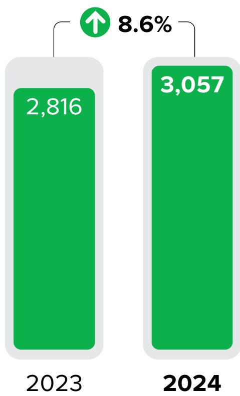
2024: 674

2023: 813

● CAPEX

Maxis maintained a prudent approach to capital expenditure, investing RM674 million in FY2024, a decrease of 17.1% from RM813 million in FY2023. This reduction reflects the Company's strategic focus on essential investments and upgrades that enhance its integrated network capabilities. The Company also continued to invest in digital capabilities, embedding smart ways of working to promote operational efficiencies.

Cash Flow



Operating Free Cash Flow (RM million)

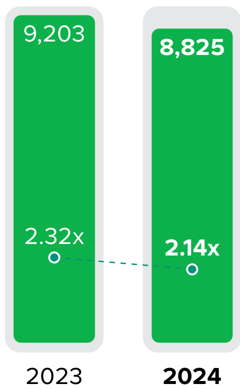
2024: 3,057

2023: 2,816

● OFCF

Operating free cash flow (OFCF) improved to RM3.06 billion, up from RM2.82 billion in FY2023, driven by improved working capital management and operational efficiencies.

NET DEBT



Net Debt (RM million)

2024: 8,825

2023: 9,203

● Net Debt
-●- Net Debt to EBITDA (x)

Maxis' net debt to EBITDA ratio reduced from 2.32x to 2.14x in FY2024. This was due to a reduction in debt balance, paired with an improvement in EBITDA in FY2024.

INVESTOR RELATIONS

Dividend Policy

Our full dividend policy, as stated in our IPO Prospectus dated 28 October 2009, is reproduced here for reference:

"The declaration of interim dividends and the recommendation of final dividends are subject to the discretion of the Board and any final dividend for the year is subject to shareholders' approval. It is the Company's intention to pay dividends to shareholders in the future. However, such payments will depend upon a number of factors, including Maxis' earnings, capital requirements, general financial condition, the Company's distributable reserves and other factors considered relevant by the Board.

Maxis intends to adopt a dividend policy of active capital management. The Company proposes to pay dividends out of cash generated by its operations after setting aside necessary funding for network expansion and improvement and working capital needs. As part of this policy, the Company targets a payout ratio of not less than 75% of its consolidated PAT under Malaysian Generally Accepted Accounting Standards (GAAP) in each calendar year, beginning financial year ending 31 December 2010, subject to confirmation of the Board and to any applicable law, license and contractual obligations and provided that such distribution would not be detrimental to its cash needs or to any plans approved by its Board. Investors should note that this dividend policy merely describes the Company's present intention and shall not constitute legally binding statements in respect of the Company's future dividends which are subject to modification (including reduction or non-declaration thereof) at the Board's discretion."

The reported PAT payout ratios in the financial years 2021, 2022, 2023 and 2024 were 101.8%, 132.6%, 126.3% and 95.4%, respectively.

COMMUNICATING WITH OUR SHAREHOLDERS

Maxis stands firm in our values and remains fully committed to disseminating transparent and consistent information with clarity, equal access, accuracy, timeliness and comprehensiveness on continuous updates with regard to our business operations, financial performance, key development progress, strategic direction and future plans. We actively engaged with the investment communities and other stakeholders regularly and in a timely manner throughout FY2024, in line with the recommendation of the MCCG and other relevant regulatory bodies. This enabled us to better understand our shareholders' changing needs and allow them to make informed investment decisions.

The Investor Relations (IR) team is an integral part of Maxis' corporate governance initiatives. The team supports the Chief Executive Officer (CEO) and Chief Financial Officer (CFO) in their engagement efforts to cultivate strong relationships with shareholders, potential investors and other stakeholders. We pride ourselves in consistently maintaining direct and open communication with our stakeholders and keeping the market informed of all information which may have a material impact on our share price.

Our disclosure policy is based on these three key principles:

i. Maintaining open and regular communications with all shareholders;
ii. Disseminating financial and strategic updates in a timely and transparent manner; and
iii. Ensuring equal treatment and protection of shareholders' interests.

We have been actively communicating with our shareholders during the year across various channels:

1. 15th Annual General Meeting

- **Engagement date:** 16 May 2024
- **Audience:** Shareholders and proxies
- **Meeting type:** Virtual

2. Analyst briefings

- **Engagement dates:** Q4 2023: 22 February 2024, Q1 2024: 17 May 2024, Q2 2024: 21 August 2024 and Q3 2024: 8 November 2024
- **Audience:** Analysts and fund managers
- **Meeting type:** Virtual

3. Investment community engagement

- **Engagement date:** Throughout the year
- **Audience:** Analysts and fund managers
- **Meeting type:** Physical and virtual

4. Other communication channels

- **Website:** https://maxis.listedcompany.com/home.html
- **Email:** ir@maxis.com.my

In accordance with the IFRS Integrated Reporting Framework, we have embarked on a value creation journey to include a holistic view of our strategy and growth plans, as well as key risks and opportunities in order to instil confidence in our future performance.

Feedback and Enquiries

We welcome feedback on our IR initiatives and other information we have provided herewith. Further queries and requests for publicly available information, comments and suggestions to the Company can be directed to ir@maxis.com.my.

FIVE-YEAR FINANCIAL HIGHLIGHTS

	2024	2023	2022	2021	2020	2024–2023 YoY Change
FINANCIAL RESULTS						
Financial Indicators (RM million)						
Revenue	**10,536**	10,180	9,789	9,241	9,034	3.5%
Service revenue[1]	**8,868**	8,572	8,336	8,018	7,903	3.5%
EBITDA[2]	**4,122**	3,960	3,929	3,886	3,834	4.1%
Profit Before Tax (PBT)	**1,877**	1,444	1,802	1,772	1,859	30.0%
Profit After Tax (PAT)	**1,396**	992	1,151	1,339	1,388	40.7%
Profit attributable to equity holders of the Company	**1,396**	993	1,152	1,339	1,388	40.6%
Financial Ratios						
EBITDA margin (%)	**39.1**	38.9	40.1	42.1	42.4	
EBITDA margin on service revenue (%)	**46.5**	46.2	47.1	48.5	48.5	
PBT margin (%)	**17.8**	14.2	18.4	19.2	20.6	
PAT margin (%)	**13.2**	9.7	11.8	14.5	15.4	
PAT margin on service revenue (%)	**15.7**	11.6	13.8	16.7	17.6	
Interest cover ratio	**4.8**	4.0	5.1	4.7	4.8	
Earnings per share (sen)						
- basic	**17.8**	12.7	14.7	17.1	17.7	
- fully diluted	**17.8**	12.7	14.7	17.1	17.7	
Dividends per share (sen)[3]	**17.0**	16.0	20.0	17.0	17.0	
FINANCIAL POSITION						
Financial Indicators (RM million)						
Equity attributable to equity holders of the Company	**5,905**	5,743	6,089	6,475	6,434	
Total assets	**22,323**	22,781	23,045	22,443	21,932	
Total borrowings[4]	**9,289**	9,772	9,865	10,098	9,780	
Financial Ratios						
Return on invested capital (%)	**11.7**	8.8	9.5	10.9	11.2	
Return on average equity (%)	**24.0**	16.8	18.3	20.7	21.7	
Return on average assets (%)	**7.8**	5.9	6.5	7.7	8.0	
Gearing ratio	**1.49**	1.60	1.52	1.38	1.41	
Net assets per share attributable to equity holders of the Company (RM)	**0.75**	0.73	0.78	0.83	0.82	

Notes:

(1) *Service revenue is defined as Group revenue, excluding sale of devices.*
(2) *Defined as profit before finance income, finance costs, tax, depreciation, amortisation and write down of identified assets.*
(3) *Dividends per share consist of interim dividends declared and proposed in respect of the designated financial years.*
(4) *Include derivative financial instruments designated for hedging relationship on borrowings.*

OUR STRATEGY

Maxis is committed to delivering seamless and innovative connectivity solutions that empower individuals, businesses and communities. As Malaysia's leading integrated telco, we are strengthening our core businesses, enhancing digital capabilities and accelerating our role as the trusted partner in digital transformation.

To deliver greater value to our customers, we are continuously elevating our bundled proposition, ensuring a consistently good customer experience and leveraging digitalisation to ensure that our customers are empowered with personalised solutions that meet their connectivity needs. Our commitment to nationwide high-speed connectivity drives the advancement of our Mobile & Fibre networks, ensuring reliable and widespread access across urban and underserved areas.

We remain focused on operating excellence, prioritising strict cost discipline, execution speed and digitalisation to enhance operational efficiency. Our high-performing organisational culture drives results, fosters accountability and agility and empowers us to deliver on our commitments.

With a sound strategy, Maxis remains at the forefront of growth and innovation, ensuring Malaysia stays ahead in a rapidly evolving digital world.

VISION **The Leading Integrated Telco in Malaysia**

PURPOSE **We connect people and businesses to a world of possibilities**

Our Businesses

MOBILE

maxis hotlink

Maxis redefines mobile connectivity with its comprehensive suite of Postpaid and Prepaid plans, tailored to deliver unparalleled customer experience and exceptional value. Our innovative offerings are designed to meet the dynamic needs of our customers, ensuring connectivity, flexibility and affordability are always within reach.

HOME

maxis

Maxis Fibre transforms your home into a digital living space with cutting-edge high-speed fibre plans and routers. Our packages, seamlessly integrated with the latest smart home devices, are crafted to elevate your home and living experience, ensuring every corner of your household is connected to the future.

ENTERPRISE

maxis business

Maxis Business stands at the forefront of digital innovation, offering a robust portfolio of enterprise products and ICT solutions tailored to meet the needs of all enterprises. Our commitment to empowering businesses aligns with the nation's digital aspirations, providing the foundation for growth, efficiency and competitive advantage in an increasingly digital world.

Our Strategy

Sustainable and Predictable Growth
Focus on core businesses while seeking new profitable growth and value drivers

Consistently Good Customer Experience
Deliver simple and pleasant customer experience

Operational Excellence
Focused and efficient execution that prioritises on "things that move the needle"

High Performing Organisation
Outcome-driven workforce principled on full ownership

Our 2025 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**

Stakeholders

- Board of Directors
- Employees
- Suppliers
- Customers
- Government and Regulators
- Shareholders/ Investors/ Analysts
- Media
- Lenders/ Financiers

OUR VALUE CREATION MODEL

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

CREATING SUSTAINABLE VALUE FOR OUR BUSINESS AND STAKEHOLDERS

OUR INPUTS

F Financial Capital

- Invested RM674 million total CAPEX 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
- 96% 4G LTE population coverage
- About 400 Maxis stores 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, a programme aimed at driving innovation through strategic co-creation and solutioning with partners
- Skilled technical and expert teams in all fields
- 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, impacting >2,000 employees and their families
- Health, Safety and Environment (HSE) training and management
- Manifested adequate corporate liability procedures through quarterly reporting of the 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 the Vendor Performance Evaluation to assess suppliers' contract and 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 the deployment of on-grid solar energy systems

PROCESS

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

Material Matters

M1 M2 M3 M4 M5 M6 M7 M8 M9 M10

M11 M12 M13 M14 M15

OUR VALUE CREATION MODEL

Further details of the inputs and outputs of our resources are explained in the following pages.

Value Creation Process	OUR OUTPUTS
Infrastructure Investment & Innovation	• 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
Service Offerings	• 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
Network Coverage	• 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
Customer Experience	• 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)
Partnerships & Collaborations	• 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
Community & Environmental Stewardship	• 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 the 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
Regulatory Compliance	
Data Security & Privacy	

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 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 57 for more information.

1 NO POVERTY
2 ZERO HUNGER
3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
5 GENDER EQUALITY
6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION
14 LIFE BELOW WATER
15 LIFE ON LAND
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS

OUR OPERATING CONTEXT

Digitalisation continues to reshape industries, driven by 5G, AI, IoT and cloud computing. As the leading integrated telco in Malaysia, Maxis is at the forefront of this transformation, empowering businesses and consumers with cutting-edge, innovative connectivity solutions. Our strategy capitalises on opportunities arising from the growing economy, evolving policies, technological advancements and the increasing emphasis on cybersecurity and sustainability. Amid evolving market dynamics, we remain agile and continue to leverage technology to unlock new growth opportunities. Our commitment to excellence and future-ready solutions ensures that we stay ahead in an increasingly digital world, reinforcing our role as a trusted partner in Malaysia's digital ecosystem.

ECONOMIC LANDSCAPE

Industry Trends

- The Malaysian economy grew by 5.1% in 2024[1], supported by growth in the services and construction sectors, driven by large-scale infrastructure projects and a recovery in tourism.
- Increasing competitive pressures within the telecommunications industry and rising customer expectations and data consumption.

Impact to Maxis

- Growing demand for our products and services as businesses pursue enterprise solutions to enhance productivity and streamline operations, while consumers seek more data and faster internet at home and on the move.
- Shifting customer preferences, prioritising value in products and services that suit their needs, compelling us to provide the best experience at all times.

Our Strategic Response

- Delivered more value to consumers and enterprise customers through enhanced product propositions to align with changing customer preferences and needs.
- Continued to streamline operations and maintain strict cost discipline to deliver a consistently good customer experience in the most efficient manner.

Outlook

- The Malaysian economy is expected to grow between 4.5% - 5.5% in 2025[2], supported by expansion in household spending, sustained strength in investments, higher exports and tourist spending.
- Uncertainties surrounding potential shifts in global trade policies and the introduction of tariffs, along with slower growth in key economies, could weaken economic growth.

Link to Our Strategy & Risks

- **Strategy:** Sustainable & Predictable Growth, Consistently Good Customer Experience, Operating Excellence, High Performing Organisation
- **Risks:** Economic Risk, Regulatory Risk

GOVERNMENT INITIATIVES AND REGULATIONS

Industry Trends

- The transition from a single wholesale network model to a dual network model and the government's selection of the mobile network operator to build and operate Malaysia's second 5G network.
- Increased focus on data governance and cybersecurity and the prioritisation of trust, transparency and responsible innovation across the industry.
- Strategic push for AI-driven digital transformation, exemplified by the launch of the National AI Office (NAIO to lead AI innovation in the ASEAN region, with a focus on fostering innovation, ensuring ethical governance and developing AI talent to drive future growth.

Impact to Maxis

- We will have the option to leverage two 5G networks, which presents more flexibility as to how we provide 5G services to our customers.
- Increased compliance requirements in cybersecurity, data sharing and content regulation.
- Increased need for enhanced AI integration and network expansion, especially in areas like 5G and IoT.

Our Strategic Response

- We will continue to explore 5G options and engage with our stakeholders to drive 5G adoption and prioritise customers' needs by delivering fast, secure and reliable connectivity.
- We will proactively align with new compliance requirements, whilst prioritising ethical innovation and enhance customer-centric tools for safety and privacy to lead the market with trust and transparency.
- We will continue to leverage on AI to position ourselves as a leader in delivering industry-leading solutions for both businesses and consumers.

Outlook

- The government and industry will focus on implementing the dual network model in the most efficient and effective manner, ensuring widespread connectivity and technological advancement.
- AI initiatives present significant opportunities for us to strengthen our leadership in Malaysia's digital economy. By focusing on ethical AI innovation, leveraging partnerships and staying ahead in compliance, we can play a pivotal role in shaping the nation's AI-driven future, while addressing societal needs and building customer trust.

Link to Our Strategy & Risks

- **Strategy:** Sustainable & Predictable Growth, Operating Excellence
- **Risks:** Competition Risk, Technology Risk, Data Privacy & Protection Risk, Regulatory Risk

Sources:

[1] *Economic and Financial Developments in Malaysia in the Fourth Quarter of 2024, Bank Negara Malaysia, February 2025.*

[2] *Economic Outlook 2025, Ministry of Finance, October 2024.*

TECHNOLOGICAL ADVANCEMENTS

Industry Trends
- Increasing 5G network coverage across the nation is set to drive faster speeds, lower latency and greater connectivity, fuelling digital transformation across industries.
- IoT continues to expand, with more connected devices requiring robust networks for smart cities, transportation and industries.
- AI and Machine Learning (ML) are reshaping operations with automation, predictive analytics and personalised customer experiences.

Impact to Maxis
- The increasing 5G network coverage provides opportunities for us to provide next-generation connectivity, supporting high-speed, low-latency solutions for retail customers as well as enterprise customers across diverse industries.
- The rise of IoT applications drives the demand for connectivity solutions tailored to businesses in sectors like healthcare, manufacturing and agriculture.
- The increasing application of AI and ML provides opportunities for us to improve operations, customer support and service personalisation, while driving efficiency and innovation.

Our Strategic Response
- We are working with all relevant stakeholders to drive 5G adoption across consumer and enterprise segments.
- We are leveraging our advanced network infrastructure to offer IoT solutions to businesses, including smart city projects and digital transformation in various sectors like logistics and utilities.
- We are leveraging AI-powered tools to enhance customer service, optimising our operations and utilising data analytics to improve customer experiences.

Outlook
- 5G network coverage in Malaysia is set to increase, with significant investments in infrastructure and partnerships aimed at driving digital innovation.
- As IoT demand grows, there will be more emphasis on providing connected services to enable smarter industries and efficient urban living.
- The evolution of AI and ML technologies will further enhance operations optimisation and customer engagement, contributing to the growth of the digital economy.

Link to Our Strategy & Risks
- **Strategy:** Sustainable & Predictable Growth, Consistently Good Customer Experience, Operating Excellence
- **Risks:** Technology Risk, Data Privacy & Protection Risk, Regulatory Risk

GROWING FOCUS ON SUSTAINABILITY

Industry Trends
- The Securities Commission Malaysia launched the National Sustainability Reporting Framework (NSRF) in September 2024, aiming to standardise sustainability disclosures among Malaysian companies.
- The Environmental Quality (Amendment) Act 2024 introduced stricter penalties for environmental violations, including increased fines for serious offences like water pollution and oil spills.
- The Malaysian government demonstrated a commitment to sustainability through initiatives, such as the National Energy Transition Roadmap (NETR) and Budget 2025, which prioritise renewable energy and carbon reduction strategies.

Impact to Maxis
- The stricter environmental regulations necessitate that we enhance our environmental management practices to avoid penalties and demonstrate corporate responsibility.
- The government's focus on sustainability presents opportunities for us to integrate renewable energy solutions and contribute to national carbon reduction goals.

Our Strategic Response
- We will work closely with our supply chain partners to ensure compliance with environmental standards and promote responsible sourcing.
- We will align our sustainability reporting with the NSRF to provide stakeholders with reliable information on our environmental, social and governance practices.
- We have implemented measures to reduce our carbon footprint, including the adoption of renewable energy and energy-efficient technologies across our operations.

Outlook
- We foresee more stakeholders in our supply chain will further adopt sustainability practices and requirements.
- We will continue to strive for increased adoption of renewable energy and energy-efficient solutions within our network operations.
- Sustainability and responsible practices will continue to be integrated into our core business operations as we adapt to evolving regulations.

Link to Our Strategy & Risks
- **Strategy:** Consistently Good Customer Experience, High Performing Organisation
- **Risks:** Operation Risk, Vendor/Supply Chain Risk, Regulatory Risk

OUR OPERATING CONTEXT

CYBERSECURITY

Industry Trends
- Introduction of stricter cybersecurity regulations, such as the Cyber Security Act 2024, to safeguard critical infrastructure and protect sensitive data.
- Cyber-attacks are becoming more advanced, with greater use of AI and automation by malicious actors, targeting critical national infrastructure and sectors.

Impact to Maxis
- Increasing reliance on digital infrastructure and interconnected systems increases the risk of cybersecurity breaches.
- The adoption of stringent cybersecurity measures, compliance with sector-specific codes of practice and regular audits will increase operational complexity.
- The increasing complexity of threats will require more skilled resources to cybersecurity teams, and more robust cybersecurity measures in our processes and infrastructure.
- Cyberattacks on us can result in financial losses, erosion of customer trust and harm to our brand reputation.

Our Strategic Response
- We will continuously enhance our cybersecurity capabilities by maintaining top-tier security monitoring and data protection measures, ensuring customers benefit from leading-edge cybersecurity solutions.
- We are committed to developing our workforce, fostering a culture with heightened awareness of data protection and overall security.

Outlook
- We remain committed to enhancing cyber resilience through strategic investments in technologies, such as AI, data protection, cloud computing, APIs, IoT and network security.
- We actively engage in public forums to contribute insights and shape discussions on privacy and cybersecurity policies.

Link to Our Strategy & Risks
- **Strategy:** Consistently Good Customer Experience, Operating Excellence, High Performing Organisation
- **Risks:** Regulatory Risk, Information Technology Risk, Data Privacy & Protection Risk

ENGAGING WITH OUR STAKEHOLDERS

To better understand the concerns and emerging priorities of our key stakeholders, we maintain regular engagement with internal and external stakeholder groups. Maxis' approach to addressing the key expectations of our stakeholders is outlined as follows:

Stakeholder Groups	Engagement Channel and Frequency	Expectations	Maxis' Response
Board of Directors	• Internal/External meetings • General meetings (AGM/EGM) • Board and Directors' Effectiveness Evaluation • Group events/activities • Site visits • Offsite meetings **Frequency:** Annually, Quarterly, Monthly, Weekly, Daily	• Sustainable business & financial performance • Strategic priorities and vision of the Group, in meeting expectations of shareholders • Robust data governance & data handling practices • Ethical business practices throughout the value chain	• Regular engagement with Directors and Management of the Group regarding financial and non-financial performance, strategic priorities and growth strategies • Develop a long-term sustainability strategy • Integrate ethical considerations and implement data governance frameworks in all aspects of the business
Employees	• Internal/External meetings • Internal surveys and feedback • Employee Resource Groups (ERG) • Recognition programmes • Internal communication channels/platforms • Learning and development workshops • Company-wide, division or team events/activities **Frequency:** Annually, Quarterly, Monthly, Weekly, Daily	• Career development opportunities • Transparency and open communication • Emphasis on employee well-being • Ethical conduct and fair treatment	• Implement a comprehensive Learning and Development Framework that offers training and mentorship opportunities • Maintain transparent communication and recognise employee contributions • Promote holistic development through education and wellness programmes • Establish clear policies to ensure fair treatment to all employees
Suppliers	• Company website (including annual reports/financial reports) • Internal/External meetings • External surveys and feedback (customer survey, customer complaint channel) **Frequency:** Daily	• **Transparency:** Stay proactive in monitoring and staying informed about the Company's financial health, strategic goals and any major changes that could impact the partnership. Maintain open communication channels, sharing important updates with suppliers to foster mutual understanding, trust and alignment with achieving long-term objectives • **Collaboration and Support:** Contribute to sustainable initiatives and comply with Anti-Bribery and Anti-Corruption (ABAC) policies • **Alignment and Compliance:** Align with the Company's business objectives, follow updated guidelines and expectations and demonstrate accountability in ESG matters	• Ensure transparent communication of procurement criteria and expectations to suppliers, including quality standards, delivery timelines and sustainability goals • Establish an ongoing partnership with key suppliers and business partners to drive technological advancements, focusing on solutions that enhance operational efficiency and promote energy-saving innovations • Implement comprehensive ABAC training for suppliers to foster ethical business practices and compliance with international regulations • Actively encourage and support the adoption of eco-friendly business practices across the supply chain, from resource management to waste reduction

ENGAGING WITH OUR STAKEHOLDERS

Stakeholder Groups	Engagement Channel and Frequency	Expectations	Maxis' Response
Customers	• Customer touchpoints • External surveys and feedback (customer survey, customer complaint channel) • Internal/External meetings • Conferences/Forums/Seminars • Company events/activities **Frequency:** Quarterly, Monthly, Weekly, Daily	• **Reliable Service:** Consistent and high-quality telecommunications services with minimal downtime • **Responsive Customer Support:** Prompt and effective support for enquiries and issues • **User-Friendly Experience:** Intuitive and seamless experiences across all platforms. • **Data Privacy and Security:** Protection and careful handling of personal information	• Address customer expectations by ensuring reliable service through robust network infrastructure and continuous monitoring to minimise downtime • Provide responsive customer support via multiple channels, including contact centre and social media, to resolve enquiries promptly • Prioritise a user-friendly experience by optimising digital platforms for ease of use
Government and Regulators	• Internal/External meetings • Conferences/Forums/Seminars • Company events/activities • Regulatory submissions **Frequency:** Annually, Quarterly, Monthly, Weekly	• Provide affordable products and services as expected by the government and MCMC • Improve connectivity in coverage and quality of service • Reduce the digital divide	• Expand and enhance network infrastructure, including connectivity in rural areas • Offer innovative, affordable products and services • Comply with relevant provisions of law • Engage actively and regularly with relevant regulators and government bodies to discuss and collaborate on pressing matters
Shareholders/ Investors/ Analysts	• Company website (including newsroom links/annual reports/ reports/financial reports) • Analyst briefings • AGM/EGM • Conferences/Forums/ Seminars • Company events/activities • Announcements to Bursa Securities **Frequency:** Annually, Quarterly, Monthly	• Communication of the Group's corporate and ESG strategies, outlook and priorities • Regular reporting on financial and business performance • Fair return on investments	• Hold timely engagements to discuss the Group's strategic priorities and outlook • Uphold transparency in disclosures and reporting on financial and business performance
Media	• Company website (including newsroom links/annual reports/ reports/financial reports) • Company events/activities • Media engagement activities **Frequency:** Quarterly, Monthly, Weekly	• Sharing of accurate information on Group news, products and services • Responsive and transparent on issues and industry topics • Provision of fast, secure and reliable connectivity • Accessible and regular media engagement	• Media releases and articles and conduct interviews on Group news, products and services, as well as initiatives • Regular media engagement to provide updates on the Group's strategy, performance, products and services, as well as initiatives • Management of media queries
Lenders/ Financiers	• Company website (including newsroom links and annual/ quarterly financial reports) • Announcements to Bursa Securities • Surveys on the Group's ESG strategies and priorities • Conferences/Forums/Seminars • Analyst briefings **Frequency:** Annually, Quarterly, Ad-hoc	• Communication of the Group's funding strategy and requirements • Compliance with all applicable laws, in particular those in relation to AML/CFT, sanctions and data privacy	• Timely engagements to discuss the Group's funding strategy and requirements • Provide transparent responses to financiers' queries/concerns, including issues affecting the financial performance and outlook for the Group and Malaysian telecommunications industry • Strengthen governance policies and procedures in relation to AML/ CFT, sanctions and data privacy

OUR MATERIAL MATTERS

We conduct our materiality assessment regularly to ensure we remain agile and responsive to emerging sustainability trends, regulatory shifts and industry developments that influence our business operations.

This assessment also helps us identify and focus on the most critical economic, environmental, social and governance (EESG) matters, ensuring they are integrated with our corporate strategy and aligned with the expectations of our stakeholders.

As part of our 2024 materiality assessment process, we engaged both internal and external stakeholders through a comprehensive survey to gather insights on the sustainability issues that are most relevant to Maxis and the interest of its stakeholders.

We then conducted a prioritisation and validation exercise with Maxis Management Team (MMT) to gather their perspectives and rank inputs on the identified material matters.

We also benchmarked our material matters against industry peers and referenced key local and international frameworks, including Bursa Securities' Sustainability Reporting Guide (3rd Edition), Global Reporting Initiative (GRI) Topic Standards, Sustainability Accounting Standards Board (SASB) and UN SDGs.

Additionally, we conducted desktop research on sustainability and sector trends, where we incorporated insights from the 2024 Global System for Mobile Communications Association (GSMA) material sustainability issues and the International Telecommunication Union's (ITU) strategic plan for the mobile sector.

The outcome of the assessment was a prioritised list of material matters, evaluated and prioritised based on their importance to our stakeholders and the potential impact of EESG on Maxis.

Our materiality assessment process is depicted below:

Step 1

Define Purpose and Scope

- Engaged key internal stakeholders to align on the objectives and scope of the materiality assessment exercise for FY2024.

Step 2

Identify Potential Material EESG Topics and Key Stakeholders

- Created a list of potential material topics relevant to Maxis by performing desktop research on external sources of information, including trends analysis and media review, peer benchmarking, regulatory requirements and industry frameworks and standards.
- Our methodology was guided by and made reference to the following standards:
  i. Bursa Securities' MMLR on sustainability reporting (i.e. 11 common material topics);
  ii. GRI Topic Standards;
  iii. SASB; and
  iv. UN SDGs.

Step 3

Prioritisation of Material Matters

- Engaged representatives from key internal and external stakeholder groups to capture perspectives on identified material matters via materiality assessment survey questionnaires.
- The survey questionnaires sought to gather input and prioritise material topics based on:
  i. The level of influence and dependence on each stakeholder group;
  ii. The level of importance of each material topic to each stakeholder group; and
  iii. The impact and likelihood of occurrence of each material topic.

Step 4

Validation of Material Matters

- Validated the materiality assessment outcomes with key Senior Management, incorporating their perspectives on the positioning of material matters, which were then refined to ensure relevance and strategic alignment to Maxis' priorities, the telecommunications industry landscape and stakeholder expectations.

OUR MATERIAL MATTERS

The prioritised and validated material matters were then presented in a materiality matrix, categorised into high and medium priority based on their significance and impact.

Material Matters Ranking

1	**Network Quality & Coverage** To enhance key internal business functions for improvement of process efficiency and effectiveness, promoting innovation and business continuity.
2	**Customer Experience & Satisfaction** To deliver quality customer experience through our products and services, including ongoing engagement, to better understand and meet customer expectations.
3	**Sustainable Business Growth** To undertake EESG considerations in making strategic investments, acquisitions, expansion and partnerships to ensure competitive edge and business sustainability.
4	**Data Privacy & Protection** To strengthen measures in safeguarding and managing stakeholders' personal data.
5	**Regulatory Compliance** To comply with local and cross-border regulatory requirements and internal Company policies.
6	**Ethical Business Practice** To conduct and govern our business in full compliance with relevant laws and regulations.
7	**Crisis Management & Response** To prepare for crisis with a rapid and adequate response plan.
8	**Digital Inclusion & Innovation** To provide affordable and innovative products and service offerings to bridge the digital gap to support national priorities in the markets we operate in.
9	**Employee Development** To invest in effective programmes to promote employee development and competency enhancement to respond to the rapidly changing and complex business environment.
10	**Employee Health, Safety & Well-being** To anticipate, recognise, evaluate and control hazards arising in/from the workplace that could impair the health and well-being of employees.
11	**Supply Chain Management** To manage various supply chain-related risks, including human rights, environmental management and anti-bribery and corruption.
12	**Community Development** To contribute monetary and non-monetary contributions to local communities/ underprivileged/ underserved groups.
13	**Equal Opportunity Workforce & Employment** To foster fair recruitment practices by embracing diversity and inclusion in a diverse workforce, while embedding a culture that enables employees to strive and excel.
14	**Climate Change** To control and monitor mechanisms to mitigate climate change risks through energy consumption management and GHG emissions management.
15	**Environmental Management** To control and monitor mechanisms to manage environmental impacts.

OUR MATERIAL MATTERS

Materiality Matrix

All material matters identified in FY2023 remain pertinent in FY2024, with Employee Health, Safety & Well-being renamed to better align with industry standards and reflect employee-centric priorities.

Network Quality & Coverage, Customer Experience & Satisfaction and Data Privacy & Protection continue to rank as the top material matters, underscoring Maxis' unwavering commitment to delivering reliable connectivity, elevating customer experiences and safeguarding data in an increasingly digital landscape. Sustainable Business Growth also remains a high-priority material matter, highlighting Maxis' strategic focus on long-term resilience, digital transformation and financial sustainability.

While the rankings of other material matters have shifted slightly, they continue to play a role in Maxis' sustainability approach, supporting its business objectives and stakeholder expectations. Maxis remains committed to continuously evaluating and refining its material matters to stay aligned with industry dynamics and stakeholder expectations.

RISKS AND OPPORTUNITIES

KEY BUSINESS RISKS AND OPPORTUNITIES

Maxis is affected by multiple risks, triggered by internal and external events, such as 5G implementation, changes to regulatory landscape and reporting requirement, competitive pricing, spectrum allocation and geopolitics.

To help us in identifying and assessing the relevant Sustainability risks, we have integrated our Sustainability risk into our Enterprise Risk Management Framework. Additional details about our business risk identification and prioritisation process are explained in the Statement on Risk Management and Internal Control.

CEO	Chief Executive Officer	CFO	Chief Financial Officer	CCAO	Chief Corporate Affairs Officer
CIO	Chief Information Officer	CTSO	Chief Technology & Strategy Officer	CPTO	Chief People & Transformation Officer
CCBO	Chief Consumer Business Officer	CEBO	Chief Enterprise Business Officer	CNO	Chief Network Officer

F Financial Capital | M Manufactured Capital | I Intellectual Capital | H Human Capital | SR Social & Relationship Capital | N Natural Capital

New Business Risk

Impact on Business
- Competitive operating landscape and growing stakeholder demands for product and service offerings beyond our core service.
- These new growth areas exposes us to liabilities and compliance requirements if corresponding risks are not adequately identified and managed.

Mitigation Actions for Value Creation
- Continuously updated our organisational structure, talent management and policies and processes, as well as investing in new technologies to meet the demands of new businesses.
- Actively monitored business operations should there be a requirement to adhere to applicable regulations.
- Managed liabilities using insurance with optimum coverage.
- Continuous engagement with authorities and industry players to gain favourable outcome.

Opportunities
- Revenues from new business (e.g. 5G, GPUaaS, Fibre, IoT).
- Convergence and new products and services.
- Transferred risk (e.g. insurable risk).
- Terms and conditions of service delivery with the external parties.
- Creating differentiation factor in products and services.

Risk Owners: CFO, CEBO, CPTO, CCBO

Capitals Affected: F, M, I, SR

Key Risk Indicators:
- Progress in transforming people, process and technology to meet demand of new businesses
- Progress in product delivery

Material Matters
- Network Quality & Coverage
- Customer Experience & Satisfaction
- Ethical Business Practice
- Regulatory Compliance
- Digital Inclusion & Innovation
- Sustainable Business Growth
- Crisis Management & Response
- Employee Development
- Environmental Management

Competition Risk

Impact on Business
- The increased competition arising from mergers between market players could create an uneven playing field.
- Intensifying market competition could lead to players providing overlapping services to cater to the demand for connectivity.
- Irrational moves by smaller competitors in product/ services offerings.
- Venturing into new growth opportunities in fixed broadband and enterprise business has widened our competitive landscape.
- New entrants providing similar products and services in capturing market share.

Mitigation Actions for Value Creation
- Intensified efforts to gain market share and maintain leadership in converged solutions in both the consumer and enterprise segments.
- Leveraging industry-leading LTE network and fibre connectivity to be Malaysia's leading integrated telco.
- Customer experience as service differentiator via customer first approach.
- Drove efficiencies and innovation via new technologies, products and services, processes and business models to provide customers with an Unmatched Personalised Experience.
- Development of new postpaid and bundle packages to attract and retain customers.

Opportunities
- Focus revenue from innovative services and effective strategies on key segments.
- Diversify revenue from non-traditional business segments, such as fixed broadband and enterprise business.
- Creating products and services targeting different customer segments.
- Improve organisational agility and operational efficiency.

Risk Owners: CCBO, CTSO, CEBO, CCAO

Capitals Affected: F, M, I, H, SR

Key Risk Indicators:
- NPS
- Customer acquisition/contract renewal
- Revenue Generating Subs and Gross Adds
- Industry revenue share

Material Matters
- Network Quality & Coverage
- Customer Experience & Satisfaction
- Ethical Business Practice
- Digital Inclusion & Innovation
- Sustainable Business Growth
- Supply Chain Management

RISKS AND OPPORTUNITIES

Operation Risk

Impact on Business
- Failing to provide consistent good customer service to our customers and at the same time deliver growth and optimise costs could impact our reputation and strategy.
- Implementing complex platform solutions and infrastructure could impact operation processes.
- The dependencies of many projects with local authorities' requirements may affect delivery timelines.
- The dependencies of key vendors in delivering projects and operations.

Mitigation Actions for Value Creation
- Accelerated digital channels to provide digital care and self-service capabilities.
- Worked with the authorities to implement new network infrastructure builds.
- Continued to identify new talent with the skills and capabilities to deliver new solutions and services.
- The Project Management Office integrated change management by identifying, evaluating and managing changes throughout the lifecycles of key projects.
- Held continuous collaboration and integration between various internal stakeholders to ensure minimal operation disruption of Maxis' products and services.
- Formation of governance committees to provide guidance and oversight on strategy and operational decision making.

Opportunities
- Business stability and continuity.
- Innovative products and services.
- Increasing agility and market competition.
- Cost and operational optimisation via product and service rationalisation.

Risk Owners: CEBO CCBO CIO CPTO CCAO CNO

Capitals Affected: F M H SR

Key Risk Indicators:
- NPS
- Progress of key projects implementation
- Monitoring progress of project handovers and/ or service deliveries by the key vendors

Material Matters
- Network Quality & Coverage
- Customer Experience & Satisfaction
- Ethical Business Practice
- Regulatory Compliance
- Digital Inclusion & Innovation
- Sustainable Business Growth
- Crisis Management & Response
- Employee Health, Safety & Well-being
- Climate Change
- Employee Development
- Equal Opportunity Workforce & Employment
- Supply Chain Management
- Environmental Management

Network Failure Risk

Impact on Business
- High dependency on other infrastructure providers should a failure on network occur.
- Disruptions to the reliability of our high-quality networks and systems impacting our operations and reputation.
- Hybrid working arrangements and reliance on wireless networking impacting network quality due to a surge in network traffic.
- The imposition of various and stricter requirements of regulatory and government bodies impacting delivery and maintenance activity. This will impact customers' satisfaction, and result in significant fines and reputational damage.
- The uncertainty on climate conditions, such as floods or landslides can lead to prolonged or severe service disruptions.

Mitigation Actions for Value Creation
- Prevented disruptions by continuously enhancing and reviewing our networks' resilience and processes, including incidents and/or crises.
- Established a structured ESG framework covering climate change, social responsibility, etc., which is implemented throughout the business.
- Ensured the presence of business continuity plans and insurance policies.
- Worked closely with regulatory and government bodies, together with contractors, to ensure network resiliency and effective infrastructure build up.

Opportunities
- New customers (extended network coverage) and new service opportunities.
- Building a good reputation with customers and government authorities nationwide.
- Awareness of Maxis stakeholders on ESG risks bringing together the best of technology to help people, businesses and the nation.

Risk Owners: CNO CTSO CCAO

Capitals Affected: F M SR N

Key Risk Indicators:
- Network performance/quality
- NPS
- BCP's progress vs target levels
- External party scoring indicator
- Service delivery
- Fines/compounds by regulators or government bodies

Material Matters
- Network Quality & Coverage
- Customer Experience & Satisfaction
- Regulatory Compliance
- Crisis Management & Response

Technology Risk

Impact on Business
- Failure to advance with evolving technological and digital capabilities to maintain our leading edge in technology and innovation.
- New technologies implemented without a clear development and transition programme could affect the adoption rates, subsequently hindering the technologies' returns on investment (ROI).
- Skills gaps and the complexity of new technologies, along with a lack of staff and potential continuity issues.
- Complexities in adopting 5G infrastructure and services between Maxis with Digital Nasional Berhad's 5G Wholesale Network.

Mitigation Actions for Value Creation
- Continuous investment on our systems and people with new skills and capabilities to deliver innovative and relevant services to our customers.
- Ensured that technologies prove their maturity, sustainability and scalability roadmap within the commercial environment.
- Conducted pilot trials prior to launch.

Opportunities
- Cost reductions.
- Convergence and new services.
- Reduction of network equipment and maintenance costs.
- Service differentiation/ customisation.
- Effective management of the technology's performance and scalability.
- Improvement of internal process by utilising new invested technology.

Risk Owners: CNO CTSO CIO

Capitals Affected: F M SR

Key Risk Indicators:
- Delay in meeting key milestones on new technology implementation
- Adoption rates, user engagement index, performance and scalability
- Technical possibilities assessment

Material Matters
- Network Quality & Coverage
- Customer Experience & Satisfaction
- Digital Inclusion & Innovation
- Sustainable Business Growth
- Crisis Management & Response
- Climate Change

RISKS AND OPPORTUNITIES

Data Privacy and Protection Risk

Impact on Business
- Impacts such as customer confidence and leads to significant fines, business disruptions and reputational damage due to non-compliance to regulatory requirements, data breaches, theft and loss, and misappropriation of information.

Mitigation Actions for Value Creation
- Established a data privacy and protection framework in governing the policies, procedures, technologies and tools in managing customers' personal data.
- Fostering awareness of data privacy and protection among Maxis' stakeholders.
- Attestation activities conducted to identify personal data throughout the organisation.

Opportunities
- Establishing and incorporating structured data privacy and protection within governance and internal business processes.
- Cybersecurity services for business customers.
- Strengthening trusted third-party roles.
- Increasing efforts to promote awareness internally and externally of data privacy, management and protection.
- Identification of personal data and its usage throughout the organisation.
- Contribute to the industry during a roundtable discussion.

Risk Owners: CIO CTSO CFO CCBO CEBO CPTO CNO

Capitals Affected: F M I SR

Key Risk Indicators:
- Implementation progress on data related programmes
- Number of data breaches

Material Matters
- Network Quality & Coverage
- Data Privacy & Protection
- Customer Experience & Satisfaction
- Digital Inclusion & Innovation
- Ethical Business Practice
- Regulatory Compliance
- Crisis Management & Response

Vendor/Supply Chain Risk

Impact on Business
- A critical failure on vendor's delivery and its supply chain (which includes critical telecommunication equipment and resources) contributed by many aspects may lead to system and network interruptions that could adversely impact our operational and service quality.
- Unable to deliver customers' products and/or services.
- Possibility of exposing the Group to potential ESG risks within the supply chain.

Mitigation Actions for Value Creation
- Periodic vendor performance evaluation, a key part of supply chain risk management.
- Optimised processes and technology tools in our Source to Contract framework.
- Maintained constant dialogue with critical suppliers.
- Identify alternative suppliers/vendors.
- Insert terms and conditions to ensure transfer of risk/indemnity to the vendors/suppliers.

Opportunities
- Purchase price reductions through volume and commercial competitiveness.
- Co-developing solutions with suppliers.
- Increasing the number of alternative preferred suppliers.
- Renegotiation of commercial contracts.

Risk Owners: CFO CCBO CEBO CTSO CIO CNO

Capitals Affected: F M SR

Key Risk Indicators:
- Delivery timeliness of goods and services

Material Matters
- Network Quality & Coverage
- Data Privacy & Protection
- Customer Experience & Satisfaction
- Ethical Business Practice
- Digital Inclusion & Innovation
- Sustainable Business Growth
- Crisis Management & Response
- Supply Chain Management
- Regulatory Compliance
- Climate Change
- Environmental Management

Information Technology Risk

Impact on Business
- Cybersecurity threatens the resilience and integrity of our network infrastructure and support systems, with potential cyberattacks resulting in reputational damage, litigation or other penalties and vulnerabilities.
- New products and services which utilise external parties' environment could affect the operations and introduce new cybersecurity vulnerabilities into Maxis' environment.
- Potential data leakages resulting from internal and external threats.
- End-of-life systems which are no longer supported by the vendor.

Mitigation Actions for Value Creation
- Various initiatives conducted by the Cybersecurity Management (CSM) unit such as security planning projects, operations, data protection, security forensics, threat intelligence and assurance, enhancing systems and agents, continuous awareness and training sessions and insured liabilities with optimum coverage.
- Enhancing cybersecurity risk management approach as key risk drivers and key business scenarios.

Opportunities
- Cybersecurity services for business customers.
- Consolidation of internal expertise.
- Security by Design to support increasing compliance with governance.
- Championing cybersecurity within the Maxis ecosystem.
- Terms and conditions of service delivery with external parties.
- Upgrading systems to ensure resiliency and continuity.

Risk Owners: CIO CTSO CNO

Capitals Affected: F M I SR

Key Risk Indicators:
- Percentage of security incidences exceeded Service Level Agreements (SLAs)
- Completion rate of Cybersecurity Awareness Training
- No. of technical vulnerabilities
- Identity management
- Configuration management
- Data protection
- Endpoint security

Material Matters
- Customer Experience & Satisfaction
- Ethical Business Practice
- Regulatory Compliance
- Digital Inclusion & Innovation
- Crisis Management & Response
- Data Privacy & Protection
- Sustainable Business Growth
- Climate Change

RISKS AND OPPORTUNITIES

Economic Risk

Impact on Business
- Macroeconomic uncertainties may impact local economic growth and affect consumers' purchasing power, as well as corporate spending.
- Softening global economic growth and trade activities due to inflationary pressure, tightening of financial conditions and supply constraints.
- Geopolitical tensions are directly and indirectly affecting the supply and demand equilibrium, and by extension, our business.

Mitigation Actions for Value Creation
- Positioned Maxis as Malaysia's go-to, extensive brand that leads in trust, enablement and influence.
- Minimised the economic impact on businesses and consumers by driving key convergence value propositions and to accelerate digital adoptions.
- Accelerated our cost optimisation programmes.

Opportunities
- Economic recovery.
- The 13th Malaysia Plan and Budget 2024/25, focused on improving the economy and the well-being of the rakyat.
- Direct Foreign Investments provide opportunity to venture into other converged business (e.g. GPUaaS, data centre hosting, etc.).

Risk Owners: CFO CCBO CEBO

Capitals Affected: F H SR

Key Risk Indicators:
- Consumer Confidence Index
- Domestic consumption
- Household spending

Material Matters
- Sustainable Business Growth
- Crisis Management & Response
- Supply Chain Management

People Risk

Impact on Business
- Recruiting, developing and training the best talents needed for our new business segments remain a challenge.
- Specialised skills needed to drive digital transformation strategies are becoming increasingly scarce due to intense competition for talent.
- Failure to safeguard the health, safety and well-being of our employees and the public, especially in light of infectious diseases.
- Higher attrition rates for top value roles driven by industry demands.

Mitigation Actions for Value Creation
- Developed leadership succession plans.
- Optimised resource costs with strong initiatives to respond to infectious disease impacts.
- Continuously built capabilities by upskilling our existing workforce, recruiting new talents and strategic mergers and acquisitions.
- Proactively reviewed our talent retention strategy.

Opportunities
- Talent diversity through innovative talent attraction and retention strategies.
- A healthy and highly engaged workforce.

Risk Owners: CPTO

Capitals Affected: F I H SR

Key Risk Indicators:
- Voice of Maxis (VOM) score/Employee Engagement Index (EEI)
- Vacant time for critical roles
- Employee of Choice survey
- Attrition rate

Material Matters
- Ethical Business Practice
- Digital Inclusion & Innovation
- Sustainable Business Growth
- Crisis Management & Response
- Employee Health, Safety & Well-being
- Employee Development
- Equal Opportunity Workforce & Employment
- Community Development
- Data Privacy & Protection
- Regulatory Compliance

Regulatory Risk

Impact on Business
- Telcos may need to respond to new / revised regulations and changes in the political landscape so they can minimise the impact on their strategy in the short and long run.
- Regulated spectrum resources are limited, yet they are critical in maintaining competitiveness, growth and cost strategies.

Mitigation Actions for Value Creation
- Closely monitored new developments and engaged with regulators and the industry to propose changes and provide feedback on regulatory reforms and industry developments.
- Both the domestic and global political landscape have been factored into the business direction for telco companies to remain responsive and agile in ensuring business resilience.
- Remained committed to conduct business ethically and comply with applicable laws and regulations.

Opportunities
- New spectrum awards by the government.
- Active participation in government initiatives.
- Minimising impacts on business strategy resulting from regulatory introductions or amendments.

Risk Owners: CFO CCAO CTSO

Capitals Affected: F M H SR

Key Risk Indicators:
- Fines and compounds imposed by regulators
- Amount of spectrum to be awarded

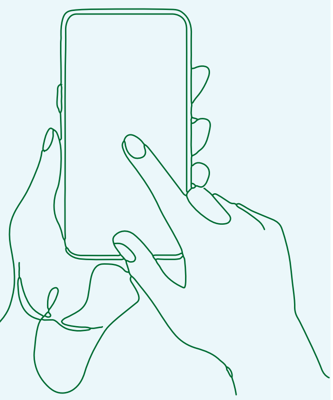
Material Matters
- Network Quality & Coverage
- Data Privacy & Protection
- Customer Experience & Satisfaction
- Ethical Business Practice
- Regulatory Compliance
- Digital Inclusion & Innovation
- Sustainable Business Growth
- Crisis Management & Response
- Employee Health, Safety & Well-being
- Climate Change
- Environmental Management
- Community Development

OUR VALUE CREATION OUTCOME - DRIVING BUSINESS EXCELLENCE

MOBILE

In 2024, Maxis continued to reinforce its position as Malaysia's leading integrated telecommunications provider, delivering cutting-edge mobile solutions that enhance connectivity, convenience and customer experience. As digital lifestyles evolve and demand for seamless, high-speed connectivity grows, we remain at the forefront, offering next-generation 5G services, digital-first experiences and enhanced mobile innovations that empower customers across all segments.

Our strategic shift towards a converged, omnichannel mobile ecosystem has accelerated digital adoption, providing customers with frictionless interactions across self-serve platforms, AI-driven engagement tools and personalised service offerings. With a strong focus on network reliability, customer-centric enhancements and inclusive 5G accessibility, we continue to redefine the way Malaysians experience mobile connectivity.



KEY ACHIEVEMENTS

A key highlight of the year was Maxis' leadership in 5G adoption, with 5G device subscriptions growing by 50% to reach 3.7 million users. This surge in adoption saw 5G penetration increasing from 27% in 2023 to 38% in 2024, reflecting the success of our inclusive and accessible 5G propositions. Throughout the year, we remained focused on balancing 4G and 5G traffic, ensuring a seamless, high-quality experience for all users while optimising network efficiency.

The Mobile division also recorded strong growth in postpaid services, with a 5.1% increase in revenue driven by new customer acquisitions and successful pre-to-postpaid migrations. By expanding its postpaid channel footprint, we strengthened our ability to serve a wider customer base while enhancing service accessibility. At the same time, the introduction of new postpaid and prepaid propositions added greater value to customers, boosting retention rates and encouraging higher engagement.

Digital transformation remained a core pillar of our strategy, with self-serve adoption accelerating across mobile services. By the end of 2024, one in four postpaid customers completed their contracting or upgrading processes digitally, while over 80% of prepaid internet purchases were made through the self-serve app.

OUR PERFORMANCE IN 2024

Our Mobile division continued to demonstrate strong network performance, customer growth and digital adoption, ensuring seamless connectivity and service excellence across its user base.

Network Performance & Coverage

>20%
of total traffic offloaded from 4G to 5G, optimising network efficiency

Total revenue generating subscribers
>10.4 million,
reflecting steady customer base growth

OUR VALUE CREATION OUTCOME - DRIVING BUSINESS EXCELLENCE

5G expansion
7,400+ sites,
achieving 82.4% population coverage

4G expansion
11,000+ sites,
maintaining 96% population coverage

Customer Experience & Service Quality

Maxis placed among the Top 20 Leading CX Companies[1] in Malaysia and earned the Platinum Award for Best Contact Centre Operations[2] in the APAC Region in 2024.

Sources:
1 MDEC State of CX in Malaysia
2 Contact Centre APAC (CC-APAC) Regional Awards 2024

All-time highs for TP-NPS: +70
First contact resolution: 93%

- **Customer complaint ratio per 1,000 subscribers: Stable at 0.40, indicating consistent service quality and customer satisfaction.**
- **Maintained speeds exceeding 3Mbps for 95% of the time, supporting smooth HD streaming and high-performance mobile experiences.**
- **New in-app network notifications allow customers to track planned and unplanned service interruptions, reducing inbound queries and improving transparency.**

Technological Milestones

- **Conducted Malaysia's first 5G-Advanced technology trial, attended by key industry stakeholders, reinforcing Maxis' leadership in next-gen network capabilities.**
- **Showcased 5G-Advanced capabilities at SUKMA Sarawak 2024, demonstrating enhanced network performance at large-scale events.**
- **Deployed large-scale IoT solutions in Kuala Lumpur, Putrajaya, Selangor and Sarawak, supporting smart city, transport, healthcare and agriculture initiatives.**

Customer Experience and Engagement

We continued to prioritise customer experience and engagement, leveraging digitalisation, AI-driven innovations and self-service enhancements to create a seamless, transparent and personalised mobile experience.

The expansion of 5G access was a key milestone, ensuring that all customers with 5G-capable devices could fully benefit from high-speed connectivity. Recognising the growing demand for low-latency, high-performance gaming, we launched Gaming QoS, reducing latency by 10%-15%, resulting in a smoother and more responsive gaming experience. Meanwhile, enhancements to the Mobile Network Checker drove 1.9 million recorded usages on both the Maxis app and web platform, highlighting its effectiveness in empowering customers with real-time network performance updates and reducing service-related enquiries.

We also strengthened proactive customer engagement by introducing personalised network notifications, ensuring that users receive real-time alerts on service disruptions, planned maintenance and restoration updates. Enhancements to the digital complaint management system enables seamless case escalation and tracking, allowing customers to monitor their complaint status directly through self-serve platforms. In parallel, we improved our omnichannel customer support capabilities, introducing a centralised order tracking portal that streamlines digital and retail store fulfilment, enabling customers to modify delivery details and receive real-time updates on their purchases.

We optimised customer interactions by accelerating the adoption of AI-powered customer service solutions. Dexter, Maxis' homegrown AI assistant, transformed contact centre operations, significantly improving first-contact resolution and reducing average handling times by 25 seconds. The integration of Robotic Process Automation (RPA), Speech & Text Analytics and AI-driven chatbots reduced the need for manual interventions and thus improving service efficiency across all touchpoints.

Service restoration has also been significantly improved through optimised Mean Time to Restore (MTTR) processes. Streamlined recovery mechanisms helped us to achieve a 95% same-day restoration rate. By embedding automation, AI-driven personalisation and digital self-service capabilities, Maxis has transformed how customers interact with its mobile services.

OUR VALUE CREATION OUTCOME - DRIVING BUSINESS EXCELLENCE

MOBILE

Digital Transformation

Maxis continued to drive digital transformation in the Mobile division in 2024, focusing on enhancing self-service, expanding AI capabilities and streamlining digital interactions to deliver a superior customer experience. As more consumers shift towards digital-first engagement, we reinforced our commitment to providing seamless, personalised and efficient mobile services.

A key development was the 5G migration dashboard, a data-driven tool that provides real-time insights into customer migration patterns and network performance. By leveraging this intelligence, we successfully accelerated 5G adoption, increasing 5G traffic share by 15.2%, with 5G usage rising from 6.6% in 2023 to 21.8% in 2024. Additionally, the 5G offload dashboard enabled us to balance network traffic, ensuring a seamless user experience across both 4G and 5G networks.

We also made significant improvements to our mobile application and eCommerce platform, aiming to provide an effortless experience using our digital channels. Customers are now able to enjoy personalised offers powered by AI via our Maxis and Hotlink App as they explore the latest plans and devices. We have created a frictionless journey in app for both Maxis and Hotlink customers to complete a variety of actions, e.g. roaming subscriptions, data pass purchases and others, reducing reliance on traditional customer support channels. With these improvements, we have seen a positive uptake on digital first journeys, one such example being >95% of roaming passes being activated via app.

We introduced a series of new features in our eCommerce to ease the device purchase journey, supporting trade-ins, Zerolution, pre-orders for flagship devices and other merchandise. Customers can seamlessly pre-order online or visit Maxis stores, with full inventory integration ensuring a smooth, omnichannel experience. Additionally, we introduced eSIM activation for Maxis Postpaid and Hotlink Prepaid customers, allowing users to purchase and activate an eSIM directly via the Hotlink App, eliminating the need for physical SIM cards and enabling a fully digital onboarding process.

Product and Service Innovations in 2024

In 2024, we continued to redefine the mobile experience by introducing new 5G-enabled plans, enhanced device ownership programmes and seamless digital solutions, ensuring superior connectivity and accessibility across all customer segments. Through a dual-brand strategy, we expanded our market share by targeting both premium and value-driven consumers.

A major highlight of the year was the revamp of Maxis' postpaid and prepaid plans, aligning them with evolving consumer needs. Maxis Postpaid plans were enhanced to offer unlimited 5G data for MP109 and above, while MP79 now includes 300GB of data, ensuring customers could enjoy high-speed connectivity without restrictions. Designed for working professionals, families and high-value users, these plans strengthened our appeal in the premium postpaid segment, driving increased retention and customer lifetime value.

At the same time, we intensified our Hotlink strategy, introducing affordable, data-rich plans for value-seeking customers. Hotlink Postpaid plans provided 50GB + 50GB 5G for RM45, 100GB + 100GB 5G for RM60 and 150GB + 150GB 5G for RM70, ensuring that budget-conscious users, students and young professionals could access reliable, high-speed connectivity at competitive prices. Meanwhile, Hotlink Prepaid plans were enhanced with RM40 Unlimited 5G Data and RM25 for 30GB + 30GB 5G, making 5G more accessible than ever. This strategic approach allowed us to capture new customers in the entry-level and prepaid segments while maintaining strong engagement in the premium postpaid market.

Recognising the importance of device accessibility, Maxis introduced a range of flexible ownership programmes to help more customers upgrade to 5G-enabled smartphones. Through Maxis Zerolution, users could spread device payments across affordable monthly instalment, while contract-based plans allowed customers to enjoy free or discounted 5G devices with long-term commitments. Additionally, customers who preferred a non-contract option were able to purchase devices outright at competitive prices, providing greater choice. We also expanded our Trade-In Programme, enabling customers to exchange older devices for additional savings, making the transition to 5G more affordable.

Beyond our product lineup, we leveraged AI-driven personalisation strategies to enhance customer engagement and retention. The introduction of Segment of One (SO1) capabilities enabled us to offer hyper-personalised service recommendations, including customised postpaid upgrades, pre-to-postpaid migration incentives and multi-service bundle suggestions. This approach not only increased customer satisfaction and stickiness but also supported growth in fixed-mobile convergence, where customers subscribed to both Maxis Fibre and Mobile plans for a seamless connectivity experience.

By balancing premium, mid-market and value-seeking customer segments, we successfully grew our market share at twice the industry rate.

OUR VALUE CREATION OUTCOME - DRIVING BUSINESS EXCELLENCE

Network and Technology in 2024

We continued to enhance our network infrastructure in 2024, ensuring higher speeds, greater reliability and advanced capabilities to support future mobile innovations. As 5G adoption accelerated, we focused on network automation, next-generation connectivity and AI-driven optimisations to sustain seamless performance and service excellence.

To support the rising demand for high-speed mobile data, we introduced Self-Organising Network (SON) technology, enabling real-time network adjustments and automated traffic balancing between 4G and 5G. This AI-driven optimisation improved energy efficiency, service stability and cost-effectiveness, allowing us to reduce operational complexities while maintaining consistent performance.

Beyond service improvements for consumers, we also advanced our 5G Standalone (5G SA) capabilities, introducing network slicing technology to support industries that require ultra-low latency and high-performance connectivity. This development positions Maxis as a leader in enterprise-grade 5G applications, enabling businesses to adopt private 5G networks, high-precision automation and real-time data processing.

Pushing the boundaries of next-generation connectivity, we successfully conducted Malaysia’s first 5G-Advanced (5G-A) technology trial, demonstrating speeds 10 times faster than current 5G. The trial showcased enhanced spectral efficiency and lower latency, and was also showcased during SUKMA Sarawak 2024, where we demonstrated how ultra-reliable connectivity can enhance large-scale digital experiences.

Additionally, we made strides in fibre infrastructure innovation, successfully completing a 50G PON (Passive Optical Network) trial that achieved speeds of 40Gbps. This technological breakthrough will ensure greater network capacity and efficiency, enabling faster, more scalable mobile backhaul solutions to support future data growth.

OUTLOOK

In 2025, Maxis will continue driving 5G expansion, digital transformation and customer-centric innovations to strengthen its market leadership.

Short-Term plans
- Expand 5G coverage to increase nationwide accessibility and optimise 5G traffic offload from 4G.
- Enhance AI-driven automation for network efficiency and customer service improvements.
- Refine self-service platforms with advanced AI-powered support for seamless customer interactions.

Mid-Term plans
- Deepen convergence strategy, integrating mobile, home broadband and digital services for greater customer retention.
- Leverage 5G SA technology to support smart city, automation and industrial IoT solutions.
- Expand AI-powered personalisation, offering predictive analytics-based mobile plans and customer engagement strategies.

Long-Term plans
- Prepare for next-gen technologies, including 6G, satellite connectivity and AI-driven telecom solutions.
- Invest in high-capacity, ultra-low-latency infrastructure to support emerging digital lifestyles, smart mobility and AR/VR adoption.
- Align with ESG goals, developing energy-efficient networks and sustainable mobile innovations.

Maxis remains committed to shaping the future of mobile connectivity in Malaysia, ensuring best-in-class experiences for an increasingly digital and connected society.

OUR VALUE CREATION OUTCOME - DRIVING BUSINESS EXCELLENCE

HOME

In 2024, Maxis Home continued our mission to enhance home connectivity by delivering fast, reliable and future-ready fibre solutions. With a growing demand for seamless digital experiences, we have expanded our total subscriber base and fibre network of own-built infrastructure, complemented by leased and swapped arrangements to reinforce our extensive nationwide coverage. We remain committed to bridging the digital divide and providing high quality broadband services.

KEY ACHIEVEMENTS

Expanding Our Fibre Footprint

Maxis Home expanded its reach to a growing number of consumer customers in 2024, reflecting a steady year-on-year increase. The fibre network now provides access to millions of premises.

Maxis Home expanded our reach to
>780,000 **consumer customers**

Enhancing Service Reliability and Performance

A critical focus in 2024 was improving service reliability and quality. Network complaints per 1,000 subscribers decreased, reflecting a more stable network and proactive customer support. The widespread adoption of WiFi 6 routers in most customer homes has led to a significant year-on-year reduction in WiFi-related issues. Enhanced network capabilities have led to a significant increase in download speeds, ensuring faster connectivity. Meanwhile, proactive network maintenance and upgrades have been implemented, particularly in high-density areas, minimising downtime disruptions and enhancing the overall broadband experience for customers.

Enhanced network capabilities have resulted in increase of median download speed

Innovating Customer Experience and Service Offerings

The year also marked significant advancements in customer experience and service innovation. Fixed Wireless Access (FWA) underwent a major transformation, shifting all plans to 5G and introducing flexible contract options to cater to different customer needs. Max WiFi was restructured, with a new starter plan available at RM19 to provide an affordable entry point for improved in-home connectivity. Same-day installation services were introduced for selected Own-Built Fibre customers in key urban centres, reducing installation lead times to below five days. Furthermore, network downtime incidents saw a notable reduction, with fewer occurrences in 2024, while the average resolution time remained steady.

OUR VALUE CREATION OUTCOME - DRIVING BUSINESS EXCELLENCE

Advancing Digitalisation and Automation

Maxis Home also made significant strides in digitalisation and automation. New proactive care and self-healing capabilities were deployed, resulting in a noticeable reduction in WiFi-related cases. Enhancements to the Fibre Service Management (FSM) platform significantly reduced the time required to manage network incidents. A major efficiency gain was the significant reduction in unnecessary truck rolls, optimising operational resources and response time. Customer experience was further enhanced through advancements in installation appointment management, with an increase in self-service appointment bookings. This not only empowered customers with greater flexibility, but also contributed to faster downtime resolution. The Fibre Self-Serve Portal saw continued improvements, introducing parental controls, smart downtime detection and an intuitive Guest WiFi profile setup through the Maxis App. Additionally, an AI-powered diagnostic tool was trialled to enhance fault detection and service restoration accuracy, paving the way for further automation in network management.

Increasing adoption of MaxWiFi enabled homes and new proactive care and self-healing capabilities were deployed, leading to reduction in WiFi-related cases

Strengthening Service Quality to Enhance NPS

Our Maxpert Quality Framework upholds high standards in technical service delivery and customer engagement. All Maxperts, Maxis' technical experts, are now certified in industry standards for WiFi technologies, ensuring customers receive expert-level support. A closed-loop feedback process is established to ensure that detractors are followed up with promptly. Our consistent excellence in next-day service restoration, proactive customer engagement and seamless installation experiences has resulted in a strong NPS, reinforcing our leadership in home broadband solutions.

Sustainability and Inclusivity

As part of our sustainability efforts, Maxis Home launched targeted initiatives to promote digital inclusivity and environmental responsibility. In partnership with ERTH, we led an e-waste recycling programme, successfully collecting routers for responsible disposal and reuse, reinforcing Maxis' commitment to a greener future.

OUTLOOK

Looking ahead, Maxis Home is poised for continued growth and innovation. In the short term, the focus will be on service differentiation and expanding value-added offerings, such as content, security, insurance and educational services, as well as strengthening our converged home offerings with the launch of Maxis Home Solar. Infrastructure expansion remains a priority, with plans to explore further commercial access agreement with potential partner in order to extend Maxis Home Fibre reach. The long-term vision is to strengthen our position as Malaysia's leader in converged solutions, increasing fibre adoption among Maxis mobile customers from 20% to 50%. Sustainable growth will remain a key focus, ensuring strong topline revenue performance while maintaining healthy margins through strategic infrastructure investments and inclusive service initiatives.

OUR VALUE CREATION OUTCOME - DRIVING BUSINESS EXCELLENCE

ENTERPRISE

Maxis enables Malaysian businesses to confidently embrace digital transformation with innovative solutions in connectivity, IoT, cloud and AI—designed with security at the core. As a trusted partner across corporates, mid-market, SMEs, wholesale and the public sector, we empower businesses at every stage of their digital journey. These scalable, intelligent solutions enhance customer interactions, streamline operations and improve workforce productivity, driving efficiency, resilience and long-term business growth in an increasingly digital economy.

POWERING DIGITAL TRANSFORMATION & AI ADOPTION

Accelerating Digital Transformation: Maxis Business Hub, AI Concierge and Smart Services

Maxis continues to enhance digital experiences for enterprises through the revamped Maxis Business Hub (MBH), designed to simplify customer interactions, enable self-service and deliver personalised experiences.

Key enhancements include AI-powered concierge services and new roaming capabilities, significantly improving user experience and adoption rates. These features have driven steady growth in active users, with self-service transactions increasing by 11% year-over-year, monthly active users growing by 20% and a notable improvement in NPS reinforcing Maxis' position as a trusted digital partner.

Innovations Through Cloud and AI: GPU-as-a-Service (GPUaaS)

In September 2024, Maxis became Malaysia's first telco to launch GPUaaS as part of its Maxis Business Cloud and Managed Services portfolio. This enables enterprises to access powerful cloud-based GPUs for AI training and inferencing, accelerating data-driven business innovation. And through membership in the Bridge Alliance, Maxis is expanding its GPUaaS capabilities together with Singtel's regional infrastructure, ensuring scalability and robust AI service delivery across Southeast Asia.

Driving Next Gen of Cloud Infrastructure and Data Centre Connectivity

As cloud adoption accelerates, Maxis is a key partner for global cloud providers, facilitating localised, high-performance cloud services. As an AWS Advanced Tier Services Partner and AWS Direct Connect Partner, Maxis is a region launch partner for AWS (Asia Pacific) Malaysia Region, ensuring businesses benefit from reliable and efficient cloud connectivity.

Through DC Connect, Maxis links over 98% of Malaysia's major data centres, providing high-availability, SLA-backed fibre connectivity (up to 99.999%). With continued investments in fiberisation planned for 2025, Maxis is reinforcing its role as a trusted cloud and connectivity partner for enterprises.

Continued Migration of Legacy Networks to SD-WAN

SD-WAN adoption continues to gain momentum as more customers migrate from legacy Wide Area Network (WAN) technology to software defined networks. Maxis has observed that this trend is no longer confined to the corporate and FSI sectors, but is also occurring in government and SME segments. The choice of connectivity medium has also evolved, whereby Maxis has observed a higher adoption of broadband connected sites, which is a good indicator for the perceived stability of the service in Malaysia. During the year under review, Maxis' SD-WAN branch count increased equally across both the public and private sectors.

BUILDING AN ECOSYSTEM OF 'CONNECTED THINGS'

Expanding IoT Reach and Capabilities

Maxis is strengthening its position as a leader in IoT connectivity by expanding NB-IoT coverage across the Klang Valley and Sarawak to accelerate the adoption of Low Power Wide Area (LPWA) IoT devices. This initiative supports Smart City applications, such as smart meters, smart lighting and smart parking, driving efficiency and productivity while also improving the quality of urban living.

With the launch of the Maxis IoT Connect platform, businesses can experience seamless, single-dashboard experience to monitor, manage and optimise IoT deployments, delivering greater control and visibility over IoT assets. Since its migration in November 2024, the platform has enhanced operational efficiency for numerous enterprise customers.

OUR VALUE CREATION OUTCOME - DRIVING BUSINESS EXCELLENCE

A key segment driving adoption of IoT connectivity is the automative industry that is undergoing a transformation driven by connected vehicles. By 2030, electric vehicles (EVs) are expected to account for 20% of total industry sales volume annually, a big jump from the current 3%. This shift will drive more opportunities for advanced connectivity solutions powering smart mobility, with Maxis being well-positioned to lead this pace with key collaborations in the EV sector.

INDUSTRY COLLABORATIONS & ECOSYSTEM GROWTH

Strategic Alliances Driving 5G and Digital Innovation

In 2024, Maxis forged strategic partnerships across key sectors, reinforcing its leadership in 5G and digital innovation. Collaborations with Hewlett Packard Enterprise, Huawei and Dell Technologies have advanced AI-powered networking, 5.5G capabilities and enterprise digital transformation. Strengthened alliances with Nokia and China Mobile International further expanded Maxis' ecosystem, enhancing our ability to deliver cutting-edge solutions to Malaysian enterprises.

Maxis also partnered with Singtel for 5G orchestration and with IJM and GlobalComm to enable integrated connectivity and IoT innovations at Penang's waterfront development. In retail, the collaboration with the Malaysian Retail Chain Association (MRCA) demonstrated 5G's potential to enhance customer engagement and operational efficiency. Together, these partnerships reinforce Maxis' commitment to driving innovation, customer engagement and business growth.

Maxis 5G Alliance

Our 5G ecosystem continued to see increased participation and interest in 2024. The Maxis 5G Alliance programme has now expanded to 75 members by end of FY2024. This growing alliance has cultivated an increasingly vibrant ecosystem, comprising a diverse range of industry players covering devices, IoT, AI, cloud, platforms, solutions and other stakeholder categories. Our ecosystem of 5G partners is a crucial foundation for the continuous development of 5G solutions that will address multiple use cases across different industry verticals.

Empowering SMEs: Enabling the Backbone of Malaysia's Economy

Maxis remains a key enabler of SME digitalisation, supporting businesses through tailored solutions, strategic partnerships and government collaborations. Initiatives like Geran Digital PMKS Madani and the UsahaWIRA community have equipped SMEs with the tools, training and financial support needed for digital transformation.

To accelerate SME adoption of cloud, cybersecurity, AI and IoT solutions, Maxis introduced the SME Digital Maturity Framework, providing a structured roadmap for digital capability enhancement. Regional expansion efforts, particularly in Sabah and Sarawak, have also ensured broader accessibility to digital solutions.

Maxis expanded its SME engagement through hyperlocal campaigns, digital mentorship programmes and trade association partnerships, fostering greater industry collaboration. The UsahaWIRA initiative now supports 20,000 SMEs, with 30% female-led enterprises. New benefits include UsahaWIRA Pro (free cybersecurity audits and VIP mentorship), a Market Access Portal (connecting SMEs to bulk buyers and government procurement) and AI-powered resource hubs for knowledge sharing.

To further support digital adoption among SMEs and PMKS, Maxis played a key role in the Geran Digital PMKS Madani initiative, providing businesses with access to subsidies for essential digital tools, connectivity solutions and cloud services. Additionally, the launch of the SME Digital Champions programme connected SMEs with industry experts, offering mentorship and hands-on guidance to help them navigate digital transformation effectively. These initiatives reinforce Maxis' commitment to empowering small businesses with the tools and expertise needed to thrive in a digital-first economy.

Advancing Security and Fraud Prevention with Telco API

Maxis is strengthening cybersecurity and fraud prevention through Telco API solutions, enabling real-time authentication and fraud risk reduction for banking and eCommerce. The Maxis Mobile Identity API enhances secure transactions by verifying customer identities using network data. In line with GSMA Open Gateway, Maxis collaborates with local Mobile Network Operators and regional partners like Singtel and the Bridge Alliance API Exchange (BAEx) to expand secure, API-driven authentication solutions.

OUTLOOK

Maxis will continue to drive digital innovation and customer empowerment, focusing on AI-driven solutions, seamless self-service, and expanded cloud, IoT and security offerings. Future plans include enhancing AI-driven customer support scaling Mia's capabilities for billing and service management and strengthening 5G, Cloud and Managed Services integration. As IoT-driven smart mobility and API-powered network services shape enterprise solutions, Maxis remains committed to delivering future-ready, intelligent digital infrastructure services to businesses across Malaysia.

DELIVERING SUSTAINABLE VALUE
APPROACH TO SUSTAINABILITY

Maxis as Malaysia's leading integrated telecommunications provider is driven by our purpose to connect people and businesses to a world of possibilities. Sustainability continues to play a central role in achieving this purpose, as it supports the steady and sustainable growth necessary to realise our vision. By prioritising environmental responsibility, promoting social equity and fostering economic progress, all while upholding strong governance and transparency, we remain committed to building a resilient future for all.

Direct line of reporting for BAU matters

Accountability line for sustainability matters

Board of Directors
- Provides advisory and oversight for sustainability agenda
- Holds accountability for sustainability disclosures

Chief Executive Officer
- Leads the overarching sustainability agenda
- Drives ESG from top down with a holistic view

Sustainability Steering Committee
- Integrates sustainability into Maxis' strategy and operations
- Reviews sustainability progress and priorities and ensures accountability at all levels at Maxis
- Sets the tone and develops the culture
- Monitors ESG disclosures and metrics

Sustainability Department
- Centre of excellence to drive ESG priorities across the business
- Key coordinator to drive ESG integration into business functions at working level

Divisional Sustainability Leads
- Integrate ESG into respective divisional initiatives
- Identify ESG opportunities in respective functions
- Implement new initiatives to contribute to the Company's overarching goals and strategy

Notes:
i. MMTs refer to Maxis Management Team
ii. SLTs refer to Senior Leadership Team

To ensure this commitment, our Board provides oversight, while our CEO leads the overarching sustainability agenda. This is then cascaded throughout the organisation via the Sustainability Steering Committee, which includes members from Maxis Management Team and key business units. Tasked with managing sustainability matters and advocating best practices in governance, the committee ensures our efforts align with the UN SDGs, driving meaningful contributions to global sustainability.

In addition, Maxis' sustainability progress received recognition from key rating institutions. In 2024, Maxis received a Morningstar Sustainalytics ESG Risk Rating of 23.8, placing us in the medium-risk category. We also earned an AA MSCI ESG rating and enhanced our position on the FTSE4Good Bursa Malaysia Index with an ESG score of 3.2 and a 3-star ESG grading band. This reflects our ongoing commitment to creating sustainable value for all stakeholders as Malaysia's leading integrated telecommunications provider.

Sustainability Strategy & Value Creation Model

Based on our vision, mission and strategy, we define the value for our stakeholders in five outcomes, as described in the value creation model on pages 12 and 13.

Value Creation Outcome

1. **Enhancing Profitability & Shareholder Value**
2. **Sustaining Growth Through Market Expansion & Digital Innovation**
3. **Transforming Customer Experience with Seamless Digital Engagement**
4. **Driving Business Excellence**
5. **Delivering Sustainable Value**

ENVIRONMENTAL

As a responsible corporate citizen, Maxis remains dedicated to addressing climate action by implementing initiatives aimed at reducing our environmental footprint and mitigating the adverse effects of climate change on our operations. Our Corporate Services and Network divisions lead our efforts in optimising energy and resource usage while reducing GHG emissions.

We are committed to increasing the use of renewable energy and enhancing energy efficiency. Additionally, we commit to the efficient management of our GHG emissions. Our initiatives include transitioning to new energy vehicles and reinforcing waste management practices across our network and regional offices. Our internal audit team regularly reviews GHG-related data to ensure accuracy, and we design annual reduction strategies aligned with global best practices to guide our journey towards GHG reduction. We ensure consistency in our emissions data reporting.

M14 CLIMATE CHANGE

Why It Matters

At Maxis, we recognise that managing our environmental footprint and addressing climate change are integral to our long-term sustainability and the trust we build with our stakeholders. Our efforts not only mitigate risks but also position us to deliver greater value to our customers and investors.

Our Approach

We are guided by ISO 14001, an internationally recognised standard for Environmental Management Systems (EMS). In managing the life cycle of our vehicle fleet, we adhere to sustainability principles, with plans to transition to New Energy Vehicles (NEVs) during scheduled replacements to support cleaner energy use and lower carbon emissions.

We implement initiatives aimed at adopting renewable energy, improving energy efficiency and managing GHG emissions effectively.

Our Progress & Performance in 2024

Our network and information technology infrastructure continue to represent the largest share of our energy consumption.

Energy Reduction Initiatives

In 2024, we replaced some of our fleet of vehicles, transitioning from Internal Combustion Engines (ICE) to NEVs, reducing our reliance on fuel. We also installed full off-grid solar systems at rural base stations across Peninsular and East Malaysia, significantly reducing our dependence on generator sets powered by diesel.

To enhance awareness and encourage energy-saving practices among our stakeholders, including suppliers, vendors and employees, we implemented several measures. We ensured that the Code of Business Practice (CoBP) for third-party vendors and suppliers includes sustainability commitments and is duly signed. Additionally, all Maxis employees and contractors have signed the CoBP, reinforcing their commitment to sustainable behaviours.

Building on this foundation, we have also launched campaigns to promote the benefits of NEVs and installed charging stations at our Technical Operation Centres (TOC).

We have also undertaken the following initiatives in FY2024:

Key Initiatives at Base Stations and TOC

Energy Efficiency Upgrade
Deployed in-row cooling systems to replace outdated High Precision Air Conditioner (HPAC) units at TOC.

3G BBU and RRU Shutdown
Deactivated outdated equipment and upgraded to 4G/5G technology to lower operational costs, reduce environmental impact and ensure smooth network operations.

C-SON
Managed the network by powering down unused equipment and balancing traffic to reduce energy consumption while maintaining seamless network operations.

Solar Deployment
Implemented at sites across Malaysia, leveraging abundant sunlight to power operations. High-efficiency converters and Maximum Power Point Tracking (MPPT) enhance performance and reliability, making solar a superior alternative to diesel generators by eliminating fuel use and reducing maintenance needs.

Rectifier Efficiency
Introduced high-efficiency rectifiers to minimise power loss, lower operational costs and reduce heat output. This reduces cooling energy requirements.

Decommissioned Legacy Equipment and Consolidated Core Network
Decommissioned outdated equipment and consolidated networks to optimise space utilisation. This lowers energy consumption in data centres and power plants.

ENVIRONMENTAL

Energy Consumption

Our ongoing initiatives to enhance energy efficiency have resulted in a controlled and limited increase in energy usage at network sites by 0.25%, despite an increase in the number of network sites available. This achievement not only translates to a lower network site emissions intensity, but also contributes to savings in electricity costs.

	2022	2023	2024
Network Energy Consumption	1,476	1,669	**1,673**
Office Energy Consumption	19	19	**18**
Total Energy Consumption (TJ)	**1,495**	**1,688**	**1,691**

Note:
Conversion factors for energy from fuel usage and purchased electricity:
Purchased electricity – 3,600 MJ/MWh, Petrol – 33.34 MJ/L, Diesel – 36.14 MJ/L

GHG Emissions Reduction Initiatives

Additional to energy reduction initiatives that directly contribute to emissions reduction, we updated corporate office fixtures with environmentally-friendly improvements. Between 2013 and 2016, we reduced our office energy consumption by 34% through renovations at Menara Maxis, Plaza Sentral, our warehouse and the Sunway Contact Centre. These included installing LED downlights with motion detectors and upgrading cabling to minimise energy loss. Additionally, we moved our USJ warehouse to the Mapletree Warehouse, which uses polycarbonate roofing. We also relocated the Sunway Annex Contact Centre to the energy-efficient Sunway Pinnacle Contact Centre. In 2023, we continued our emissions reduction efforts with LED light replacement projects at Menara Maxis and Sunway Pinnacle. Collectively, these initiatives, spanning from 2013 to 2024, resulted in an estimated 57% total reduction in office energy consumption.

To improve emission from employee commuting, we introduced public transport subsidies for all employees.

In 2024, our GHG emissions were recorded as follows:

GHG Emissions (tCO_2e)

	2022	2023	2024
Scope 1	4,688	4,280	**3,863**
Scope 2	286,224	319,837	**317,452**
Scope 3	N/A	N/A	**10,048**
Total	**290,912**	**324,117**	**331,363**

Scope 1 GHG Emissions (tCO_2e)

	2022	2023	2024
Genset Emissions	3,431	2,959	**2,488**
Vehicle (Fleet) Emissions	1,257	1,321	**1,375**
Total Scope 1 GHG Emissions	**4,688**	**4,280**	**3,863**

Scope 2 GHG Emissions (tCO_2e)

	2022	2023	2024
Network Emissions	282,305	315,851	**313,788**
Office Emissions	3,919	3,986	**3,664**
Total Scope 2 GHG Emissions	**286,224**	**319,837**	**317,452**

Scope 3 GHG Emissions (tCO_2e)

	2022	2023	2024
Category 6: Business travel	N/A	N/A	**2,203**
Category 7: Employee commuting	N/A	N/A	**7,845**
Total Scope 3 GHG Emissions	**N/A**	**N/A**	**10,048**

Scope 2 GHG Intensity (tCO_2eq/site)

Locations	2022	2023	2024
Base Transceiver Stations	27.10	26.64	**25.86**
Technical Operation Centres	4,091.39	3,880.57	**4,255.48**

Notes:
i. Emissions are calculated based on the corresponding Global Warming Potential (GWP) values from the IPCC's Fifth Assessment Report (AR5).
ii. The emission factor source for Scope 1 GHG emissions is derived from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories.
iii. The Scope 2 GHG emissions data for 2024 has been updated with the latest emission factor revision, derived from the Malaysian Energy Commission's Grid Emission Factor (GEF) in Malaysia, 2017-2022.

M15 ENVIRONMENTAL MANAGEMENT

Why It Matters

Environmental management is essential to ensuring the long-term sustainability of Maxis, while minimising our impact on the planet. As a responsible organisation, we recognise the need to mitigate environmental risks and comply with regulations, including conducting Environmental Impact Assessments (EIA) where necessary.

Effective waste management helps us reduce hazardous waste, promote circularity and responsibly handle e-waste to conserve resources and prevent pollution.

Our forest reserve construction approach is to obtain permits from the Forestry Department and conduct joint site visits for tree impact assessments. For wildlife and biodiversity conservation, Maxis strictly prohibits independent removal of wildlife. We seek assistance from Jabatan Bomba to protect or rehabilitate wildlife nesting on towers or otherwise.

Our Approach

We adopt a comprehensive approach to environmental management by implementing an ISO 14001:2015-certified Environmental Management System (EMS) for the operation and maintenance of our Technical Operation Centre (TOC) facilities at Subang Hitech. This approach focuses identifying and managing environmental impacts, ensuring compliance with legal requirements and promoting sustainable practices across its operations.

Our Subang Hitech TOC was the first telecommunications network site in Malaysia to receive this certification from SIRIM QAS International.

We are also committed to full compliance with local environmental laws and regulations. As part of our dedication to environmental stewardship, we are systematically implementing EMS at selected operational sites.

This includes conducting both internal and external environmental audits at EMS-certified locations and focusing on corrective measures to mitigate any environmental impact.

In 2024, we implemented waste management protocols tailored to Maxis' waste streams to enhance recycling rates, while aligning with global industry standards.

Our Progress & Performance in 2024

Our commitment to enabling circularity includes responsible waste management and the reduction of hazardous waste sent to landfills, supported by targeted initiatives and ongoing progress monitoring.

Network Equipment

We have implemented structured processes for managing scheduled waste, including electrical and electronic assemblies, within our network operations. To ensure the proper collection and disposal of e-waste, we engage authorised waste collectors.

We prioritise the responsible management of copper cables by collaborating with our partner to separate, melt and repurpose the material for resale. Additionally, the remaining thermoplastic materials from copper cables are repurposed to manufacture new products, used as packing materials or recycled. We are also strengthening our approach to scheduled waste disposal. The Network division implements a standardised process for handling electrical and electronic assemblies, ensuring compliance with ISO 9001:2015 Quality Management Systems.

We are also reusing decommissioned equipment and its parts for ongoing projects to minimise scrap. Decommissioned equipment like Remote Radio Units (RRUs), is repurposed, maximising resource utilisation. In 2024, 325 RRU units were replaced using decommissioned equipment, reducing the need for new replacements and lowering costs.

In FY2024, our waste management initiatives resulted in an 88% recycling rate for network waste. This outcome was supported by effective waste segregation, resource recovery and collaboration with licensed recyclers. We also ensured compliance with the Department of Environment of Malaysia (DOE) regulations by categorising waste under SW110 (Electrical and Electronic Assemblies) and SW102 (waste with heavy metals). Through strengthened waste tracking and targeted waste diversion initiatives, we aim to reduce landfill dependency and promote circularity.

Looking ahead, we are committed to refining our waste management strategies further to reduce landfill dependency and promote circularity.

Office Waste

For the eighth consecutive year, we partnered with Community Recycle for Charity (CRC), a non-governmental organisation, to recycle our office waste and contribute to charitable fundraising.

To enhance employee waste segregation behaviours, Maxis launched an awareness campaign, titled "Office Waste Separation Starts With You," incorporating awareness videos, ensuring that waste management is a shared responsibility at all levels.

ENVIRONMENTAL

Marketing Materials

Our marketing materials encompass various formats, including signages, buntings and flyers.

In FY2024, we achieved a 26% recycling rate for marketing materials, representing our ongoing efforts to improve waste segregation and recycling within our marketing and promotional activities.

Waste Generated, Diverted from Disposal and Directed to Disposal

The total waste generated in 2024 is shown below in the respective categories:

Description	2022	2023	2024	2024 (%)
Network Equipment				
Generated	-	-	**506.77**	100%
Reused/Recycled	-	-	**444.59**	88%
Landfill/Incineration	-	-	**62.18**	12%
Office Waste				
Generated	0.30	-	**58.99**	100%
Recycled	0.26	0.46	**6.95**	12%
Landfill	-	-	**52.04**	88%
Marketing Materials				
Generated	-	-	**17.30**	100%
Recycled	-	-	**4.43**	26%
Landfill	-	-	**12.87**	74%
Total (tonnes)				
Generated	-	-	**583.06**	100%
Reused/Recycled	0.26	0.46	**455.97**	78%
Landfill/Incineration	-	-	**127.09**	22%

Notes:
i. GRI 306: Waste 2020
ii. Waste diverted from disposal includes waste that is reused or recycled.
iii. Waste directed to disposal includes waste that is sent to landfill or incinerated.
iv. Waste data is compiled through an internal reporting framework, with disposal managed by authorised vendors. Scheduled waste is documented in eSWIS under DOE.

e-Waste Management

In our commitment towards better managing and minimising e-waste, we continue to move towards establishing a more circular economy in our day-to-day activities. We are focused on initiating circularity in our operations and customer journey through our expansive trade-in programme, strategic partnerships with our vendors and formalising efficient e-waste management into our operational processes. We also continue to generate awareness both internally and with our customers on the channels available to minimise e-waste.

We continue to drive a national eCircularity campaign by enabling our customers and the public to easily and responsibly recycle e-waste by booking free collections through Maxis' website.

Our ongoing partnership with ERTH, an authorised e-waste collector, ensures proper disposal and recycling in compliance with DOE regulations. Through a sustained e-waste recycling campaign, we raised awareness about the risks of improper disposal and the impacts of hazardous substances. We also enhanced the recollection, refurbishment and recycling process for Customer Premises Equipment (CPE), such as routers.

E-Waste Collection

In 2024, we collected the following amount of e-waste:

Description	2023	2024
Refurbished/Reused	79	**109**
Recycled	22,625	**22,130**
Total Items Collected (units)	**22,704**	**22,239**

Note:
i. The total number of items collected includes the collections from Consumers, Employees, Collaborations/Partnerships and used Fibre Customer Premise Equipment (CPE).

Water Management

We continue to strive for responsible water management, focusing on optimising consumption and ensuring compliance with regulatory standards. Our water consumption is predominantly concentrated in Office and Network sites, with a minor contribution from Sales and Services sites. We continue to monitor our water consumption to improve efficiency and minimise environmental impact.

Total Water Consumption (m^3)

In 2024, our total water consumption was recorded as follows:

Description	2023	2024
Water Consumption	43,225	**56,968**

Notes:
i. Water consumption data for 2022 is unavailable, as Maxis began measuring water consumption from 2023 onwards.
ii. Maxis' total water consumption in FY2024 includes Office sites, Network sites and Consumer Business sites, excluding sites not under Maxis' direct financial and operational control.
iii. Due to limited visibility of source data, some site consumption was estimated using occupancy rates, with a methodology change applied during the year.
iv. Source of water: Municipal Water.

MOVING FORWARD

We are committed to reducing our carbon footprint in support of Malaysia's net-zero target by 2050. By strengthening our environmental management systems and setting a clear baseline, we will drive targeted actions for energy efficiency, emissions reduction and sustainable resource use. In line with the National Energy Transition Roadmap, we will continue exploring cleaner energy solutions to optimise our operations and minimise environmental impact.

Short-Term plans (1-2 years):
- Prioritise the enhancement of e-waste management practices to promote circular economy principles.
- Increase recycling efforts to improve the overall recycling rate.

Medium-Term plans (2-5 years):
- Investigate the integration and utilisation of renewable energy within our operations.
- Improve water and waste management systems to minimise environmental output and optimise resources.

Long-Term plans (5 years and beyond):
- Strengthen comprehensive initiatives to reduce GHG emissions, contributing to the nation's goal of carbon neutrality by decreasing energy-related emissions.

SOCIAL

EMPOWERING OUR PEOPLE AND COMMUNITIES

At Maxis, we strive to create a work environment where each employee thrives by fostering a culture of collaboration, continuous learning and empowerment. We continue to provide equal opportunities and invest in attracting, retaining and developing top talent, driving innovation and success. We also consistently invest in the communities around us by leveraging on technology to create empowerment opportunities.

M9 EMPLOYEE DEVELOPMENT

Why it Matters

Investing in the development of our people enhances their capabilities and aligns their skills with organisational objectives. This is critical to driving innovation, improving operational efficiency and remaining competitive in the rapidly evolving telecommunications industry.

We risk skill gaps, lower employee engagement and morale levels by not prioritising employee growth. This could hinder our ability to adapt and meet customer demands.

Our Approach

Learning and Development Framework

Maxis is dedicated to fostering employee development by providing equal access to training and growth opportunities. Our training and upskilling initiatives are designed to equip employees with the essential skills needed to excel in their roles and advance their careers.

Performance Management System

Our strong performance management system uses regular feedback and assessments to identify employee strengths and areas for improvement, aligning with individual performance goals and organisational objectives.

Leadership Commitment

Our leaders champion a learning culture by encouraging participation in training programmes and providing resources to support employee growth.

Our Progress & Performance in 2024

Total Training Hours

Employees Only	Employees & Contingent Workers
80,169	**86,878**

Total Training Hours by Employee Category (contribution level)

Employee Category	2022	2023	2024
Senior Management Team	2,233	1,253	**1,695**
Managers	18,498	12,689	**12,042**
Individual Contributors	91,012	84,519	**66,415**

Employee Learning Hours

Year	2022	2023	2024
Total number of employees	4,078	3,803	**3,288**
Average training hours per employee	32.06	25.99	**24.38**
Female			
Number of employees	1,780	1,645	**1,393**
Average training hours per employee	26.98	23.38	**20.80**
Male			
Number of employees	2,298	2,161	**1,895**
Average training hours per employee	32.80	27.97	**27.18**

Notes:
1. *Number of employees includes inactive employees who left Maxis during the year.*
2. *Training hours reported exclude mandatory compliance modules.*

We are committed to ensuring our workforce have the tools they need to achieve business success, which is reflected in the three key areas covered by our training programmes:

- **Digital, IT & Network Skills**
- **Business Skills**
- **Leadership Skills**

Certifications

We encourage employees to obtain relevant certifications in key areas, such as Cloud, Data AI and Agile, reflecting our commitment to building a skilled workforce that can navigate the complexities of today's business environment. The following certifications have been achieved by our employees:

- Certification in Data Management
- Generative AI Deep Skilling Certification
- Certificate in Business Analysis
- DevOps Certification
- Red Hat Certified System Administrator
- Certified Data Centre Professional
- Certified Ethical Hacker

Enhancing the Learning Ecosystem

We introduced several initiatives, including the launch of a new learning experience platform, coaching clinics and targeted classroom-based training to ensure our workforce remains on the cutting edge. To that end, our GenAI Academy has trained over 2,000 employees in AI fundamentals and practical use-cases.

Additionally, we piloted the Maxis Learning Core Curriculum with four learning streams: Financial Acumen, Data Acumen, Telecom Essentials and Business Communications and are implementing full roll-out throughout the organisation in 2025.

Branding & Talent Acquisition Practices

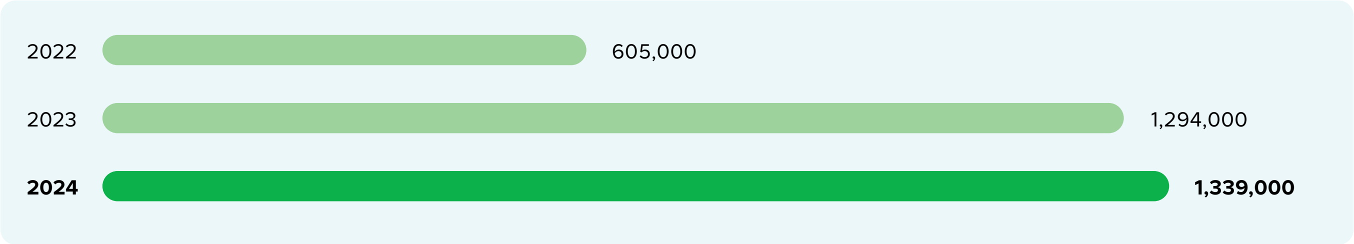
In 2024, 8 individuals were short-listed for our flagship Maxis Graduate Programme, out of almost 2,000 applicants. Commencing in January 2025, the programme offers rotations across key business areas, equipping participants with diverse experiences and leadership capabilities to thrive in their careers.

Number of Applicants for Maxis Graduate Programme

	2022	2023	2024
Number of applicants	1,453	2,803	**1,799**
Number of graduates hired	20	18	**8**

Maxis awarded 16 scholarships to individuals with outstanding academic performance, extracurricular involvement, strong leadership potential and effective communication skills. In 2024, RM1,339,000 was allocated to support new and existing Maxis scholars.

Total Amount Invested in Maxis Scholarship from 2022-2024 (RM)



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In 2024, we received multiple awards that reinforced our reputation as a top employer, particularly in the telco space, enhancing our ability to attract high-calibre talent and retain existing employees.

2025 Talentbank Graduates Choice Awards

Top 1%
among most preferred Graduate Employers in Malaysia

Champion
in Telecommunications

Ranked #4
in Technology category

SEEK People & Purpose Awards 2024

No. 1
Platinum

Graduan Brand Awards 2024

Top 50
among Malaysia's Most Preferred Employers

GradMalaysia's 100 Leading Graduate Employers 2024

Second
runner-up telecommunications company

Talent Acquisition

We ran the Rapid Hire Day (RHD), where interviews were conducted and offer letters extended within 24 hours, achieving an impressive average conversion rate of 62%.

To strengthen our talent pipeline, our Young Talent team focused on strategic campus engagements and partnerships, enabling us to engage directly with top talents from these institutions.

Empowering Internal Talent

We are committed to creating clear career pathways with growth opportunities. Towards this end, our enhanced Internal Job Board and Maxis Career Community highlight available positions, encouraging employee applications. This is aligned with our culture of openly communicating internal opportunities to encourage exploration of internal roles, boosting engagement and retention rates.

High performers are given opportunities to take on various roles, fostering a culture of continuous learning that is crucial in nurturing well-rounded leaders and employees. In 2024, 49 internal job transfers were successfully facilitated.

Top Talent Development

In 2024, we tailored meaningful development plans for our top talent, including postgraduate scholarship opportunities at prestigious universities and access to our executive education curriculum.

They also undergo the Assurance Leadership Development Programme (ALDP), a one-year development programme in our Internal Assurance division, where they learn about multidisciplinary audit exercises across the Company, strengthening ethical and compliant business practices.

MOVING FORWARD

Short-Term Goals
We continue to build a cohesive workplace where employees are aligned with our mission, enhancing adoption of values that support continuous development and collaboration. Additionally, we have implemented a comprehensive curriculum that boosts employees' business proficiency, helping them to excel at the jobs.

Medium-Term Initiatives
We will enhance our leadership development programmes with action learning projects and coaching opportunities. Furthermore, we will refine our young talent programme through development opportunities and clear career pathways within Maxis to ensure we attract the best and brightest young talent, future-proofing our talent pipeline.

Long-Term Vision
Maxis envisions a culture of continuous learning as the foundation for our organisational success. To support this vision, we will set targets for employee development and encourage progress through regular assessments. We will also explore partnerships with educational institutions and industry experts to provide advanced training and certification programmes, ensuring our workforce possesses the means to continuously upskill to meet future needs.

M13 EQUAL OPPORTUNITY WORKFORCE & EMPLOYMENT

Why it Matters

An equal opportunity workforce is key to Maxis' business strategy, as it ensures that all employees, regardless of background, have access to the same opportunities for growth, development and career progression based on their skills, performance and potential.

A lack of diversity could limit innovation in an evolving market. Therefore, we are committed to creating a workplace where all employees can thrive, contribute meaningfully and reach their full potential.

Our Approach

Our approach is rooted in compliance with all local laws and regulations, ensuring that we safeguard the rights and dignity of every individual. Guided by international standards, our Code of Business Practice addresses industry-specific exposures and establishes a framework for ethical conduct across our operations.

We have implemented robust policies aimed at preventing human rights violations within our operations and supply chain. It is essential to adopt grievance mechanisms that empower employees to voice their concerns and conduct due diligence to ensure accountability at all levels.

Our Progress & Performance in 2024

Upholding Human Rights

Maxis is dedicated to protecting employee rights by providing a platform for reporting human rights violations, including discrimination, harassment and bullying, with a zero-tolerance policy that ensures thorough investigations and appropriate actions. In 2024, one case of human rights violation was recorded, leading to termination of employment. Moving forward, we aim to enhance the assessment and reporting of human rights violations across our supply chain.

Updates on the Visually Impaired Agent Programme

In 2024, we continued our Visually Impaired Agent Programme, integrating nine visually impaired individuals into our workforce. Their contributions brought valuable perspectives that strengthened customer engagement and enhanced service delivery. To support their roles, we made ongoing improvements to adaptive technologies and training programmes, ensuring they have the necessary tools and resources to perform their tasks effectively and with confidence.

Employee Engagement Activities

We conducted various employee engagement activities throughout 2024 to strengthen workplace culture and encourage participation across different regions. Key events includes the M Nation Townhall, the #SimplyMaxis Culture Carnival in Kuala Lumpur and regional carnivals held in Terengganu, Penang, Johor, Sarawak and Sabah. We also organised additional activities, such as Maxis Sports Day to provide employees with opportunities to connect beyond the workplace.

The number of attendees is as follows:

- **M Nation Townhall - 2,098 attendees**
- **#SimplyMaxis Culture Carnival - 1,053 attendees**
- **Maxis Treasure Hunt - 198 attendees**
- **Maxis Sports Day - 713 attendees**
- **#Recharge Events - 722 attendees across multiple events, including Go-Kart and Paintball tournaments**

Overall, these engagement initiatives saw participation from over 4,000 employees, achieving a 94% engagement rate.

Holistic Support for Employee Well-Being

Maxis continues to expand its initiatives to support employee well-being providing access to professional development, healthcare benefits and wellness programmes tailored to individual needs. In this regard:

- We refined our on-demand workshops to cover areas such as taxation, investment strategies and retirement planning, equipping employees with essential financial knowledge that benefits them both professionally and personally.

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- We enhanced Maxis Benefits & Rewards to include flexible benefits that allow employees to customise their insurance coverage based on their needs and those of their dependents, promoting greater awareness of healthcare planning and empowering employees to make informed decisions about their well-being.

- We also introduced the Well@Work programme, an initiative that provides after-work activities, enabling employees to prioritise their health. Additionally, we offered various educational workshops, practical learning sessions and resources, covering dietary guidance, health screenings, fitness training, nutrition education and online health support.

- We rolled out a company-wide flu vaccination programme that saw over 2,000 employees and their families vaccinated, ensuring a healthier work environment for all. This resulted in a decrease in respiratory-related medical costs and outpatient visits.

Under the Maxis P.O.S.I.T.I.V.E. initiative, 765 employees have registered with Naluri, a platform providing access to Mental Health Resilience Toolkits.

* *The Maxis P.O.S.I.T.I.V.E. (Pillar of Support Initiative) is a comprehensive programme designed to enhance employee well-being and resilience. It offers a range of resources, including upskilling programmes for managers, mental health support and telemedicine services.*

Number of Permanent & Contract Employees and Gender Breakdown

	Female				Male			
	Permanent		Contract		Permanent		Contract	
Year	Number of employees	%	Number of employees	%	Number of employees	%	Number of employees	%
2022	1,742	43	29	1	2,236	55	59	1
2023	1,549	42	25	1	2,060	56	48	1
2024	**1,400**	**41**	**17**	**1**	**1,911**	**57**	**32**	**1**

Percentage (%) of Employees by Gender for Each Employee Category

	2022		2023		2024	
	Male	Female	Male	Female	Male	Female
Senior Management Team	74.6%	25.4%	74.5%	25.5%	**73.8%**	**26.2%**
Managers	62.6%	37.4%	61.9%	38.1%	**62.2%**	**37.8%**
Individual Contributors (IC)	55.3%	44.7%	56.2%	43.8%	**56.8%**	**43.2%**

Percentage (%) of Employees by Age Group for Each Employee Category

	2022			2023			2024		
Age Group	Senior Management	Managers	IC	Senior Management	Managers	IC	Senior Management	Managers	IC
Below 30	-	0.6%	17.0%	-	0.6%	15.3%	**-**	**0.2%**	**13.0%**
30-49	47.3%	79.2%	74.2%	43.1%	78.4%	76.0%	**45.2%**	**76.1%**	**76.1%**
50 and above	52.7%	20.2%	8.8%	56.9%	21.0%	8.7%	**54.8%**	**23.7%**	**10.9%**

Number of Employees with Disability

Year	Number of employees with disability	Percentage of employees with disability (%)
2022	4	0.10
2023	6	0.17
2024	**4**	**0.11**

Number of Employee Turnover by Employee Category

Employee Category	2022	2023	2024
Senior Management Team	10	8	**13**
Managers	73	78	**66**
IC	526	610	**494**
Total	**609**	**696**	**572**

Number of Employees who Received Annual Performance Feedback = 3,346

MOVING FORWARD

Maxis is committed to continuous improvement in upholding human rights and fostering equal opportunities for employee development and advancement. We are enhancing our assessment and reporting mechanisms for human rights violations across our supply chain, while strengthening grievance processes to empower employees to report discrimination, harassment and bullying with ease. By promoting a culture of transparency and accountability, we aim to create a safe and inclusive environment where every employee feels valued and supported.

M10 EMPLOYEE HEALTH, SAFETY & WELL-BEING

Why It Matters

Employee Health, Safety & Well-being is vital to ensuring the well-being of our employees and the long-term success of our business. By protecting our workforce from injuries, illnesses and accidents, we create a safer, more supportive environment. Furthermore, compliance with the Occupational Safety and Health (OSH) Act 1994 helps us strengthen our reputation for ethical business practices. OSH also boosts our productivity by minimising disruptions and fostering a confident, efficient workforce.

Our Approach

At Maxis, we hold ISO 45001:2018 Occupational Health and Safety certification, with annual audits conducted. The ISO 45001 framework, which is aligned with local legislations, places significant emphasis on our leadership and commitment in managing OSH matters.

Our HSE Policy clearly outlines the goals and responsibilities for all employees at Maxis. Our key processes and procedures for managing OSH include compliance with legal requirement, hazard identification, risk assessment & risk control (HIRARC), training & awareness, incident reporting & investigation, emergency preparedness & response, monitoring, evaluation, audits & inspections, and continuous improvement.

Our Progress & Performance in 2024

Maxis remains committed to continuously improving its OSH through ongoing training, audits and risk management strategies.

Employee Training and Awareness

Maxis Academy

Training	Participants
Mandatory E-Learning	5,695
Safety Passport	73
Others	183
Total	**5,951**

Competency Training	Participants
Defensive Driving (5 sessions)	46
Working at Height (10 Sessions)	55
First Aid & CPR (3 sessions)	45
OSH Coordinator (12 sessions)	73
Total (30 sessions)	**219**

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HSE Manual Tracking

Webinar/WSC/Training/Briefing/Toolbox/etc	Participants
High Risk Training/Induction/Maxpert	93
Others	873
Total	**966**

Safety & Security Day	Participants
Blood Donation	61
Maxis Anti-Bribery & Corruption Talk	27
Booth Visit	207
Quiz	308
Total	**603**

HSE Audits & Compliance

	2022	2023	2024
Number of inspections/ investigations conducted	773	777	**640**
Number of Partners System audits conducted	25	41	**37**

Lost-Time Incidents (LTI)

Lost-Time Incident	2022	2023	2024
Employee LTI Rate	0.04	0.34	**0.15**
Employee LTI Frequency Rate	0.18	1.70	**0.76**

In 2024, seven work-related incidents were reported, five involving employees and two involving contractors. All incidents were classified as minor injuries, with no fatalities or permanent disabilities.

	Office/Site	Vehicle-Related Accident
Employee LTI	**4**	**1**
Contractor LTI	**1**	**1**

MOVING FORWARD

By strengthening our safety practices, we aim to foster a work environment where safety incidents, such as working at height and slip, trip and fall, are minimised. Our approach includes enforcing training, increasing cross-inspections among Telco Line Operators and ensuring company vehicle drivers receive regular refresher courses on defensive driving. These efforts are crucial in reducing safety incidents and ensuring the well-being of our workforce.

M8 DIGITAL INCLUSION & INNOVATION
M12 COMMUNITY DEVELOPMENT

Why It Matters

Digital inclusion, innovation and community development are central to Maxis' corporate responsibility and business strategy. As a leading telecommunications provider, we invest in education, digital access and social empowerment to build a more connected society, while strengthening business sustainability and aligning with ESG commitments. By leveraging technology, we bridge digital gaps, equip underserved communities with essential skills and drive equitable growth, supporting Malaysia's digital agenda.

Our Approach

Maxis' Corporate Social Responsibility (CSR) approach is rooted in our commitment to community empowerment and guided by the Maxis CSR Policy. Leveraging technology, our community empowerment initiatives focus on four core areas: education, entrepreneur development, festive charity and humanitarian relief. We believe in the power of strategic partnerships, and our collaborations with ministries and non-governmental organisations (NGOs) have been instrumental in addressing community needs and strengthening stakeholder trust.

Our flagship eKelas® and eKelas® Usahawan programmes are key initiatives that foster digital inclusion, leveraging innovation to bridge the education gap for students and empower entrepreneurs in rural and underserved communities.

Overview of Our Community Investment

	RM'000		
Initiative	2022	2023	2024
eKelas® & eKelas® Usahawan	1,312	1,695	**1,653**
Festive charity & ad-hoc donations	64	112	**95**
Contributions of refurbished laptops	10	45	**21**
Humanitarian relief	819	100	**2,181**
Capacity building for Rakan Digital in PEDi	1,400	1,227	**-**
Sponsorships of communications services for community initiatives and events	358	-	**-**
Total	**3,963**	**3,179**	**3,950**

Education

eKelas® is designed to enhance student outcomes in primary and secondary schools across Malaysia by providing accessible digital learning support. Available through the eKelas® portal and app, the programme helps to overcome barriers to digital inclusion, equipping students with the skills and knowledge for academic success. Throughout its implementation, Maxis' eKelas® programme has continued to make a meaningful impact on students in rural and underserved areas through targeted initiatives that bridge the urban-rural education gap and promote equitable access to quality education.

Access to Digital Learning

Students from Year 4 to Form 5 are provided with access to over 2,600 videos and 1,300 quizzes in subjects that include Mathematics, English, Science, Bahasa Melayu and History, aligned with the national curriculum.

In 2024, we expanded our lesson video library by 75% to 350 hours, incorporating bite-sized animations for better engagement. We also introduced 11 high-impact quizzes to enhance onboarding and guide students to relevant learning paths. This growth reflects our commitment to expanding digital learning access and supporting academic success.

To support Form 5 students in preparing for their Sijil Pelajaran Malaysia (SPM) examinations, we conducted 12 virtual SPM Exam Clinic sessions. These sessions benefitted 340 students, equipping them with valuable exam strategies and subject insights. Recordings of the sessions were made available on the eKelas® portal.

Maxis contributed 336 refurbished laptops to 85 schools and four Community Learning Centres, expanding digital learning opportunities and bridging the digital divide. The recipients included 15 schools with a majority of B40 students, nine schools recognised for their outstanding achievements in the MJD Misi Sekolah programme and 50 schools participating in the Duta Digital initiative in collaboration with District Education Departments.

Enhancing English Language Proficiency and Communication Skills

eKelas® hosts the annual HIP English StoryFest to enhance students' English proficiency, storytelling and confidence. In 2024, we strengthened our partnership with the Ministry of Education's (MOE) English Language Teaching Centre (ELTC) to better align with the national curriculum. The HIPMaX StoryFest 2024, held in collaboration with ELTC, celebrated Malaysian folklore through storytelling and drama, engaging over 15,000 students from 59 schools in theatre workshops that enriched their language and cultural appreciation.

Upskilling Students and Teachers in GenAI

In 2024, in partnership with the Bahagian Sumber dan Teknologi Pendidikan (BSTP) MOE, Maxis organised Misi Jelajah Digital, a national-level STEM competition to empower students with the necessary digital skills for the future, specifically GenAI. Based on the theme of "GenAI for Good," students were tasked to use GenAI to develop social media campaigns targeting real world problems. Over 7,300 students responded to the challenge, submitting creative and inspiring campaigns based on the 17 UN SDGs.

To support students in rural schools in their GenAI journey, Maxis conducted GenAI workshops for 2,600 students across 65 schools, teaching key GenAI concepts, such as prompt engineering, text and image generation and AI ethics.

Furthermore, Maxis piloted a "GenAI for Teachers" training with 78 STEM teachers, equipping them with the skills to leverage GenAI as a tool in the classroom. The teachers were coached through a series of hands-on activities designed to enable them to use GenAI to develop lesson plans, quizzes, assignments, co-curricular activities, and accomplish other daily tasks. At the end of the training, 96% of the teachers understood prompt engineering concepts, while 94.9% felt confident to use GenAI to enhance their teaching practices.

"Now, I can use GenAI to create more meaningful lesson plans, incorporating the 5E model, and develop plans for school club activities."
Cikgu Siti Hawa; SMK Rahmat, Melaka

Impact

	2022	2023	2024
Number of new students registered with eKelas®	22,700	26,216	**65,125**

Academic improvement:

Pelajar Tingkatan 3, Sekolah Menengah Kebangsaan (SMK) Selandar, Melaka, Wira Khaleef Ilman Wira Zulkerey mencapai kemajuan dalam kesemua lima subjek teras.

Beliau yang mempunyai impian untuk meneroka bidang politik, berkongsi bahawa selain dari membantu dalam subjek teras, eKelas® juga mencetuskan minat baharu bagi dirinya mempelajari Sains, Matematik, Kejuruteraan dan Teknologi (STEM).

"Saya tidak pernah menggunakan Scratch sebelum ini, tetapi selepas menyertai MJD, saya mula belajar dan berlatih menggunakannya setiap hari. eKelas® juga telah membantu saya meningkatkan penguasaan Bahasa Inggeris," katanya.

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Entrepreneur Development

eKelas® Usahawan

eKelas® Usahawan equips entrepreneurs and micro SMEs with digital marketing skills, covering photography, copywriting and social media marketing. In 2024, we partnered with 28 organisations to conduct 37 workshops for 3,444 entrepreneurs. Additionally, 1,039 entrepreneurs were trained through MCMC's NADI Smart Services, which provide internet access, digital literacy training and information on government initiatives to bridge the digital divide in underserved areas. To deepen impact, Maxis launched a comprehensive 3-month programme in December 2024, fostering greater success for selected entrepreneurs.

	2022	2023	2024
Number of entrepreneurs trained	1,703	3,142	**4,483**

Satisfaction rate:

91.3%

of participants rated satisfied and very satisfied with the training provided

89%

of participants were more aware of the importance of digital marketing

87%

of participants were more knowledgeable in the areas of digital marketing

Festive Charity

During the festive seasons, Maxis collaborates with NGOs to provide essential supplies, meals and gifts to underprivileged communities, promoting inclusivity and community spirit. In 2024, Maxis festive charity initiatives benefitted 880 orphans, old folks and disabled individuals.

Humanitarian Relief

Apart from ensuring our customers stay connected during disasters, we carry out humanitarian relief to support communities impacted by such events. In 2024, Maxis made a total contribution of RM2.2 million, comprising RM2 million in cash contributions to the government's Dana Ihsan MADANI and RM200,000 of in-kind contributions committed to the Ministry of Communications in support of flood relief and recovery efforts. This included distribution of 4,000 free mobile SIM cards and top-ups at temporary relief centres (PPS), essential supplies to 1,000 SPM students, as well as food boxes to families impacted by the floods in Kelantan.

Supporting the Community Through Employee Volunteerism

Through our mSquad volunteerism programme, we empower employees to give back by engaging in community and humanitarian initiatives. From on-the-ground outreach to training and knowledge-sharing, our people play an active role in making a difference.

	2022	2023	2024
Volunteering hours by employees	1,355	4,803	**3,440**
Volunteering value (RM)	64,474	228,538	**148,549**

Total value of volunteer hours is calculated as follows:
Volunteering value = Average Hourly Rate x Total Maxis Volunteering Hours

MOVING FORWARD

We will continue to reinforce our approach and deepen collaborations to promote overall social and economic empowerment, reaffirming our commitment to fostering impactful and enduring change throughout our local communities. Our short-term approach involves fine-tuning our engagement strategies, improving programme delivery and increasing participation opportunities in community initiatives. Over the medium term, we will strengthen partnerships, roll out structured mentorship programmes and capability development measures, as well as offer continuous support to beneficiaries. Long-term plans include prioritising measurable outcomes, amplifying our efforts to maximise national impact and make social responsibility central to our strategy.

GOVERNANCE

At Maxis, we are dedicated to cultivating a work environment where every employee can thrive. We foster a culture of collaboration, continuous learning and empowerment, while remaining committed to providing equal opportunities. By attracting, retaining and developing top talent, we drive innovation and success across our organisation. Additionally, we invest in the communities around us, leveraging technology to create empowerment opportunities and drive positive change. By embedding responsible business practices into our operations, we ensure sustainable growth and long-term value for all our stakeholders.

M7 CRISIS MANAGEMENT & RESPONSE

Why It Matters

Crisis management and response are essential to ensuring Maxis' ability to maintain uninterrupted services during disruptions. A strong crisis management framework safeguards operations, preserves customer trust and protects stakeholder interests. Failure to have an effective strategy in place could lead to operational downtime, revenue loss, reputational damage and diminished stakeholder confidence, impacting business continuity and long-term resilience.

Our Approach

Our approach is centred around a structured Business Continuity Management (BCM) framework that is aligned with the ISO 22301 standard. This framework includes a formalised BCM policy that identifies and prioritises essential business functions, conducts risk assessments and develops effective continuity strategies. Furthermore, Crisis Management Teams (CMTs) are in place to manage incidents, supported by regular Business Impact Analyses (BIA) and Risk Assessments (RA) to identify vulnerabilities and optimise resource allocation. We also conduct routine testing and scenario-based drills to assess preparedness, while we continue to strengthen monitoring capabilities and leverage analytics to enhance early risk detection and mitigation to ensure swift response measures and operational resilience.

We continue to enhance our crisis management capabilities through BCM awareness, trainings, technology adoption, regulatory compliance and ongoing improvements.

Crisis Management

We have put in place a plan where, in the event of a crisis, the Disaster Recovery Director will lead the team in handling the crisis, with the CMT coordinating responses across divisions. The Crisis Council is then activated to guide decision-making, ensuring a structured and efficient crisis resolution process. A designated spokesperson is appointed to manage external communications, ensuring consistent and transparent messaging. A statement will also be issued to keep stakeholders informed on the matter.

Regulatory Compliance and Risk Mitigation

We also coordinate with the MCMC and the National Cyber Security Agency (NACSA) to ensure compliance with crisis management regulations. One such example would be cybersecurity attacks targeting critical IT and telecommunications network systems. In this regard, these threats are managed through the Enterprise Risk Management (ERM) framework, which systematically identifies, assesses and integrates risks into business operations to minimise potential disruptions.

Continuous Improvements and Review Processes

We conduct regular updates and post-mortem reviews to refine response protocols and strengthen future readiness. Internal audits and ISO audits are conducted periodically to assess and enhance the effectiveness of crisis management processes, ensuring continuous improvement in our risk mitigation and response strategies.

Performance

Our crisis management protocols are designed to respond swiftly, minimising disruptions and maintaining a significant focus on customer experience. This approach underscores the importance of timely communication with internal teams and external stakeholders for a well-coordinated response.

MOVING FORWARD

We will continue to enhance our crisis management and response resilience by investing in AI-driven predictive analytics to enhance our crisis detection capabilities. Our BCM efforts will also be aligned with sustainability goals to address climate-related risks. The BCM Steering Committee will continue to oversee these initiatives, ensuring strong governance and continuous improvement in crisis management strategies.

GOVERNANCE

M4 DATA PRIVACY & PROTECTION

Why It Matters

The management of personal data is critical to Maxis, as it is essential to business operations and stakeholder trust. As a telecommunications provider, we handle personal data from subscribers, employees, directors, third parties and stakeholders, making data privacy and security a key priority. Failure to manage personal data effectively could result in regulatory non-compliance, legal penalties, financial losses and reputational damage, impacting customer confidence, employee morale and market position. To mitigate these risks, we implement stringent data protection measures and adhere to regulatory requirements, ensuring compliance while reinforcing stakeholder trust and supporting long-term business sustainability.

Our Approach

Our approach to data privacy and protection is built on a structured programme that ensures compliance with the Personal Data Protection Act 2010 (PDPA), the Personal Data Protection Code of Practice for the Communications Sector 2017 and other relevant regulations. As a public listed company, we uphold the highest standards of data protection and adhere to stringent reporting requirements, ensuring transparency in our data protection practices and incident reporting.

This programme upholds data security and privacy while enabling individuals to maintain control over their personal data. A dedicated Data Privacy Office (DPO) oversees its implementation, ensuring that all measures are effectively managed and aligned with regulatory requirements. Additionally, we comply with internationally recognised standards and certifications, holding ISO 27001 certification for core telecom network components and sites, as well as ISO 27017 and ISO 27018 certifications for public cloud-hosted, customer-facing applications that process customer personal data. To further strengthen cybersecurity measures, we also maintain a Cybersecurity Service Provider licence under the National Cyber Security Agency (NACSA).

Our Progress & Performance in 2024

Data Privacy and Protection Programme

This programme encompasses:

Policies and Procedures
We have developed a Data Privacy and Protection Standard Operating Policies and Procedures (SOPP) covering all aspects of data processing across the Group. These SOPP are regularly updated in response to changes in data protection laws and organisational adjustments affecting relevant entities and divisions.

PDPA Compliance Awareness and Training
As part of our digitisation efforts, we launched a Personal Data Privacy and Protection compliance training through Maxis Academy in September 2022. This training is continuously refreshed to align with evolving data protection laws and serves as an annual refresher for employees from 2023 to 2024. Additionally, we provide tailored training sessions for exclusive distributors, dealers, Hotlink Foot Soldiers (HFSs) and Hotlink Independent Agents (HIAs) to ensure all stakeholders understand their responsibilities in handling personal data.

Incident and Breach Response Team
The DPO plays a key role in the Incident and Breach Response Team, overseeing investigations and assessments of data privacy incidents. A dedicated privacy hotline email (privacy@maxis.com.my) is available for employees and external parties to report incidents, enabling the DPO to respond promptly.

Legal Monitoring and Gap Analysis
The DPO continuously monitors new data protection laws and conducts gap analysis to identify compliance issues. As a representative of the Telco Forum, Maxis participated in a cross-industry engagement sessions with the Ministry of Communications, Ministry of Digital, the Personal Data Protection Commission and Futurise Sdn. Bhd., a government-linked think tank for emerging technology regulations. Following these discussions, updates were shared with the Telco Forum to ensure industry-wide preparedness.

In 2024, Maxis submitted feedback on five Public Consultation Papers, covering topics such as:

- The Implementation of Data Breach Notification
- Appointment of Data Protection Officers
- The Right to Data Portability
- Personal Data Protection Standards
- Cross-Border Personal Data Transfers

Compliance Monitoring
The DPO conducts regular compliance checks to ensure adherence to data protection laws and Maxis SOPP.

Stakeholder Communication and Incident Reporting
The DPO team works closely with Customer Operations, Cybersecurity, Data & AI and Legal to investigate and manage any alleged data privacy breaches to ensure that all reported incidents are assessed and addressed effectively.

Cybersecurity

At Maxis, enhancing cyber resilience remains a top priority as cyber threats grow more sophisticated. Our focus is on anticipating, withstanding, recovering from, and adapting to cyberattacks that target our systems and customer data.

In 2024, cybersecurity is rapidly evolving, with AI-driven threat detection, zero trust architecture and cloud-native security becoming essential to a strong defence strategy. We align with these advancements through our three strategic cybersecurity pillars:

i. Protecting the Brand and Ensuring Compliance
ii. Embedding Security in Our DNA
iii. Strengthening Cyber Resilience

Maxis actively collaborates with regulators such as MCMC and NACSA to support national cybersecurity initiatives. Through strategic partnerships and a proactive security framework, we stay ahead of emerging threats, safeguarding our networks, applications and customer data, while driving our digital transformation forward.

Upcoming Regulatory Changes and Compliance Preparations

In 2025, we will implement the Personal Data Protection (Amendment) Act 2024 in three phases (January, April and June). In preparation for the implementation, we are working closely with relevant departments to enhance our policies and procedures for personal data handling across all operations.

Ongoing Risk Assessments and Strengthening Security Compliance

Maxis conducts regular risk assessments to identify compliance gaps and enhance our data protection framework. Our DPO team continuously updates policies and monitors emerging risks to ensure robust safeguards and compliance with evolving regulations.

We have achieved key milestones in security compliance, including the renewal of our ISO 27001 certification for Information Security Management Systems (ISMS) across Cloud Infrastructure, Voice and Data Networks, Enterprise Managed Services and Key Data Centres without any non-compliances. Audited by SIRIM, this certification reflects our strong security policies and controls. Additionally, we maintain PCI DSS compliance to ensure stringent protection of customer payment systems and data.

Beyond certifications, we actively engage the security community through our Vulnerability Disclosure Programme (VDP) and Bug Bounty initiatives, rewarding ethical hackers for responsibly identifying vulnerabilities.

By adhering to global best practices and fostering strategic partnerships, Maxis ensures continuous security enhancements and customer confidence in our compliance and data protection measures.

Strengthening Data Privacy and Cybersecurity Awareness

We continued to push for data privacy and protection awareness through mandatory annual refresher training on the PDPA, which is conducted via Maxis Academy. While PDPA awareness and training are not extended to third-party vendors, we provide tailored training sessions to the Consumer Business Division's Compliance Team, which oversees the onboarding and compliance of Maxis' exclusive distributors, dealers, HFSs and HIAs.

The effectiveness of these training programmes resulted in ZERO substantiated complaints concerning breaches of customer privacy and losses of customer data in 2023 and 2024.

In total, 5,695 employees received data privacy and protection training in 2024.

Cybersecurity awareness remains a key focus, with all employees required to complete annual refresher training under the Data Privacy and Protection module. Additionally, Maxis Academy organised AWS Security Jams and facilitated external training and certifications for our employees, including Certified Information Systems Security Professional (CISSP), Certified Cloud Security Professional (CCSP) and ISO Lead Auditor. The training sessions cover key topics such as fake base transceiver stations (BTS), threat hunting and AI security to strengthen employees' cybersecurity capabilities.

In 2024, no critical severity cybersecurity incidents were observed. There was a significant improvement of 78.3% in average time to close security incidents compared to 2023. This was achieved through improvements in incident response playbooks as well as proactive threat hunting. We also discovered a fivefold increase in fake applications, URLs and malicious websites and performed takedown to protect Maxis and our customers.

Furthermore, we increased the total number of vulnerabilities remediated or mitigated by 35.6% when compared to 2023. A risk assessment and exemption process is in place for cases requiring additional time for patching, upgrade, migration, or system decommissioning.

GOVERNANCE

Strengthening Cyber Resilience While Driving Digital Innovation

Maxis continues to fortify cyber resilience while enabling innovation through standardised cybersecurity controls, zero trust architecture and AI-driven security frameworks. Collaborating with business teams, we launched a cloud-based Security Operations Centre (SOC) pilot to enhance threat monitoring and response.

We expanded prevention and detection capabilities across cloud infrastructure, identity and access management, endpoint security and network threat detection, ensuring critical access points remain secure. Recognising rising cloud-native vulnerabilities and API security risks, we strengthened cloud security guardrails and API assessments to mitigate emerging threats.

Through proactive threat hunting, real-time intelligence sharing and machine learning-based anomaly detection, we successfully prevented potential attacks before they materialised. Embedding security by design into new projects further ensures compliance and robust protection from the outset.

As cyber threats evolve, our strategy remains proactive and technology-driven, leveraging next-gen security innovations to safeguard our digital ecosystem and support business growth.

MOVING FORWARD

Maxis remains focused on mitigating potential risks related to data privacy and compliance through continuous monitoring and proactive measures. We will also collaborate with the Risk Management team to actively track and address any significant gaps in compliance with the PDPA.

M6 ETHICAL BUSINESS PRACTICES

Why It Matters

At Maxis, we believe upholding ethical standards strengthens corporate governance, enhances our reputation and builds stakeholder trust. Furthermore, integrating integrity and transparency into our ESG strategies supports long-term value creation, resilience and sustained business competitiveness in the telecommunications and digital services industry.

Our Approach

Our approach is centred around adhering to the ISO 37001:2016 Anti-Bribery Management System (ABMS), Maxis Anti-Bribery & Corruption (ABC) Policy, Maxis Anti-Bribery and Corruption System (MABC) and Maxis Integrity and Compliance Framework (MICF). The overall effectiveness and implementation of the MABC has also been enhanced due to the ISO37001:2016 Anti-Bribery Management System certification obtained in November 2022. The Board of Directors, top management and personnel have demonstrated a strong commitment to upholding a zero-tolerance policy on bribery and corruption. As a result, Maxis has decided to proceed with the recertification of ISO 37001:2016 Anti-Bribery Management System.

Our Progress & Performance in 2024

In response to emerging risks, the Integrity and Governance Unit (IGU) implemented several initiatives in 2024 to strengthen anti-corruption controls and enhance governance measures. These initiatives include but are not limited to:

- Third Party Integrity Statement
- Due Diligence Policy Statement
- Simplified Vendor Onboarding Process
- Enhancement to Procurement Process: Tendering Guidelines
- Strengthened controls for refund excess and terminated accounts to minimise AML/CFT risks
- Enhanced Government Partner Onboarding Framework
- Updated Sponsorship and Donations Policy
- Amendment to MICF to align with the #SimplyMaxis culture blueprint
- Integrated climate-related risks into the MAXIS ISO 37001:2016 Anti-Bribery Management System Manual, covering regulatory compliance, supply chain vulnerabilities and resource allocation for climate initiatives

Updating MICF

The updated MICF approved by the Board on 7 November 2024, aligns with the #SimplyMaxis Culture Blueprint. Based on the Guidelines on Adequate Procedures and Section 17A(5) of the Malaysian Anti-Corruption Act 2009, the framework retains core components supporting AML/CFT measures, ethical guidelines and regular compliance training. Governance accountability remains with the Board.

Annual bribery and corruption risk reviews, conducted with Enterprise Risk Management (ERM), assess existing controls. In 2024, 12 ABMS and bribery and corruption risk review sessions were held across divisions.

Mandatory training sessions on Maxis' Code of Business Practice (CoBP) and Anti-Bribery and Corruption policies strengthen ethical conduct.

Year	Percentage of employees who have received training on Mandatory Training (CoBP & CoC, DPP, I&C & HSE) by employee category					
	Individual Contributors		Managers		Senior Management	
	Total no. of employees	Percentage (%)	Total no. of employees	Percentage (%)	Total no. of employees	Percentage (%)
2022	6,721	100	531	100	54	100
2023	5,738	100	529	100	55	100
2024	**5,094**	**100**	**545**	**100**	**56**	**100**

All Maxis Directors, including Interim Chairman, completed their Maxis Anti-Bribery Management System training for 2024 and renewed their Integrity Pledge on 7 November 2024 led by the Head of IGU.

Employee Type	Completed	Not Enrolled	Grand Total	Completion (%)
Contingent Worker	1,819	94	1,913	95.1
Employee	3,876	43	3,919	98.9
Grand Total	**5,695**	**137**	**5,832**	**97.7**

** Data includes inactive employees as of 31 December 2024.*
Not Enrolled – Employees who joined Maxis after 22 October 2024 and exempted employees due to ineligibility criteria are scheduled to participate in the mandatory training rollout in Q1/2025. The last mandatory training assignment in 2024 was on 23 October 2024.

Corruption Risk Management (CRM)

Year	Total number of operations	Total number of operations assessed for corruption-related risks	Percentage of operations assessed for corruption-related risks
2022	11 divisions	11 divisions	100%
2023	11 divisions	11 divisions	100%
2024	**11 divisions**	**11 divisions**	**100%**

CRM is our strategy to mitigate bribery risks within our organisation. It entails assessing the associated risks, reviewing our policies and procedures and implementing robust anti-bribery measures.

Our CRM procedures not only identify structural vulnerabilities that may lead to corruption, but also encourage active employee participation in identifying potential risk factors and proposing effective mitigation strategies.

	2022	2023	2024
Number of Employees who were Disciplined or Dismissed due to Non-Compliance with MABC Policies	2	0	**3***

** In 2024, one (1) corruption incident was reported, resulting in disciplinary action or dismissal of three (3) employees.*

In 2024, there were ZERO Non-Conformity Reports recorded during the 2024 ISO 37001:2016 Anti-Bribery Management System (ABMS) Surveillance Audit.

GOVERNANCE

Maxis Integrity Corporate Advocacy Programme (MICAP) 2024

In 2024, MICAP held two key events: Integrity Matters Day and Security & Safety Day 2024.

- **Integrity Matters Day**, featured Integrity Culture Matters led by Nurirdzuana Ismail, Head of IGU, followed by Leader Speaks Integrity with ARC Chairman, Mr. Uthaya Kumar A/L K Vivekananda. Distinguished speakers included Datuk Mohamad Zamri Zainul Abidin (MACC) and Mr. Vickram Ragunath (UNODC). The event also highlighted Maxis Young Talent, Siti Sarah Mohammed Suhaimi.
- **Security & Safety Day 2024**, held on 23-24 July 2024, featured talks by Nurirdzuana Ismail, Head of IGU, on compliance and integrity, and encouragement to use ethics hotlines. On 24 July 2024, IGU and MACC booths offered interactive activities like 'Spin the Wheel of Integrity', policy quizzes and insights on corporate liability. The MACC booth provided briefings, posters and videos, raising employee awareness of national anti-corruption efforts.

MOVING FORWARD

We will conduct frequent risk assessments, enhance training programmes, engage stakeholders to promote transparency, integrate ESG principles, maintain the ISO 37001:2016 Anti-Bribery Management System (ABMS) and explore youth engagement programmes to mitigate potential risks related to bribery and corruption.

M11 SUPPLY CHAIN MANAGEMENT

Why It Matters

A sustainable supply chain is essential to Maxis' long-term success, ensuring business resilience while minimising environmental impact and creating positive social value. By maintaining responsible sourcing practices and ethical supplier relationships, it strengthens Maxis' operational efficiency and regulatory compliance.

Our Approach

Maxis manages its supply chain through a structured framework guided by the Maxis Procurement Policy. The policy defines the supplier onboarding, sourcing, selection and evaluation processes, with suppliers assessed based on technical and commercial criteria. To mitigate risks, periodic procurement risk assessments are conducted to identify potential disruptions and ensure suppliers meet Maxis' operational standards. To uphold its zero-tolerance policy on unethical business conduct, Maxis requires all procurement vendors to acknowledge the Maxis Code of Business Practice (MCOBP) for Third Parties and sign the Integrity Pledge Statement. Additionally, all employees must complete mandatory annual training on the Maxis Code of Conduct in relation to ethical business practices.

Our Progress & Performance in 2024

Upholding Procurement Compliance and Supplier Integrity

Maxis upholds the highest standards of ethical business practices across all supplier engagements. Our suppliers must adhere to socially, legally and ethically responsible practices, as outlined in the Maxis Code of Business Practice (MCOBP) for Third Parties and the Third-Party Integrity Pledge Statement, both mandatory for vendor onboarding.

Our team ensures transparency and professionalism in procurement by following the Maxis Procurement Policy, Guidelines and Maxis Code of Conduct, protecting confidentiality and preventing conflicts of interest.

Our procurement policies set a clear benchmark for operational excellence in quality and cost, ensuring that suppliers exceed such expectations. We foster strong partnerships through a robust supplier engagement strategy.

Maxis promotes compliance through the Vendor Integrity Programme and regular training by our Integrity and Governance Unit (IGU). Training materials in multiple languages are available on Maxis' vendor portal and official YouTube channel, reinforcing our zero-tolerance policy on bribery and corruption.

Enhancing Procurement Efficiency Through Digital Solutions

In 2024, Maxis enhanced its e-sourcing digital platform by implementing an e-ticketing system to monitor sourcing and contract requests, automating technical evaluations in the tendering process, enhancing digital contracting processes to further eliminate manual intervention and integrating it with Maxis' ERP system.

Strengthening Supplier Performance and Engagement

Maxis launched the Vendor Performance Evaluation (VPE) on 8 January 2024, assessing 362 contracts from 252 vendors. The evaluation showed that 89% of the vendors met or exceeded the baseline score of 80%. Areas identified for improvement included project management efficiency, timely submission of documentation and more proactive communication on issue resolution.

To strengthen supplier engagement, the VPE results were shared with vendors and regular meetings were held with strategic suppliers. Contract owners reviewed performance, set KPIs and worked with suppliers to address challenges. Regular audits were in place to identify gaps and ensure compliance with Maxis' procurement standards.

Managing Supply Chain Risks

We identified key supply chain risks, especially the impact of global and local events on critical materials and services. To mitigate these risks, we monitored market conditions, maintained continuous communication with suppliers and explored alternative sourcing to ensure continuity and minimise disruptions.

In 2024, we allocated RM7.1 billion to suppliers, with the breakdown as follows:

Proportion of our spending by supplier nationality (spend and %):
- **Local:** **RM6.1 billion (86%)**
- **Foreign:** **RM1.0 billion (14%)**

In 2024, Maxis onboarded 165 vendors, all of whom underwent the vendor onboarding process and met the necessary requirements for compliance and operational standards under Maxis' procurement policies, including the due diligence process.

MOVING FORWARD

We are continuously exploring automation and digitalisation to further enhance our procurement process for enhanced transparency, efficiency and controls. Our e-sourcing digital platform has enabled us to focus more on category management to meet business requirements.

To achieve this, we have outlined:

Short-Term plans: 1-2 years
- Promote standardised contract management framework.
- Further automation and potential utilisation of AI capability to enhance operational efficiency.

Medium-Term plans: 2-5 years
- Broaden procurement coverage.
- Support Maxis' sustainability ambition and commitment in relation to supply chain.

Long-Term plans: 5 years and beyond
- Explore more strategic partnerships with key suppliers to enable productive and mutually beneficial collaboration.
- Supply chain automation to optimise sourcing, logistics, inventory management and supplier collaboration.

M5 REGULATORY COMPLIANCE

Why It Matters

Maxis maintains a strong and cooperative relationship with the Minister of Communications, who sets broad communications industry policies, the Ministry of Communications and with the MCMC who as the regulator plays a key role across licensing, spectrum allocation, industry practices, wholesale access pricing, standards and compliance. This entails positioning Maxis as a responsible operator that delivers high-quality affordable services while complying with Malaysia's regulatory framework. By managing this relationship effectively, Maxis can foster a conducive operating environment and strengthen its long-term position.

At Maxis, we uphold the highest standards of governance in our engagements with federal and state governments. Our collaborations are guided by strict adherence to our Government and Regulatory Engagement Policy and Procedure, which is centred around the principles of transparency and accountability.

Our Approach

We conduct structured dialogues and present fact based submissions, engage open discussions and thought leadership sessions on key topics that support the national agenda.

Internal processes are continuously refined to maintain compliance with existing and newly introduced regulations. Ongoing dialogue with internal stakeholders ensures that relevant teams are well-informed about their regulatory obligations. Training sessions and awareness initiatives are conducted to reinforce compliance requirements, particularly in areas with evolving regulatory frameworks such as cybersecurity and quality of service standards. Additionally, internal monitoring mechanisms and audits provide a structured approach to assessing compliance, identifying risks and implementing necessary remedial actions.

Progress & Performance

In 2024, Maxis navigated several regulatory changes, including the stricter provisions under the revised Mandatory Standards on Quality of Service for Wireless Broadband Access and on cybersecurity compliance. We adapted swiftly to these requirements, ensuring operational readiness before the new regulations took effect.

Internal training sessions were carried out to align employees with regulatory changes, including the revised General Consumer Code. These sessions were well attended by employees across multiple functions, ensuring that frontline teams, including customer service and credit management, were equipped to comply with the updated requirements.

Throughout the year, Maxis maintained an active engagement with MCMC on a range of industry issues, including network rollout improvements, market competition, spectrum and consumer protection measures. Compliance audits were conducted both internally and externally to ensure standards were met.

MOVING FORWARD

Maxis will continue to focus on strengthening engagements with the Ministry of Communications, the MCMC and other relevant authorities to foster a collaborative regulatory environment. Maxis will also continue to foster a strong compliance culture, ensuring that regulatory adherence is integrated into its broader business strategy. Investments in infrastructure expansion, particularly in rural connectivity, will align with national digitalisation goals while ensuring compliance with evolving service quality standards.

SUSTAINABILITY PERFORMANCE DATA

Indicator	Measurement Unit	2023	2024
Bursa (Anti-corruption)			
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category			
Senior Management Team	Percentage	100.00	100.00
Managers	Percentage	100.00	100.00
Individual Contributors	Percentage	100.00	100.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	1
Bursa (Community/Society)			
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	4,473,000.00	5,289,000.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	29,374	65,141
Bursa (Diversity)			
Bursa C3(a) Percentage of employees by gender and age group, for each employee category			
Age Group by Employee Category			
Senior Management Team Below 30	Percentage	0.00	0.00
Senior Management Team 30-49	Percentage	43.00	45.20
Senior Management Team 50 and above	Percentage	57.00	54.80
Managers Below 30	Percentage	1.00	0.20
Managers 30-49	Percentage	78.00	76.10
Managers 50 and above	Percentage	21.00	23.70
Individual Contributors Below 30	Percentage	15.00	13.00
Individual Contributors 30-49	Percentage	76.00	76.10
Individual Contributors 50 and above	Percentage	9.00	10.90
Gender Group by Employee Category			
Senior Management Team Male	Percentage	75.00	73.80
Senior Management Team Female	Percentage	25.00	26.20
Managers Male	Percentage	62.00	62.20
Managers Female	Percentage	38.00	37.80
Individual Contributors Male	Percentage	56.00	56.80
Individual Contributors Female	Percentage	44.00	43.20
Bursa C3(b) Percentage of directors by gender and age group			
Male	Percentage	80.00	75.00
Female	Percentage	20.00	25.00
40-49	Percentage	20.00	25.00
50-59	Percentage	40.00	50.00
60 and above	Percentage	40.00*	25.00
Bursa (Energy management)			
Bursa C4(a) Total energy consumption	Megawatt	468,800.00	469,665.00
Bursa (Health and safety)			
Bursa C5(a) Number of work-related fatalities	Number	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.34	0.15
Bursa C5(c) Number of employees trained on health and safety standards	Number	6,809	5,695

SUSTAINABILITY PERFORMANCE DATA

Indicator	Measurement Unit	2023	2024
Bursa (Labour practices and standards)			
Bursa C6(a) Total hours of training by employee category			
Senior Management Team	Hours	1,253	1,695
Managers	Hours	12,689	12,042
Individual Contributors	Hours	84,519	66,415
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	2.00	1.00
Bursa C6(c) Total number of employee turnover by employee category			
Senior Management Team	Number	8	13
Managers	Number	78	66
Individual Contributors	Number	610	494
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	1	1
Bursa (Supply chain management)			
Bursa C7(a) Proportion of spending on local suppliers	Percentage	86.00	86.00
Bursa (Data privacy and security)			
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0
Bursa (Water)			
Bursa C9(a) Total volume of water used	Megalitres	43.224000	56.970000
Bursa (Waste management)			
Bursa C10(a) Total waste generated	Metric tonnes	-	583.06
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	-	455.97
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	-	127.09
Bursa (Emissions management)			
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	4,280.00	3,863.00
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	319,837.00	317,452.00
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	-	10,048.00

Internal assurance External assurance No assurance (*)Restated

Notes:
1. *Megawatt refers to Megawatt-hours (MWh); 469,665 MWh was converted from 1,690,794,015 MJ.*
2. *Conversion factors for energy and water usage: Energy - 3,600 MJ/MWh, Water - 1,000 m³/Megalitre.*
3. *The restatement is due to correction of categorisation of directors by age group above 50.*

STATEMENT OF ASSURANCE

In strengthening the credibility of our reporting, selected parts of this Sustainability Statement have been subjected to an internal review by Maxis Internal Assurance and has been approved by the Maxis Audit and Risk Committee.

The Scope covers Maxis operated locations and include the review over data collection and methodology for 2024 disclosures; and the process and policies governing the selected mandatory Subject Matters. The Subject Matters covered under the review include:

Material Matters	Subject Matter
Anti-corruption	Percentage of employees that have received training on anti-corruption by employee category
	Percentage of operations assessed for corruption-related risks
	Confirmed incidence of corruption and action taken
Community / Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer
	Total number of beneficiaries of the investment in communities
Diversity	Percentage of employees by gender and age group, for each employee category
	Percentage of directors by gender and age group
Energy management	Total energy consumption
Health & safety	Number of work-related fatalities
	Lost time incident rate
	Number of employees trained on health and safety standards
Labour practices & standards	Total hours of training by employee category
	Percentage of employees that are contractors or temporary staff
	Total number of employee turnover by employee category
	Number of substantiated complaints concerning human rights violations
Supply chain management	Proportion of spending on local suppliers
Data privacy & security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data
Water	Total volume of water used
Waste management	Total waste generated, and a breakdown of the following: (i) total waste diverted from disposal (ii) total waste directed to disposal
Emissions management	Scope 1 emissions in tonnes of CO_2e
	Scope 2 emissions in tonnes of CO_2e
	Scope 3 emissions in tonnes of CO_2e (2 categories: business travel and employee commuting)

BOARD AT A GLANCE

Board Composition

5 Independent Non-Executive Directors

4 Non-Executive Directors

Age Group

2 40-49

5 50-59

2 60 and above

Gender

7 Male

2 Female

Nationality

5 Malaysian

3 Saudi Arabian

1 Singaporean

Length of Service (Tenure)

1 <1 year

3 1-3 years

1 4-6 years

2 7-9 years

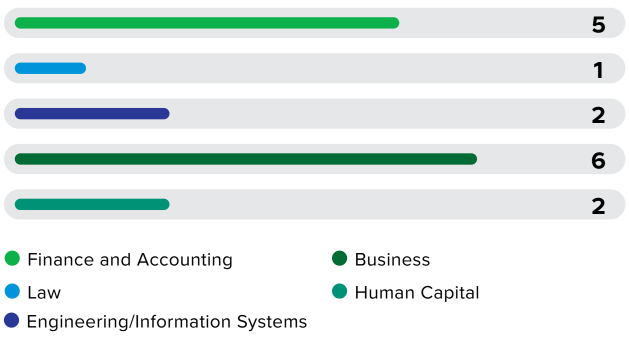
2 >9 years

Tenure of Independent Non-Executive Directors

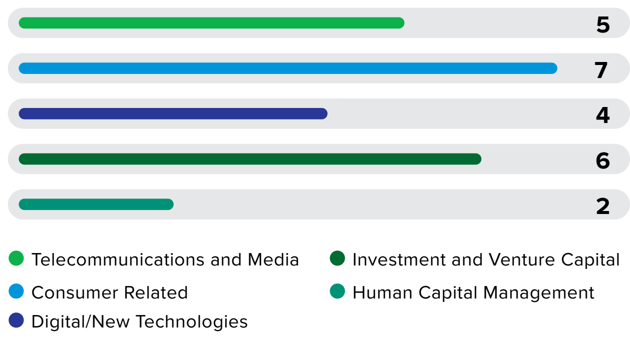
4 0-5 years

1 >9 years

Qualification and Specific Industry



Skills and Experience



Board Committees Composition

Audit and Risk Committee

UTHAYA KUMAR A/L K VIVEKANANDA
Independent Non-Executive Director

DATO' HAMIDAH NAZIADIN
Independent Non-Executive Director

OOI HUEY TYNG
Independent Non-Executive Director

ONG CHU JIN ADRIAN
Independent Non-Executive Director

MOHAMMED ABDULLAH K. ALHARBI
Non-Executive Director

Nomination and Remuneration Committee

DATO' HAMIDAH NAZIADIN
Independent Non-Executive Director

UTHAYA KUMAR A/L K VIVEKANANDA
Independent Non-Executive Director

OOI HUEY TYNG
Independent Non-Executive Director

MAZEN AHMED M. ALJUBEIR
Non-Executive Director

LIM GHEE KEONG
Non-Executive Director

Transformation Committee

ONG CHU JIN ADRIAN
Independent Non-Executive Director

OOI HUEY TYNG
Independent Non-Executive Director

ABDULAZIZ ABDULLAH M. ALGHAMDI
Non-Executive Director

LIM GHEE KEONG
Non-Executive Director

Share Issuance Committee

DATUK JOHAN BIN IDRIS
Independent Non-Executive Director

ABDULAZIZ ABDULLAH M. ALGHAMDI
Non-Executive Director

LIM GHEE KEONG
Non-Executive Director

Chairman

Notes: 1. The Government and Regulatory Affairs Committee was dissolved on 1 April 2025.
2. Datuk Johan bin Idris was appointed as Chairman of the Share Issuance Committee on 1 April 2025 to replace Dato' Hamidah Naziadin.

DIRECTORS' PROFILES
AS AT 7 MARCH 2025

DATUK JOHAN BIN IDRIS
Chairman / Independent Non-Executive Director

Age: 58 | **Gender:** Male | **Nationality:** Malaysian

Date of Appointment as Director of Maxis: 1 March 2025

Tenure as Director:
<1 year

Board Meeting Attendance in 2024:
N/A

Board Committees Membership(s):
Share Issuance Committee (Chairman)

Qualifications
He is a Fellow Member of the Chartered Institute of Management Accountants and a Member of the Malaysian Institute of Certified Public Accountants. He is also a member of the Malaysian Institute of Accountants. He holds a Bachelor of Accountancy from Universiti Putra Malaysia.

Working Experience/Occupation
Datuk Johan is presently the Chairman (Non-Executive) of KPMG in Malaysia and was previously the Managing Partner from 2014 till 2024. During his tenure as Managing Partner, he was also a Board member of KPMG Asia Pacific, KPMG ASPAC Investment, as well as a Council Member of KPMG International.

He served as the President of the Malaysian Institute of Accountants (MIA) from 2013 to 2015; and on the MIA review panel for audit licensing. Datuk Johan's professional association includes the Malaysian Accounting Standards Board (MASB), where he lent his expertise as Project Leader in the promulgation of the mineral, oil and gas accounting standards. He currently serves as Council member of the Malaysian Institute of Certified Public Accountants (MICPA).

Datuk Johan further extends his counsel as a Board Member of the Capital Market Compensation Fund Corporation by Securities Commission Malaysia and Universiti Kebangsaan Malaysia. He is a University Senate Member since 2014, and Board of Trustee of the International Centre for Education in Islamic Finance (INCEIF) since 2018. Datuk Johan was an Executive Member of the Financial Stability Executive Committee of Bank Negara Malaysia from 2016 to 2018.

Datuk Johan worked on various complex engagements both locally and globally covering various industries/sectors. His professional experience transcends Malaysia to include the audit and consulting experiences in the USA (1995 – 1997), Indonesia (1999) and the UK (2012). He had led various corporate exercises including providing assurance services for the only Fortune 500 company in Malaysia.

Directorship in other public or listed companies
Nil

DATO' HAMIDAH NAZIADIN
Independent Non-Executive Director

Age: 61 | **Gender:** Female | **Nationality:** Malaysian

Date of Appointment as Director of Maxis: 1 February 2014

Tenure as Director:
11 years

Board Meeting Attendance in 2024:
11/11

Dato' Hamidah formerly served as Interim Chairman of Maxis from 1 July 2024 to 28 February 2025.

Board Committees Membership(s):
Nomination and Remuneration Committee (Chairman) and Audit and Risk Committee (Member)

Qualifications
She holds a Bachelor of Laws from the University of Wolverhampton, United Kingdom and a Certificate in Personnel Management from the Malaysian Institute of Human Resource Management (previously known as the Malaysian Institute of Personnel Management).

Working Experience/Occupation
Dato' Hamidah has more than 31 years of extensive strategic human resources (HR) and leadership experience in the financial services sectors across Malaysia and ASEAN.

She was formerly the Group Chief People Officer of the CIMB Group, a position she held up to October 2020. During her tenure with CIMB Group, she led people strategies to attract, develop and retain talent, cultivated an agile workforce to prepare for the future of work, and enhanced the end-to-end employee experience via technology innovation. Her key achievements included strategising the resource integration in successful mergers and acquisitions over the years, within Malaysia and across ASEAN and APAC regions, and implementing strategic HR programmes that had earned peer and industry recognition through numerous awards. She was also the CEO of CIMB Foundation from May 2016 to October 2020 and member of the Board of Commissioners, PT Bank CIMB Niaga, Indonesia, from 2010 to September 2014.

She currently sits on the Board of Majlis Sukan Negara Malaysia. She is passionate in developing talent, and is active in mentoring and coaching young talent and women.

Directorship in other public or listed companies
Nestle (Malaysia) Berhad, Sime Darby Property Berhad and MR D.I.Y. Group (M) Berhad

DIRECTORS' PROFILES
AS AT 7 MARCH 2025

UTHAYA KUMAR A/L K VIVEKANANDA
Senior Independent Non-Executive Director

Age: 71 | **Gender:** Male | **Nationality:** Malaysian

Date of Appointment as Director of Maxis: 30 March 2022

Tenure as Director: 3 years

Board Meeting Attendance in 2024: 11/11

Board Committees Membership(s):
Audit and Risk Committee (Chairman) and Nomination and Remuneration Committee (Member)

Qualifications
He is a Fellow of the Institute of Chartered Accountants in England and Wales, and a Chartered Accountant of the Malaysian Institute of Accountants. He is also a member of the Malaysian Association of Certified Public Accountants.

Working Experience/Occupation
Uthaya Kumar is currently an Independent Director of Bumi Armada Berhad and an Independent Director of Sri Lanka Telecom Plc, where he is also a member of some of the Board Committees of these companies.

Previously, he was a senior partner of PricewaterhouseCoopers South East Asia Peninsula (PwC) and he was with PwC for 35 years. He has led and worked on some of the most challenging and complex assignments, both in Malaysia and globally, working with multinational and blue-chip national clients in audit, business advisory, mergers and acquisitions, valuations, privatisations, initial public offerings and cross-border transactions.

Directorship in other public or listed companies
Bumi Armada Berhad and Digital Nasional Berhad

OOI HUEY TYNG
Independent Non-Executive Director

Age: 58 | **Gender:** Female | **Nationality:** Singaporean

Date of Appointment as Director of Maxis: 30 March 2022

Tenure as Director: 3 years

Board Meeting Attendance in 2024: 9/11

Board Committees Membership(s):
Audit and Risk Committee (Member), Nomination and Remuneration Committee (Member) and Transformation Committee (Member)

Qualifications
She is a Certified Public Accountant in Singapore and the UK and holds a Masters of Science in Finance from Purdue University, USA. She is a Member of INSEAD alumni, awarded the Certificate in Corporate Governance and attended the Advanced Management Programme at INSEAD, Fontainebleau, France.

Working Experience/Occupation
Ooi Huey Tyng has over 30 years of experience in senior positions at global banks, leading payments technology provider and fintech.

She is currently an independent director on multiple boards. She serves on AIG Asia Pacific Insurance Board where she is the Chair of Risk Management Committee and Member of the Audit Committee and Nomination Committee. She is also a Member of the Board of Governors of Raffles Institution (appointment approved by Ministry of Education, Singapore), and a Board Member and Chair of the Audit Committee of Food From The Heart.

In addition, she is a Governing Council Member and Chair of Nominating and Remuneration Committee Chapter of Singapore Institute of Directors and a Member of the Board and Finance Committee of Singapore Institute of Management.

Previously, she held multiple roles in GrabPay such as Managing Director for GrabPay Southeast Asia, Board Member of GrabPay Malaysia, Board Member of GrabPay Philippines, Board Member of GrabLink Philippines Inc, Board Member of GrabInsure Insurance Agency Philippines Inc and Advisor of Grab Financial Group. Before joining Grab, she was with Visa as Country Manager for Singapore, Brunei and Regional Client Management. Prior to that, she held senior leadership roles in UOB, DBS and Citibank.

Directorship in other public or listed companies
Nil

DIRECTORS' PROFILES
AS AT 7 MARCH 2025

ONG CHU JIN ADRIAN
Independent Non-Executive Director

Age: 54 | **Gender:** Male | **Nationality:** Malaysian

Date of Appointment as Director of Maxis: 8 August 2023

Tenure as Director: 1 year

Board Meeting Attendance in 2024: 11/11

Board Committees Membership(s):
Transformation Committee (Chairman) and Audit and Risk Committee (Member)

Qualifications
He holds a Master of Business Administration from the Judge Business School, University of Cambridge. He is a Fellow of the Institute of Chartered Accountants in England and Wales, and a Chartered Accountant of the Malaysian Institute of Accountants.

Working Experience/Occupation
Adrian Ong has served as Chief Executive Officer of MR D.I.Y. Group (M) Berhad since 2019. He is an Executive Director of MR D.I.Y. Group, Malaysia, and Non-Executive Chairman of MR. D.I.Y. Holding (Thailand) Public Company Limited, and President Commissioner of PT Daya Intiguna Yasa.

His experience includes over 30 years in investment banking, private equity, and public accounting across a range of industries. He was previously Senior Managing Director of Investment Banking at CIMB, Director and Head of Fund at CIMB-Standard (now CapAsia), and Managing Director at private equity firm, Creador. In these roles, his primary focus was advisory work for initial public offerings, debt and equity fundraising, mergers and acquisitions, as well as proprietary investments and divestitures across the Asia Pacific.

Prior to these appointments, he worked as an auditor for public accountants KPMG in Kuala Lumpur, and Kingston Smith in the UK.

Directorship in other public or listed companies
MR D.I.Y. Group (M) Berhad

MAZEN AHMED M. ALJUBEIR
Non-Executive Director

Age: 48 | **Gender:** Male | **Nationality:** Saudi Arabian

Date of Appointment as Director of Maxis: 8 September 2016

Tenure as Director: 8 years

Board Meeting Attendance in 2024: 11/11

Board Committees Membership(s):
Nomination and Remuneration Committee (Member)

Qualifications
He earned his MBA with highest distinction from Harvard Business School, where he was designated a George F. Baker Scholar.
He earned his A.B. with honours in Economics from Harvard College, where he received the John Harvard and Harvard College Scholarships for academic distinction.

Working Experience/Occupation
Mazen is a Co-Founder and Co-Chief Investment Officer at Isometry Capital, a New York-based investment advisor managing funds focused on emerging markets. He is based in Riyadh and focused on private investments across a range of industries. Alongside his investment activities, he serves as an independent member on the boards of prominent public corporations, private companies and social enterprises.

Directorship in other public or listed companies
Maxis Communications Berhad

DIRECTORS' PROFILES
AS AT 7 MARCH 2025

MOHAMMED ABDULLAH K. ALHARBI

Non-Executive Director

Age: 54 | **Gender:** Male | **Nationality:** Saudi Arabian

Date of Appointment as Director of Maxis: 29 May 2015

Tenure as Director:
9 years

Board Meeting Attendance in 2024:
9/11

Board Committees Membership(s):
Audit and Risk Committee (Member)

Qualifications

He holds a M.S. Certificate in Engineering Management from the University of Missouri, USA. He also holds a B.S. in Systems Engineering - Industrial Engineering and Operations Research from the King Fahd University of Petroleum and Minerals, Saudi Arabia.

He has attended multiple executive and professional courses at leading business schools of the world including Harvard, Euromoney, Columbia Business School, INSEAD, Wharton and Kellogg School of Management.

Working Experience/Occupation

Mohammed is currently the Vice President of Mergers & Acquisitions (M&A) at Saudi Telecom Company (STC), responsible for leading overall M&A activities with a focus on international expansion and strengthening STC's local position in the digital age through in-market consolidation. He has always been involved in STC key strategic decision-making on M&A opportunities and played an integral role in STC investment related activities. He also represented STC on various Boards in Saudi Arabia, Indonesia, India, and South Africa.

He has led the process of identifying synergies and developing synergy realisation programmes, implementing greenfield operations and completed major acquisitions for STC (i.e. Telefonica, Oger Telecom, BGSM, Viva Kuwait, expansion of Tawal), disposals (i.e. Axis), greenfield operations (i.e. STC Bahrain and STC Kuwait) and early-stage investments (i.e. Careem investment then disposal to Uber, STC pay stake sale to Western Union, IoT[2]).

Prior to joining STC in 2003, he worked in senior positions at Al Salam Aircraft Company and Advance Electronics Company.

Directorship in other public or listed companies

Maxis Communications Berhad

ABDULAZIZ ABDULLAH M. ALGHAMDI

Non-Executive Director

Age: 42 | **Gender:** Male | **Nationality:** Saudi Arabian

Date of Appointment as Director of Maxis: 4 September 2018

Tenure as Director:
6 years

Board Meeting Attendance in 2024:
11/11

Board Committees Membership(s):
Transformation Committee (Member) and Share Issuance Committee (Member)

Qualifications

He received his Master's degree (M.Sc.) in Human Resources Management from the University of Westminster, London, United Kingdom in 2012. This degree was preceded by a B.Sc. degree in Computer Information Systems from King Saud University, Saudi Arabia, in 2006.

Working Experience/Occupation

Abdulaziz is the Vice-President, Portfolio Management in Saudi Telecom Company (STC) group since 2022. He is an executive with more than 15 years of progressive experience in the telecom industry. Throughout his career in STC group, one of the largest telecom companies in the Middle East, he has shown consistent success in maximising corporate performance, driving growth, ensuring adherence to good governance practices, and enhancing value, especially for the portfolio of companies and VC Funds in both local and international markets where STC group is a significant player.

He has rich experience in strategic business interventions and transformation programmes in addition to building high-impact Project Management Office teams for start-ups and greenfield projects. He is a board member in a number of companies including STC Kuwait and Aqalat Ltd. Further, he has attended a number of courses conducted by global executive education institutes such as Harvard and INSEAD.

Directorship in other public or listed companies

Maxis Communications Berhad

DIRECTORS' PROFILES
AS AT 7 MARCH 2025

LIM GHEE KEONG
Non-Executive Director

Age: 57 | **Gender:** Male | **Nationality:** Malaysian

Date of Appointment as Director of Maxis: 8 May 2014

Tenure as Director:
10 years

Board Meeting Attendance in 2024:
11/11

Board Committees Membership(s):
Nomination and Remuneration Committee (Member), Transformation Committee (Member) and Share Issuance Committee (Member)

Qualifications
He holds a Bachelor of Business Administration degree, majoring in Finance, from the University of Hawaii at Manoa, USA.

Working Experience/Occupation
Lim Ghee Keong has more than 30 years' experience in financial and general management. Prior to joining the Usaha Tegas Sdn. Bhd. (UTSB) in 1995, he was attached to General Electric Capital Corporation in the USA and Ban Hin Lee Bank in Malaysia.

He is a Director and Chief Operating Officer of UTSB and serves on the boards of several companies in which UTSB Group has interests, such as Astro Malaysia Holdings Berhad (listed on Bursa Malaysia Securities Berhad). He is also a Director of Paxys Inc. (listed on the Philippines Stock Exchange).

Directorship in other public or listed companies
Astro Malaysia Holdings Berhad

Notes:
1. *None of the Directors have any family relationship with any directors and/or major shareholders of the Company.*
2. *Save as disclosed above, none of the Directors have any conflict of interest or potential conflict of interest in any competing business with Maxis or its subsidiaries.*
3. *Disclosures arising from related party transactions are separately disclosed in accordance with Paragraphs 10.08 and 10.09 of the MMLR.*
4. *None of the Directors have any convictions for offences within the past five years (other than traffic offences, if any).*
5. *None of the Directors have any public sanctions and/or penalties imposed on them by any relevant regulatory bodies during the financial year ended 31 December 2024.*
6. *Datuk Johan bin Idris, Uthaya Kumar A/L K Vivekananda, Ooi Huey Tyng and Lim Ghee Keong (retiring Directors) are standing for re-election as Directors at the forthcoming Sixteenth Annual General Meeting of the Company. The Nomination and Remuneration Committee and Board of Directors have considered the assessment of the four retiring Directors and collectively agreed that they meet the criteria of character, experience, integrity, competence and time to effectively discharge their respective roles as Directors, as prescribed by Paragraph 2.20A of the MMLR. Additional details about the evaluation of the four retiring Directors are set out in the Statement of the Nomination and Remuneration Committee and Notice of the Sixteenth Annual General Meeting.*
7. *The Government and Regulatory Affairs Committee (GRAC) was dissolved on 1 April 2025. As of 7 March 2025, the GRAC was comprised of Dato' Hamidah Naziadin (Chairman), Uthaya Kumar A/L K Vivekananda and Lim Ghee Keong. Datuk Johan bin Idris was appointed as Chairman of the Share Issuance Committee on 1 April 2025 to replace Dato' Hamidah Naziadin.*
8. *The Directors are fully committed to discharging their duties and functions. When they are unable to attend any meetings, they ensure that their feedback and comments on matters to be deliberated and/or approved are shared with the Board or Committee concerned prior to those meetings. Their views are duly considered in the decision-making process.*

Conflict of Interest Disclosures

Datuk Johan bin Idris (DJI)
DJI is also the Non-Executive Chairman of KPMG in Malaysia. KPMG Group offers professional services such as audit, tax, advisory including consultancy. There may be instances where Maxis may consider KPMG's services. All engagements with Maxis must undergo Maxis' approved procurement and tender process and must comply with Maxis' Limits of Authority. In the event of any conflict of interest or potential conflict of interest, DJI will disclose such interest and recuse himself from Board deliberations and decisions where such conflict may be present.

Uthaya Kumar A/L K Vivekananda (VUK)
VUK is an Independent Director of Sri Lanka Telecom PLC (SLT) and Mobitel (Private) Limited (Mobitel), a wholly-owned subsidiary of SLT. They are the national telecommunications service provider in Sri Lanka, with their main activity being domestic and international fixed and mobile ICT operations offering, inter alia, internet services, IPTV, wireless broadband, data services, domestic and international leased circuits, frame relay, satellite uplink, and maritime transmission. The Maxis Group's principal operations are in Malaysia. While SLT and Mobitel may be carrying out a business similar to Maxis' business as an integrated telco, they operate in different countries. VUK is also a Maxis nominee Director on the Board of Digital Nasional Berhad (DNB). Maxis Group is a network operator while DNB is currently the wholesale network provider for 5G. Notwithstanding that, in the event of any conflict of interest or potential conflict of interest, VUK will disclose such interest and recuse himself from Board deliberations and decisions where such conflict may be present.

Mohammed Abdullah K. Alharbi (MAH)
MAH is an employee of Saudi Telecom Company (STC) based in Riyadh, Kingdom of Saudi Arabia. STC group is engaged in the provision of telecommunication, information, media, and digital payments services. It establishes, manages, operates, and maintains fixed and mobile telecommunication networks, systems, and infrastructure. STC operates in Saudi Arabia, Kuwait, and Bahrain and has minority investments in Telefonica Spain, while STC's interest in Malaysia is held via BGSM Equity Holdings Sdn. Bhd. (the holding company of Maxis). The Maxis Group's principal operations are in Malaysia. While the STC group may be carrying out a business similar to Maxis' business as an integrated telco, they operate in different countries. Notwithstanding that, in the event of any conflict of interest or potential conflict of interest, MAH will disclose such interest and recuse himself from Board deliberations and decisions where such conflict may be present.

Abdulaziz Abdullah M. Alghamdi (AAG)
AAG is an employee of Saudi Telecom Company (STC) based in Riyadh, Kingdom of Saudi Arabia. STC group is engaged in the provision of telecommunication, information, media, and digital payments services. It establishes, manages, operates, and maintains fixed and mobile telecommunication networks, systems, and infrastructure. STC operates in Saudi Arabia, Kuwait, and Bahrain and has minority investments in Telefonica Spain, while STC's interest in Malaysia is held via BGSM Equity Holdings Sdn. Bhd. (the holding company of Maxis). The Maxis Group's principal operations are in Malaysia. While the STC group may be carrying out a business similar to Maxis' business as an integrated telco, they operate in different countries. Notwithstanding that, in the event of any conflict of interest or potential conflict of interest, AAG will disclose such interest and recuse himself from Board deliberations and decisions where such conflict may be present.

Lim Ghee Keong (LGK)
LGK is a Director of Astro Malaysia Holdings Berhad (Astro) as well as a Director and Chief Operating Officer of Usaha Tegas Sdn. Bhd. Astro is Malaysia's leading content and entertainment company, providing services via satellite, fixed broadband, digital, and FM radio network. Maxis is a leading integrated telco in Malaysia, offering a variety of digital services encompassing voice, data, and solutions via mobile, fixed, and satellite broadband networks. LGK has declared his conflict of interest arising from his positions in these companies and has recused and will continue to recuse himself from Board deliberations and decisions relating to these companies where such conflict may be present.

MAXIS MANAGEMENT TEAM

GOH SEOW ENG

Chief Executive Officer

Age: 61
Gender: Male
Nationality: Malaysian

Date of Appointment: 1 December 2022

Goh Seow Eng is the Chief Executive Officer (CEO) of Maxis Berhad Group. Prior to that he was the President and Chief Operating Officer of Advanced Info Service Plc (AIS) in Thailand.

In his previous role with Singtel in Singapore, he served as Managing Director of Home business where he ran Singtel's fibre broadband, pay-TV and fixed line businesses as well as the customer life-cycle management and marketing communication for Singtel's consumer business in Singapore.

Before joining Singtel in November 2010, he served as Chief Operating Officer, Consumer Group, at Astro Malaysia, Southeast Asia's largest pay-TV operator. Prior to that, he headed various corporate and consumer banking units at Citibank in London, Kuala Lumpur, Taipei and Tokyo and led credit card marketing for Wells Fargo Bank in San Francisco.

He is a graduate of the University of Pennsylvania's Management and Technology Dual-Degree Programme. He holds a Bachelor of Applied Science (Computer Science) cum laude and a Bachelor of Science in Economics cum laude from the university's Wharton School. He obtained his MBA from the University of California, Berkeley, and also attended Harvard Business School's Advanced Management Programme.

His interests in shares of the Company are detailed on page 191 of this Integrated Annual Report.

JENNIFER WONG

Chief Financial Officer

Age: 54
Gender: Female
Nationality: Malaysian

Date of Appointment: 3 October 2022

Jennifer brings with her more than 20 years of progressive experience in accounting, controllership, financial and operation management, as well as business planning and analysis.

She is an accountant by profession and started her career with Arthur Andersen, and later with Ernst & Young and PwC, where she advised on Mergers and Acquisitions transactions, corporate exercises, and Initial Public Offers in the UK, Malaysia, and Hong Kong. In the span of over 14 years with Celcom Axiata Berhad (Celcom), she has held various senior positions, namely Senior Vice President of Business Planning and Financial Management, Deputy CFO and finally as CFO.

She is a graduate of Harvard Business School's Advanced Management Programme, as well as INSEAD's General Management Programme and Innovation Programme. She is a member of the Malaysia Institute of Accountant and Malaysia Institute of Certified Public Accountant.

MAXIS MANAGEMENT TEAM

MARIAM BEVI BINTI BATCHA

Chief Corporate Affairs Officer
(transitioned to Advisor role effective 31 March 2025, with the contract concluding on 30 June 2025)

Age: 61
Gender: Female
Nationality: Malaysian

Date of Appointment: 1 May 2019

Mariam is responsible for providing strategic communications counsel to the Management Team and overseeing implementation of all internal and external communications strategies, policies and procedures, including media management, employee volunteerism and sustainable corporate responsibility activities. She coordinates all efforts in managing stakeholder relations across the Regulatory and Government Engagement functions. On 31 March 2025, Mariam transitioned to Advisor role to facilitate the handover process to the incoming Chief Corporate Affairs Officer, Azizul bin Abdul Rahman, and her contract is set to conclude on 30 June 2025.

She has over 35 years of experience and prior to joining Maxis in September 2010, she served as Vice President, Group Corporate Communications in Telekom Malaysia Berhad. Before that, she headed the Corporate Communications Divisions of United Engineers (Malaysia) Berhad and Amanah Capital Partners Berhad.

She holds a Bachelor of Business in Business Administration degree with Distinction from RMIT University in Melbourne, Australia and a Diploma in Public Relations from the Institute of Public Relations Malaysia (IPRM).

AZIZUL BIN ABDUL RAHMAN

Incoming Chief Corporate Affairs Officer

Age: 53
Gender: Male
Nationality: Malaysian

Date of Appointment: 1 April 2025

Azizul is responsible for providing strategic communications counsel to the Management Team and overseeing implementation of all internal and external communications strategies, policies and procedures, including media management, employee volunteerism and sustainable corporate responsibility activities. He coordinates all efforts in managing stakeholder relations across the Regulatory and Government Engagement functions.

He has over 30 years of experience and prior to rejoining Maxis in January 2025 as Chief Corporate Affairs Officer Designate, he served as Director of Group Corporate Affairs at EDOTCO Group, where he led significant initiatives across multiple Asian countries. He previously held senior roles with Tesco UK PLC, Peremba Group, the Securities Commission Malaysia and began his career at KPMG.

A Chevening Scholar, he holds a Master of Business Administration from University of Edinburgh and a Bachelor of Business Administration (Accountancy) from Western Michigan University. He is a Fellow member of the CPA Australia and a member of the Malaysian Institute of Accountants.

NG MAY CHING

Chief Information Officer

Age: 53
Gender: Female
Nationality: Malaysian

Date of Appointment: 1 December 2020

May Ching is responsible for digitalisation and IT in Maxis. Since joining Maxis in 2013, she has driven the IT and Digital Maxis strategic roadmap and key digital transformation and delivery programmes, established Digital and Data & AI Centers of Excellences as well as managed cybersecurity and operations. She has led the transformation and digitalisation of customer experience through cloud at Maxis and has established Maxis as a leader in cloud, data and AI, digital and platform solutions on top of Malaysia's leading converged network.

Prior to joining Maxis, she was a Managing Director in Accenture's Communications, Media and Technology regional practice with 19 years experience in technology delivery, IT transformation and, business and IT solutions consulting for communications providers.

She graduated from Monash University in Melbourne, Australia, with First Class Honours Bachelor's degree in Electrical and Computer Systems Engineering.

MAXIS MANAGEMENT TEAM

ABDUL KARIM FAKIR BIN ALI

Chief Technology & Strategy Officer

Age: 54
Gender: Male
Nationality: Malaysian

Date of Appointment: 2 January 2025

Karim has transitioned from Chief Network Officer (CNO) to Chief Technology & Strategy Officer (CTSO) at Maxis effective 2 January 2025, where he has made remarkable contributions over the past 11 years. His leadership has led to Maxis receiving seven consecutive MCMC Benchmark Awards for the fastest and most reliable network. He successfully initiated the network's digitalisation journey, enhancing operational efficiency and working towards autonomous operations.

Beyond technical achievements, Karim is dedicated to talent development within his team, fostering a culture of growth and skill acquisition. With over 30 years of experience in the telecommunications industry, he has held various senior positions in Malaysia and Thailand. His commitment to excellence and innovation has significantly advanced Maxis' network capabilities and strengthened its position in the industry.

He graduated with an Electrical Engineering degree and was the recipient of University Malaya Rulers Education Award 1994 and Tunku Abdul Rahman Medal 1995. He has been appointed as an Independent Member of the Board of Trustees of Yayasan AmanahRaya with effect from August 2022.

PATRICK ER

Chief People & Transformation Officer

Age: 50
Gender: Male
Nationality: Malaysian

Date of Appointment: 1 April 2024

Patrick has assumed the role of Chief People & Transformation Officer (CPTO) at Maxis. In this capacity, he oversees Maxis' human capital strategies and enhancements to the Maxis' customer-centric focus. He is also responsible for cultivating a strong organisational culture, driving transformative initiatives, and identifying avenues for new businesses.

Prior to his current appointment, Patrick served as the Chief Sales & Services Officer (CSSO) at Maxis, where he led retail, regional sales management, fibre build and operations, customer service, customer excellence programme, credit and collections, and logistics.

Before joining Maxis, Patrick held diverse roles at Hong Leong Bank, Digi and Intel Malaysia where he played a pivotal role in driving business growth and enhancing operational excellence across a wide array of industries, from engineering and construction to banking, sales and services as well as transformation.

He holds a Bachelor of Science in Mechanical Engineering from Michigan Technology University and a Master's in Business Administration from University of Newcastle. Patrick is also a graduate of INSEAD's Advanced Management Programme.

LOH KEH JIAT

Chief Consumer Business Officer

Age: 54
Gender: Male
Nationality: Malaysian

Date of Appointment: 16 August 2021

Loh leads the Consumer Business division, driving Maxis' ambition as the leading integrated telco in Malaysia.

He joined Maxis as the Chief Marketing Officer (CMO) in August 2021. Prior to Maxis, he worked with Digi, where he held various senior positions within the Sales and Marketing Division for 12 years. Before Digi, he was with PT Mobile-8 Tbk Indonesia and PricewaterhouseCoopers Malaysia.

He has over 20 years of experience in the telecommunications industry with a proven track record in building prepaid and postpaid businesses for the consumer segment. He has also led major transformation programmes in digitalising customer journeys and modernisation of sales and distribution in recent years.

He received his undergraduate degree from Monash University and is a Chartered Accountant in Malaysia. He is an alternate director in Digital Nasional Berhad (DNB).

MAXIS MANAGEMENT TEAM

PRATEEK PASHINE

Chief Enterprise Business Officer

Age: 53
Gender: Male
Nationality: Indian

Date of Appointment: 3 July 2023

Prateek heads up the Maxis Business division with a strong ambition to help transform businesses in Malaysia to be ready for the future, cutting across corporate, government, SME and wholesale customers.

He brings with him close to 30 years of experience in Sales, Marketing, Procurement, Project Financing, Technology Planning, and Business Planning & Strategy.

Prior to Maxis, he spent over 20 years serving at several companies within the Tata Group including Tata Teleservices and Tata Communications, and on diverse businesses such as hospitality, software, real estate and telecom equipment and services. In the last four years, he set up and led Reliance Jio's Enterprise Business which provides ICT services such as connectivity, private networks, mobility, cloud, IoT and security to enterprises.

He has served as the Chairman and Board Member of WBA (Wireless Broadband Alliance) and served on the Board of WiMAX Forum, an industry-led, non-profit organisation.

He has an MBA in Corporate Strategy and Marketing with an Engineering degree in Electronics. He was a recipient of the prestigious Fulbright Scholarship and attended the Fulbright-CII Fellowship Programme for Leadership in Management at Carnegie Mellon University, Pittsburgh, USA.

YAP CHEE SUN

Chief Network Officer

Age: 58
Gender: Male
Nationality: Malaysian

Date of Appointment: 1 January 2025

Chee Sun (CS Yap) joined Maxis as the Chief Network Officer effective 1 January 2025, where he leads the digital network. With over 35 years of industry experience, he is dedicated to enhancing network customer experience, driving network transformation and achieving operational excellence.

In his previous role as Chief Network Officer at Celcom and later as Head of Network Integration & Consolidation at CelcomDigi, CS Yap has successfully delivered the largest network consolidation programme in the country, demonstrating his exceptional leadership and technical expertise. He also brings a wealth of regional experience from his earlier roles in Singapore, Indonesia and the Philippines, where he held significant positions such as Chief Technology & Information Officer at PT Smartfren and Vice President of Mobile Network Operations at Globe Telecom during his tenure with Singapore Telecommunication (Singtel) Group.

His earlier career with Maxis as Vice President - Head of Network highlighted his commitment to cutting-edge network technologies, overseeing the successful launch of Malaysia's first commercial LTE network in January 2013 amongst others.

He has further attended and enhanced his leadership capabilities through a senior management programme at Stanford University, USA and holds a Bachelor of Engineering (1st Class Hons) in Electrical & Electronic Engineering from the University of East London, UK.

Other information in respect of Maxis Management Team (MMT):

1. *The MMTs comprise the persons defined as key senior management under Para 4A, Appendix 9C of the MMLR, that is persons who are primarily responsible for the business operations of the Maxis Group's core business and principal subsidiaries.*
2. *Loh Keh Jiat (LKJ) is an alternate director to Uthaya Kumar A/L K Vivekananda on the Board of DNB (refer to page 64 of this IAR). Maxis Group is a network operator while DNB is currently the wholesale network provider for 5G. Notwithstanding that, in the event of any conflict of interest or potential conflict of interest, LKJ will disclose such interest and recuse himself from deliberations and decisions where such conflict may be present.*
3. *Save as disclosed above, none of the MMT have any directorship in public companies and listed issuers.*
4. *None of the MMT have any family relationships with any directors and/or major shareholders of the Company.*
5. *Save as disclosed in Note (2), none of the MMT have any conflict of interest or potential conflict of interest in any competing business with Maxis or its subsidiaries.*
6. *None of the MMT have any convictions for offences within the past five years (other than traffic offences, if any).*
7. *None of the MMT have any public sanctions and/or penalties imposed on them by any regulatory bodies during the financial year ended 31 December 2024.*

CORPORATE GOVERNANCE OVERVIEW STATEMENT

CORPORATE GOVERNANCE APPROACH

The Board establishes the foundation for Maxis' corporate governance practices and their implementation across the Maxis Group. Their dedication to these practices, along with the relevant policies and procedures, is essential for maintaining the Group's position as Malaysia's leading integrated telco.

This Corporate Governance Overview Statement (CGOS) should be read together with the:

(i) Corporate Governance (CG) Report, that details application of each Practice set out in the MCCG. The CG Report is accessible online at https://maxis.listedcompany.com/general_meetings.html together with an announcement of the same on the website of Bursa Securities.

(ii) Other statements in this Integrated Annual Report (IAR) e.g. Statement on Risk Management and Internal Control (SORMIC), Audit and Risk Committee (ARC) Report, as well as Statement of the Nomination and Remuneration Committee (NRC).

The CGOS and the CG Report are prepared in compliance with Paragraph 15.25 of the MMLR. The CGOS and CG Report were approved by the Board on 24 March 2025.

SUMMARY OF CORPORATE GOVERNANCE PRACTICES FOR 2024

Maxis has reviewed its practices based on three (3) key principles from the MCCG: Board Leadership and Effectiveness, Effective Audit and Risk Management, and Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders. For the financial year ended 31 December 2024, Maxis adopted all the MCCG practices except for:

(i) The Chairman of the Board being a member of the Audit, Nomination, or Remuneration Committees. Practice 1.4
(ii) Communicating sustainability strategies, priorities, targets, and performance to stakeholders. Practice 4.2
(iii) Having a majority of Independent Directors on the Board. Practice 5.2
(iv) Limiting the tenure of an Independent Director to nine (9) years. Practice 5.3
(v) Ensuring at least 30% of the Board members are women. Practice 5.9
(vi) Disclosing the remuneration of the top five (5) Senior Management personnel by name. Practice 8.2

Note:
On 1 March 2025, Datuk Johan bin Idris was appointed as Independent Non-Executive Chairman of the Board and he is not a member of the ARC or NRC.

The Board has disclosed alternative measures that achieve similar results to those intended by the MCCG. Details on these alternatives and the reasons for any departures are in the CG Report. This reflects the Board's commitment to high standards of corporate governance, transparency, and integrity, while balancing regulatory duties and commercial goals, especially for our stakeholders, as explained in the IAR.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

BOARD GOVERNANCE AND BOARD RESPONSIBILITIES

The Board manages the affairs of the Company according to its Constitution, the CA 2016 and relevant regulations. Their leadership and governance are supported by the Board Charter, Terms of Reference (TOR) for Board Committees, and the Limits of Authority manual, which outline key responsibilities for the Board, Chief Executive Officer (CEO) and Management.

The Board provides leadership and strategic guidance, monitors the execution of Maxis' strategy, and ensures effective communication and cooperation across the Group within a framework of controls. This includes overseeing financial and non-financial performance, business strategy, risk management and corporate governance.

BOARD LEADERSHIP

In embedding a sustainable corporate governance culture within the Group, the Board has always strived for the highest standard of corporate governance practices in the Company and adopting the same as a "way of life" in every aspect of the organisation. The Chairman leads the Board by setting the tone at the top and manages Board effectiveness by focusing on strategy, governance and compliance.

The positions of the Chairman and CEO are held by different individuals with clear and distinct roles which are formally documented in the Board Charter of Maxis. The Board Charter is a comprehensive reference document for Directors on matters relating to the Board and its processes. The Board Charter also sets out the roles and responsibilities of the Board, the individual Directors as well as the Senior Independent Director.

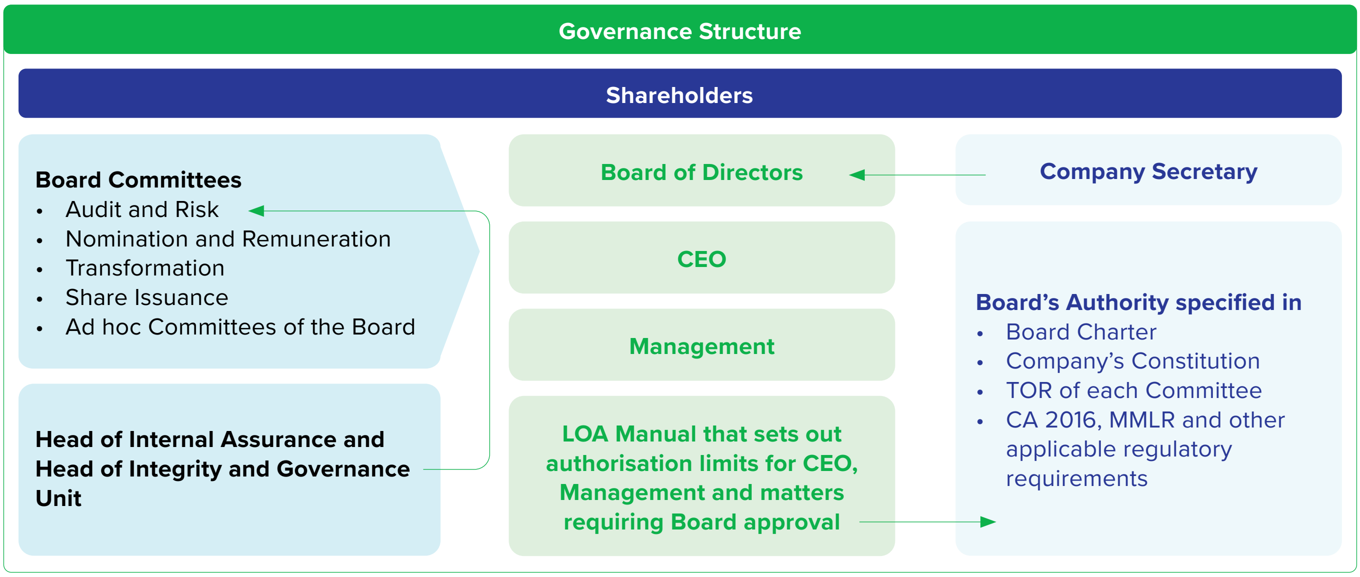
Note:
The Board Charter can be found on Maxis' website at https://maxis.listedcompany.com/corporate_governance.html. The Board Charter was last reviewed by the Board in March 2025.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

BOARD COMMITTEES

To assist in overseeing specific responsibility areas, the Board has established the Board Committees as illustrated below. The Board Committees had discharged their roles and responsibilities in accordance with their respective TOR, which are made available on Maxis' website at https://maxis.listedcompany.com/corporate_governance.html. The Board retains collective oversight over the Board Committees and is regularly apprised on the proceedings of these Committees by the Board Committees' Chairmen. Any recommendations would be subsequently reported to the Board for approval. The Minutes of the Committee meetings are accessible to all Directors.

The Board Governance structure is illustrated below:



The Board Charter details key matters reserved for the Board, inter alia, financial results, dividends, approval of strategy, the annual operating plans, budgets, new major ventures, acquisitions and disposals, changes to management and control structure, appointments of Board members, Committee members, CEO and Company Secretary. It further sets out the roles and responsibilities of the Board, the Chairman, CEO, Senior Independent Director and Company Secretary, and any other material matters. The Directors are fully committed to discharging their duties and functions. When they are unable to attend any meetings, they ensure that their feedback and comments on matters to be deliberated and/or approved are shared with the Board or Committee concerned prior to those meetings. Their views are duly considered in the decision-making process.

BOARD AND BOARD COMMITTEE ACTIVITIES

The Board discharges its responsibilities through Board and Board Committee meetings, and via circular resolutions for matters that arise for decision after these meetings. Board papers and presentation materials circulated to the Board and Board Committees are designed to facilitate effective decision-making, by categorising the agenda items as 'Updates', 'Review' and 'Decision'. In 2024, the Board met eleven (11) times to review, deliberate and approve, amongst others, the following:

Strategy, Regulatory, Financials, Funding and Risk Management

- Budget and Annual Operating Plan (AOP) for 2025
- Strategy planning, key priorities and initiatives, and emerging opportunities and issues
- Regulatory matters
- Cashflow and funding requirements
- Proposed dividends
- Quarterly financial results Q4'23, Q1'24, Q2'24, Q3'24 and audited financial statements for financial year ended 2023

Business Performance, Operations, Network and Stakeholder Management

- Business performance and operations
- Material contracts and agreements
- Customer and consumer insights
- Cybersecurity and Systems Information and Security
- Risk management and internal controls
- Sustainability matters viz ESG strategies and initiatives
- Investor relations briefing, shareholding analysis, investors engagement plans and feedback

Human Capital Management

- Employee related matters, policies and procedures and business continuity policies
- Organisational structure
- Updates on key personnel movements
- Employee engagement
- Succession planning
- Talent and retention management
- Employee bonus and annual salary review
- Performance share award to eligible employees under the Long Term Incentive Plan

Governance, Compliance and Others

- Fifteenth Annual General Meeting (AGM) matters
- Integrated Annual Report, CG Report and Circular to Shareholders for recurrent related party transactions
- Outcome of the Board & Directors' Effectiveness Evaluation and actions
- Changes in composition of Board Committees
- Appointment of Interim Chairman
- Appointment of a new Senior Independent Director
- Anti-bribery and corruption, policies and updates on laws and regulations
- Board Charter and TOR of Board Committees
- Dealings in shares by Directors and Principal Officers
- Related party transactions and conflicts of interest

During the year, the Board Committee members attended meetings and approved circular resolutions. Matters deliberated by the Board Committees during the year included:

Audit and Risk Committee

No. of meetings held during the year:
4 meetings

Refer to the ARC Report for details

Nomination and Remuneration Committee

No. of meetings held during the year:
8 meetings

Refer to the Statement of the NRC for details

Transformation Committee

No. of meetings held during the year:
7 meetings

- IT, Digital and Network transformation
- Innovation and strategy
- Maxis' strategic ventures and services

Government and Regulatory Affairs Committee

No. of meetings held during the year:
5 meetings

- Regulatory matters
- Government engagement / relations matters

Notes:
1. *The Government and Regulatory Affairs Committee was dissolved with effect from 1 April 2025.*
2. *The responsibility of the Share Issuance Committee is to review any issuance of shares pursuant to Sections 75 and 76 of the CA 2016 as obtained at the AGM each year. The Share Issuance Committee did not meet as there was no such issuance of Maxis' shares during the year.*
3. *The Board is also supported by ad-hoc operational and governance committees that are formed from time to time.*

BOARD COMPOSITION

The Board comprises market and industry leaders, cutting across multiple fields, who accordingly serve as Independent Non-Executive Directors and Non-Executive Directors. In 2024, the Board comprised of eight (8) Directors, of whom 50% (4 out of 8) are Independent Non-Executive Directors.

On 1 March 2025, Datuk Johan bin Idris was appointed as an Independent Non-Executive Director and Chairman of the Board. After which, the Board now comprises nine (9) Directors, of whom 56% (5 out of 9) are Independent Non-Executive Directors.

Directors' profiles are set out on pages 60 to 64 while the Board Composition overview can be found on page 59 of this IAR.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board believes its composition and size are suitable for its responsibilities due to its diverse qualifications and governance structure. This allows the Board to provide effective leadership and independent judgement on the Group's strategy and performance, ensuring high standards of conduct and integrity. Non-Executive Directors do not manage day-to-day operations.

The Senior Independent Director, Uthaya Kumar A/L K Vivekananda, supports the Chairman and acts as a point of contact for shareholders and stakeholders. Independent Non-Executive Directors are crucial for providing unbiased opinions and ensuring the interests of the Group and its stakeholders are well-represented.

Details of the independence assessment are set out in the Statement of the NRC on pages 76 to 79 of this IAR.

BOARD APPOINTMENTS

The NRC makes independent recommendations for selection and appointments to the Board, based on criteria which they develop, maintain and review based on applicable laws and regulations.

The NRC will review the gap analysis based on the existing Board composition such as optimum size, and diversity in terms of skills, experience, age, gender, knowledge and independence, having regard to the strategic direction of our Company. This then forms the proposed selection criteria.

The search process for potential candidates may include recommendations from existing Directors, Management, major shareholders, industry and professional associations, open advertisements or independent executive search firms. The NRC reviews and considers candidate(s) with reference to the agreed selection criteria and conducts engagement sessions with the shortlisted candidate(s) as well as the fit and proper assessment, before submitting its final recommendation to the Board.

COMPANY SECRETARY

The Board is supported by the Company Secretary who is qualified to act as company secretary under the CA 2016. The Company Secretary acts as advisor to the Board to facilitate overall compliance with the MMLR, CA 2016 and applicable laws, rules and regulations.

The Board members have full access to the Company Secretary. The Company Secretary ensures that the Directors are provided with sufficient information and time to prepare for Board and/or Committee meetings. To this, the meeting materials are made accessible to the Directors on their devices within reasonable periods prior to the meetings. The Company Secretary also ensures the minutes of meetings are prepared in a timely manner and the records are well documented while she concurrently communicates with Management on the action items and facilitates follow-up requests, decisions or recommendations from the Board.

The Company Secretary constantly keeps herself abreast of the progressing and everchanging regulatory landscape and corporate governance development through continuous trainings.

INDUCTION AND SUCCESSION PLANNING

Maxis ensures that new Directors undergo a comprehensive on-boarding programme to familiarise themselves and understand the Group's business strategy, operations and governance.

The Board via NRC actively monitors and evaluates the tenure of Directors, including Independent Directors, to provide Board members the opportunity to reassess their memberships as part of its succession planning and Board refresh. Succession planning remains a priority in Maxis in ensuring there is a steady pool of talent to fill the vacancies at the Board and Senior Management levels.

BOARD AND DIRECTORS' EFFECTIVENESS EVALUATION (BDEE)

Practice 6.1 of the MCCG recommends that the Board undertakes an annual BDEE. During the year, the Institute of Corporate Directors Malaysia (ICDM) was engaged by the Board to facilitate an independent BDEE in respect of the financial year ended 31 December 2024. The BDEE evaluated the effectiveness of the Board based on ICDM's 10 competency parameters and compliance with the various regulatory requirements and guidelines applicable to Maxis. A two (2) pronged focus conducted by ICDM for the BDEE, were:

(i) Overall Board Effectiveness Evaluation, that included review of all Board Committees; and
(ii) Individual Directors Evaluation.

Overall Board Evaluation

The Board of Maxis was led by a respected Interim Chairman who demonstrated effective leadership and upheld corporate governance standards. The Board works harmoniously, fostering trust, openness, and respect among members and Management. They engage in open discussions and consensus-driven decision-making, maintaining strong governance and adhering to processes. Overall, the Board meets expectations of a well-performing organisation, with no major concerns regarding its effectiveness. However, there are areas for improvement, such as prioritising a Board succession plan based on the Board competency/skills matrix and Board development, and revisiting the Company's sustainability strategies, priorities, and targets.

Details of the BDEE are provided in the CG Report under Practice 6.1.

TRAINING AND DEVELOPMENT OF DIRECTORS

Paragraph 15.08 and Practice Note 5 of the MMLR

Directors regularly attend talks, briefings, workshops and utilise online learning tools and reading materials to keep apprised of operational, legal, regulatory and industry matters in the discharge of their duties. The NRC and the Board assess the training needs of each Director on an ongoing basis, by determining areas that would best strengthen his/her contributions to the Board.

Amongst others, the Directors of the Company, attended various trainings on gaming publishing and its business, IT and Network overview for the telco industry, uses of AI in the telco industry, cyber security, data centres, sustainability and ESG, governance matters and operational matters.

REMUNERATION

The Board has instituted a set of policies and procedures to govern the remuneration of Directors. Non-Executive Directors receive remuneration that commensurate with their responsibilities on the Board as well as on the Board Committees and it is designed to attract, incentivise, and retain high-performing individuals. Remuneration packages designed for Non-Executive Directors are based on their individual qualifications, experience and competence while being mindful of their responsibilities, time commitment and annual evaluation undertaken by the NRC. Maxis is guided by the Non-Executive Directors' Fees, Expenses and Reimbursement Policy, which is made available on Maxis' website at https://maxis.listedcompany.com/corporate_governance.html.

The Board has established the NRC to assist the Board amongst others, in its oversight function on matters pertaining to remuneration of Directors. The NRC is guided by its TOR which is made available on Maxis' website at https://maxis.listedcompany.com/corporate_governance.html.

The aggregate remuneration received by the Directors of the Company during the financial year ended 31 December 2024 are as follows:

	Company (RM'000)			Group (RM'000)		
Directors	Fees	Benefits-in-kind	Total amount	Fees	Benefits-in-kind	Total amount
Dato' Hamidah Naziadin	450.0	-	450.0	450.0	-	450.0
Uthaya Kumar A/L K Vivekananda	410.0	-	410.0	410.0	-	410.0
Ooi Huey Tyng	370.0	-	370.0	370.0	-	370.0
Ong Chu Jin Adrian	393.7	-	393.7	393.7	-	393.7
Mazen Ahmed M. AlJubeir	270.0	-	270.0	270.0	-	270.0
Mohammed Abdullah K. Alharbi	300.0	-	300.0	300.0	-	300.0
Abdulaziz Abdullah M. Alghamdi	300.0	-	300.0	300.0	-	300.0
Lim Ghee Keong	340.0	-	340.0	340.0	-	340.0
Tan Sri Mokhzani bin Mahathir *(resigned on 30 June 2024)*	225.0	16.3	241.3	225.0	16.3	241.3
Alvin Michael Hew Thai Kheam (resigned on 16 May 2024)	146.8	-	146.8	146.8	-	146.8

Note:
There are no Executive Directors on the Board of Maxis.

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

AUDIT AND RISK COMMITTEE (ARC)

Maxis' ARC comprises a majority of Independent Directors.

The Directors endeavour to present a clear, balanced, and comprehensive assessment of Maxis Group's financial position, performance, and prospects as well as other price-sensitive public reports and reports to regulators.

The ARC places great emphasis on the evaluation of the suitability, objectivity, and independence of the external auditors in providing transparent reports to the shareholders. Accordingly, the ARC is guided by Maxis' External Audit Independence Policy (EAIP) to assess the external auditors' independence. The Committee also reviewed the annual assessment conducted on the effectiveness of the external auditors which covered these categories, namely the audit firm's calibre, quality process, audit team, scope, communication, governance, independence, and audit fees. The ARC is guided by the requirements as set out in Paragraph 15.21 of the MMLR in considering the annual assessment on the suitability, objectivity, and independence of the external auditors. As specified in the TORs of the ARC and NRC, the ARC shall not appoint a former partner of the external audit firm as its member unless a cooling-off period of at least three (3) years has been observed prior to the appointment.

Under the EAIP, the ARC and Management shall not engage the external auditors under the following circumstances:

(i) The external auditor audits its own work;
(ii) The external auditor makes management decisions for the Group;
(iii) A mutuality of interest is created; or
(iv) The external auditor assumes the role of advocate for the Company.

Further details on the ARC are set out in the ARC Report on pages 80 to 83 of this IAR.

RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

The Board of Maxis is fully committed to articulating, implementing, and reviewing a robust and effective risk management and internal control environment, ensuring the Board receives reasonable assurance that any adverse impacts arising from a near future event or situation on the Group's objectives is mitigated and managed.

Further details on Maxis' risk management and internal control framework are set out in the SORMIC on pages 84 to 86 of this IAR.

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

COMMUNICATION WITH STAKEHOLDERS

The Board is cognisant of its corporate accountability to stakeholders and ensures high level of efficacy in the form, frequency, and timeliness of its engagement with stakeholders. The Board is committed to ensuring shareholders and stakeholders are well-informed and enabled to input feedback and share concerns with the Board. Various platforms and channels of communication are used to engage with stakeholders, namely:

(i) Investor Relations section on Maxis' website inclusive of online Investor Relations section and online Newsroom covering financial and non-financial performance for the financial year;
(ii) Maxis' corporate website www.maxis.com.my;
(iii) IAR;
(iv) quarterly results and analyst briefings;
(v) announcements on Bursa Securities' website;
(vi) briefing sessions, roadshows, investor conferences and any other investor relations function;
(vii) media releases, events, and engagement activities;
(viii) general meetings;
(ix) internal communication channels; and
(x) ESG and community initiatives.

Please also refer to the Key Stakeholders Engagement section on pages 17 and 18 of this IAR. Maxis has provided the relevant contact details for queries and/or concerns regarding the Group under the Corporate Information section.

Maxis is committed to maintaining high standards of corporate disclosure and transparency. Our disclosure policy is based on the following three (3) key principles:

(i) Maintain open and regular communications with all shareholders and stakeholders;
(ii) Disseminate financial and strategic updates in a timely and transparent manner; and
(iii) Ensure equal treatment and protection of shareholders' interests.

CONDUCT OF GENERAL MEETINGS

The AGM and general meetings serve as avenues for shareholders to engage the Board and Management in a constructive two-way dialogue. Shareholders are encouraged to actively participate in discussions on proposed resolutions and future developments of the Group, as well as provide feedback on performance. During the year, a virtual AGM was held on 16 May 2024 in accordance with promulgations as contained within the MCCG and Securities Commission Malaysia's Guidance Note and FAQs on the Conduct of

General Meetings for Listed Issuers. All eight (8) members of the Board were present at the AGM, with seven (7) Directors attending physically and one (1) Director attending virtually via the remote platform. The Chairman, CEO, Chief Financial Officer (CFO), Company Secretary, external auditors, advisors and key essential individuals were physically present at the AGM. The AGM leveraged technology and virtual platforms, that allowed the participation of shareholders and included addressing questions from shareholders. The Minutes of the AGM proceedings, including responses to questions from shareholders, as well as questions that were not responded to during the AGM were published on Maxis' website which includes the key matters discussed, in accordance with Paragraph 9.21(2)(b) of the MMLR.

The Board has undertaken the following in encouraging shareholder participation at the AGM:

(i) Shareholders are encouraged to raise questions with the Board at the AGM, or by submitting written questions in advance.
(ii) Written answers will be provided after the AGM to any significant questions that cannot be readily answered during the AGM.
(iii) Shareholders are welcome to raise queries by contacting Maxis at any time.
(iv) Maxis issues adequate notice of 28 days prior to the AGM as per the MCCG, which is in excess of the prescribed notice period of 21 days as per the CA 2016 and MMLR.
(v) Queries from shareholders pertaining to the IAR may be directed to this email: ir@maxis.com.my.

SUSTAINABILITY MANAGEMENT

The Board is committed to ensuring that our strategic plans support long-term value creation and incorporates the key principles of ESG in underpinning sustainability. In 2024, this was done through extensive engagement across Maxis divisions to lead and drive internal ESG integration.

The Board holds the ultimate accountability of Maxis' sustainability strategy, with the various Board Committees overseeing the overall implementation of our sustainability agenda and monitoring the progress of our sustainability goals.

Our sustainability strategy is currently led and driven by the CEO, with progress and key developments escalated to the Board. The CEO, together with the Maxis Management Team (MMT) meet with key divisions and project teams on a weekly, monthly and bimonthly basis to ensure oversight of execution of strategies, initiatives, and achievement of targets. The CEO is supported by a dedicated senior leader who drives sustainability strategy implementation and transforms existing practices, ensuring seamless integration across Maxis.

To further institutionalise sustainability within our business processes and operations, we have formalised a Sustainability Steering Committee that oversees the management of sustainability matters at Maxis. This Committee is comprised of MMT and members of key business units. A monthly reporting cadence has been established for sustainability matters with key disclosures reviewed quarterly while the CEO and Sustainability Steering Committee provides updates to the Board where necessary.

Additionally, we are continually enhancing our internal processes and policies to consolidate and monitor ESG data that is reported within the Group in line with our ambition to obtain external assurance on non-financial information.

Maxis' Focus Areas & Governance Priorities

In 2024, the Board focused on continuously assessing and evaluating its processes, proceedings, and structure to remain competitive, refreshed, and agile. This included a strong emphasis on strategy, risk management, governance, and compliance. The Board is committed to maintaining the highest standards of integrity and compliance within Maxis. Through the Maxis Anti-Bribery and Corruption system, Maxis promotes a culture of ethics and accountability by prioritising anti-bribery and corruption training, integrity pledges, and communication of the updated Code of Business Practice to Directors, employees, and third parties.

Looking ahead, the Board's governance priorities will include enhancing the Board's composition, dynamics, and succession planning for Board Members and Management. The Board is dedicated to providing oversight and collaborating with Management on Group strategy, value creation for stakeholders, sustainability strategy, and strategic opportunities. The Board will also continue to evaluate and benchmark itself against other comparable international digital and technology companies.

STATEMENT OF THE NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee (NRC) adheres to Paragraph 15.08A(1) of the MMLR, consisting solely of non-executive directors, with a majority being independent. The members of the NRC and their attendance in 2024 were:

Dato' Hamidah Naziadin (Chairman), Independent Non-Executive Director:	**8/8** meetings attended
Uthaya Kumar A/L K Vivekananda, Independent Non-Executive Director:	**8/8** meetings attended
Ooi Huey Tyng, Independent Non-Executive Director:	**7/8** meetings attended
Mazen Ahmed M. AlJubeir, Non-Independent Non-Executive Director:	**8/8** meetings attended
Lim Ghee Keong, Non-Independent Non-Executive Director:	**8/8** meetings attended

ROLES AND SUMMARY OF ACTIVITIES OF THE COMMITTEE

The Terms of Reference (TOR) of the NRC and the applicable Maxis policies are available on our website at https://maxis.listedcompany.com/corporate_governance.html. The NRC supports the Board's responsibilities in two (2) areas:

Nomination matters:
- Overseeing the composition and performance of the Board and its Committees, ensuring a mix of skills, experience, and diversity.
- Reviewing the independence of Directors in accordance with the MMLR.
- Assessing Directors' time commitment to the Board and its Committees.
- Conducting annual assessments on the effectiveness of the Board, its Committees, and individual Directors.
- Managing the selection, recruitment, appointment, and succession planning for the Chief Executive Officer (CEO), Chief Financial Officer (CFO), Board members, and Committee members.
- Reviewing training requirements and development needs for Directors.
- Overseeing the application of the Fit and Proper Policy and Board Diversity Policy for the appointment and re-election of Directors.
- Conducting annual assessments of Directors' conflicts of interest.

Remuneration matters:
- Reviewing the performance of the CEO and Maxis Management Team (MMT), including the organisation structure, group remuneration, bonus, and incentives framework.
- Managing the selection, recruitment, appointment, and succession planning for the MMT.
- Overseeing the Long Term Incentive Plan (LTIP) framework and structure.
- Reviewing people related policies.
- Reviewing the remuneration structure for Directors.

The key activities and matters reviewed by the NRC during the year included the following:

Note:
Members of the NRC abstained and did not participate in matters concerning their own interests.

i. Directors, Board and Board Committees

- Reviewed the Board and each of the Board Committee compositions, skills, experience, strength, diversity, and time commitment of each Director and member in fulfilling their responsibilities including the changes in compositions of the NRC, Transformation Committee (TC), Government and Regulatory Affairs Committee (GRAC), Share Issuance Committee (SIC) as well as the review of the TORs.
- Assessed list of candidates as prospective Chairman and Directors based on the criteria of skills, composition and requirements of Maxis' operations, competitiveness, and growth strategy as the leading integrated telco in Malaysia. Potential candidates were from various sources, viz from existing Board members and other sources, including utilising external or independent sources to meet the skill sets and requirements of the Board.
- Reviewed the independent evaluation of the assessment and performance of Directors, the Board and each Board Committee as facilitated by the Institute of Corporate Directors Malaysia (ICDM). The outcome of the Board and Directors Effectiveness Evaluation (BDEE) is set out on page 72 of this IAR.
- Every Director, including Directors standing for re-election was assessed in accordance with Maxis' Fit and Proper Policy and the requirements of Paragraph 2.20A of the MMLR that each Director has the character, experience, integrity, competence and time to effectively discharge his/her role as a director.
- Recommended the appointment of Dato' Hamidah Naziadin as Interim Chairman and Uthaya Kumar A/L K Vivekananda as Senior Independent Director of Maxis.
- Reviewed the term of office and performance of the Audit and Risk Committee (ARC) members in accordance with Paragraph 15.20 of the MMLR and that the ARC members carried out their duties and responsibilities in accordance with the TOR of ARC.

STATEMENT OF THE NOMINATION AND REMUNERATION COMMITTEE

- Reviewed the independence of Directors namely Dato' Hamidah Naziadin, Uthaya Kumar A/L K Vivekananda, Ooi Huey Tyng and Ong Chu Jin Adrian as Independent Non-Executive Directors of Maxis including their tenure, where relevant.
- Reviewed the changes in the Board composition of the subsidiaries of Maxis.
- Recommended changes in the Board and Board Committees' memberships as set out in the table below:

Director	Changes	Effective date
Dato' Hamidah Naziadin	(i) Redesignated to Interim Chairman of the Board	1 July 2024
	(ii) Appointed as Chairman of GRAC	1 July 2024
	(iii) Appointed as Chairman of SIC	1 July 2024
Uthaya Kumar A/L K Vivekananda	Appointed as Senior Independent Director	16 May 2024
Ong Chu Jin Adrian	Redesignated from Member to Chairman of TC	16 May 2024
Tan Sri Mokhzani bin Mahathir	(i) Resigned as Chairman of the Board	30 June 2024
	(ii) Resigned as Chairman of GRAC	30 June 2024
	(iii) Resigned as Chairman of SIC	30 June 2024
Alvin Michael Hew Thai Kheam	(i) Resigned as Director and ceased as Senior Independent Director	16 May 2024
	(ii) Resigned as Chairman of TC	16 May 2024
	(iii) Resigned as Member of NRC	16 May 2024

Notes:
1. *On 1 March 2025, Datuk Johan bin Idris was appointed as Chairman of the Board and Dato' Hamidah Naziadin resumed her role as Independent Non-Executive Director.*
2. *The GRAC was dissolved with effect from 1 April 2025.*

ii. Remuneration Matters

- Reviewed the Non-Executive Directors' fees, benefits and relevant policies.
- Reviewed remuneration and incentives for employees and MMT including annual salary review, bonus and LTIP grant and vesting conditions pursuant to the By-Laws.
- Reviewed performance and remuneration including Key Performance Indicators, annual salary review, bonus and Cash Incentive Plan for CEO.
- Reviewed MMT retention strategies, succession planning, selection and recruitment.

iii. Corporate Governance and Other Matters

- Reviewed applications of the MCCG and compliance thereto.
- Reviewed the departures from MCCG and recommended actions for applicability of the same.
- Reviewed the duties and responsibilities in relation to the respective Board Committee TORs, as and when required.
- Reviewed the Board Charter of the relevant subsidiaries of Maxis to ensure alignment with Maxis' Board Charter, policies, and procedures.
- Reviewed human resources policies and provided guidance to Management for enhancement and best practices.
- Reviewed the Annual Operating Plan for People and Transformation Division.

TENURE OF INDEPENDENT DIRECTORS

Independent Non-Executive Directors play significant roles in bringing independent and objective judgement to boardroom discussions and decisions. The NRC discharged the following responsibilities during the year:

(i) Review and assessment of the independence of the four (4) Independent Non-Executive Directors. This was undertaken two (2) times by way of self-assessment as well as confirmation by the Independent Directors. The NRC established that they are, both in substance and form, independent of management and free of any business or other relationship that could materially interfere with or could be perceived to materially interfere with, the exercise of their unfettered and independent judgement. The assessments covered the regulatory definitions of independent directors under the MMLR, and an additional subjective element of independence in substance. This was additionally demonstrated by the conduct and discharge of his/her duties as a Director.
(ii) Review and assessment of the tenure of independence of Director, Dato' Hamidah Naziadin, whose tenure had exceeded nine (9) years.

The NRC and Board are generally satisfied that each Independent Director met the criteria of an independent director as set out in the MMLR, and continues to bring sound, independent and objective judgement to Board deliberations.

ASSESSMENT OF DIRECTORS STANDING FOR RE-ELECTION AT THE FORTHCOMING SIXTEENTH ANNUAL GENERAL MEETING (AGM).

The NRC is responsible for recommending to the Board, Directors who are retiring and standing for re-election at the AGM.

(i) Directors Retiring pursuant to the Company's Constitution

The NRC and the Board had considered the assessment of the following four (4) Directors (the retiring Directors) standing for re-election at the forthcoming Sixteenth AGM pursuant to the Company's Constitution, and collectively agreed that they meet the criteria regarding their character, experience, integrity, competence and time commitment to effectively discharge their respective duties and responsibilities as Directors as prescribed under Paragraph 2.20A of the MMLR and additionally have satisfied the Directors' fit and proper assessment criteria:

Director retiring pursuant to Rule 116 of the Company's Constitution

- Datuk Johan bin Idris

Directors retiring pursuant to Rule 131.1 of the Company's Constitution

- Uthaya Kumar A/L K Vivekananda
- Ooi Huey Tyng
- Lim Ghee Keong

The NRC and Board had assessed each of the retiring Directors, and also considered the following:

(i) performance and contribution based on the Self-Assessment (SA) results and BDEE 2024 as facilitated by the ICDM;
(ii) level of contribution to the Board and deliberations through their skills, experience, and strength in qualities;
(iii) level of objectivity, impartiality, and their abilities to act in the best interests of the Company; and
(iv) the Directors' fit and properness in accordance with the Fit and Proper Policy.

The retiring Directors met the performance criteria required of an effective and high-performance Board based on the Directors' SA and BDEE 2024 results. The Board approved the NRC's recommendation that the retiring Directors pursuant to the Company's Constitution are eligible to stand for re-election. The profiles of these retiring Directors are set out on pages 60, 61 and 64 of this Integrated Annual Report (IAR). Save as disclosed in the relevant profiles and conflict of interest disclosures of the retiring Directors on page 64 of this IAR, the retiring Directors do not hold any shares in Maxis, have no family relationship with any Director and/or major shareholder of Maxis, have no conflict of interest or potential conflict of interest including any interest in any competing business with Maxis or its subsidiaries, have not been convicted of any offence within the past five (5) years and have not been imposed with any penalty by the relevant regulatory bodies during the financial year ended 2024.

Note:
The retiring Directors have abstained from deliberation and voting at the relevant NRC and Board meetings in respect of their respective eligibility and suitability to stand for re-election.

(ii) Extension of Independence pursuant to MCCG

Dato' Hamidah Naziadin (DHN) was appointed as an Independent Director on 1 February 2014 and has exceeded a cumulative tenure of nine (9) years. Pursuant to the shareholders' approval obtained at the Company's Fifteenth AGM held on 16 May 2024, DHN was authorised to continue serving on the Board as an Independent Director until 17 May 2025.

The Board, through the NRC, undertook relevant assessments and recommended for DHN to continue to serve as an Independent Non-Executive Director from 18 May 2025 until 31 January 2026, after which she will reach her twelve (12)-year tenure as an Independent Director and would no longer be regarded as an Independent Director pursuant to the MMLR.

Note:
DHN has abstained from deliberation and voting at the relevant NRC and Board meetings in respect of the recommendation on her continuation to act as an Independent Director of the Company

The NRC and Board's recommendations are based on the following justifications:

(i) DHN has fulfilled the criteria of an Independent Director as stated in the MMLR. She has demonstrated her objectivity and independence both in substance and form. DHN is not hesitant to challenge the rest of the Board members and Management team while discharging her responsibilities as a Director and previously as Interim Chairman (from 1 July 2024 to 28 February 2025), and when considering Board/Committee matters.
(ii) DHN is free from any conflicts of interest. As an Independent Director, Chairman of the NRC, and Member of the ARC, DHN provides constructive independent counsel to the Board Committees and Board, and guidance to Management in the best interests of Maxis.
(iii) DHN with her expertise in human resources, people management, governance, and corporate social responsibility, brings invaluable insights to the Board. Her extensive cross-industry experience enables her to offer practical counsel, oversight, and strategic guidance in Board and Committee matters. Her impartial insights are crucial for the deliberations of the Board and its Committees. DHN also has experience mentoring and coaching young talent and women.

(iv) The length of time that DHN has remained in her role has not interfered with her ability to exercise independent judgement as an Independent Director and she has continued to contribute to the performance and positive dynamics of the Board Committees and Board.
(v) DHN together with the other Independent Directors, each function as a check and balance to the Board and in the exercise of objectivity as Directors.
(vi) DHN has devoted sufficient time and attention to her professional obligations to Maxis required for informed and balanced decision making.

Note:
DHN served as Interim Chairman from 1 July 2024 until 28 February 2025 and resumed her role as Independent Non-Executive Director following the appointment of Datuk Johan bin Idris as Chairman on 1 March 2025.

REVIEW AND ASSESSMENT OF THE TERMS OF OFFICE OF THE ARC OF MAXIS PURSUANT TO PARAGRAPH 15.20 OF THE MMLR

During the year, the NRC and Board reviewed the terms of office, assessment and performance of the ARC, each of the ARC members and the discharge of the ARC's duties based on its TOR and in accordance with Paragraph 15.20 of the MMLR. The NRC and Board were satisfied that the ARC and its members had carried out their duties in accordance with the ARC's TOR.

The results of the NRC's assessment of the ARC were as follows:

1. The ARC's independence is satisfactory. The ARC's actions reflected its independence from Management, or any related parties and the ARC acts freely from any conflict of interests.

2. The ARC demonstrated confidence in dealing with difficult and complex matters brought before the ARC.

3. The ARC reviewed and reported to the Board, the quarterly and year-end financial results and year-end financial statements, before approval of the Board, focusing particularly on:

   (a) Changes in or implementation of major accounting policies;
   (b) Going concern assumption and ability of the Group;
   (c) Significant and unusual events;
   (d) Reports from the external auditors; and
   (e) Compliance with applicable approved financial reporting standards and other legal requirements.

4. The ARC reviewed and reported to the Board, the adequacy of the:

   (a) External auditors (fees, quality of audit function, competence, resources including key audit partner and knowledge);
   (b) Internal auditors (scope, methodology, competence, resources and quality of functions); and
   (c) Maxis' accounting and finance staff.

5. The ARC reviewed related party transactions and conflict of interest situations, including the quarterly review of the Recurrent Related Party Transactions Mandate.

6. The ARC Chairman presented a formal detailed report to the Board on the proceedings of every ARC meeting.

7. The ARC is committed and has the competence, integrity, skills, experience, time, and resources to undertake their duties.

8. The ARC was satisfied that appropriate internal and external support and resources are available to the ARC.

FIT AND PROPER POLICY

Maxis established a Fit and Proper Policy for the Board of Directors, CEO and CFO as required by Paragraph 15.01A of the MMLR. The Policy addresses the appointment and re-election of Directors and the application of Paragraph 2.20A of the MMLR that requires every listed corporation to ensure that each of its directors, chief executive or chief financial officer has the character, experience, integrity, competence, and time to effectively discharge his/her role as a director, chief executive, or chief financial officer.

The Fit and Proper Policy establishes the duties and responsibilities of the NRC in overseeing the application of the said Policy as well as the conduct of fit and proper assessments relating to Directors, CEO and CFO. The fit and proper criteria is made part and parcel of the BDEE exercise to evaluate the re-election of Directors which assesses the character and integrity, experience and competence as well as time commitment of the individual.

BOARD DIVERSITY POLICY

The Board values diversity and sees it as crucial for maintaining a competitive edge. A diverse Board includes various aspects such as age, skills, experience, cultural background, gender, ethnicity, and nationality. The NRC and Board regularly review the Board's composition to ensure effective governance and decision-making.

Maxis is committed to appointing Directors based on merit, in line with Paragraph 2.20A of the MMLR. The Board also aims to improve diversity, including gender diversity, and continuously seeks to appoint more women to the Board. The goal is to have at least 30% women directors. In 2024, the NRC and Board considered appointing additional Independent Directors from various sources, including independent search firm.

This Statement of the NRC should be read together with the Corporate Governance Overview Statement in this IAR and Corporate Governance Report 2024.

AUDIT AND RISK COMMITTEE REPORT

The Board of Maxis is pleased to present the Audit and Risk Committee (ARC) Report for the financial year ended 31 December 2024.

THE ARC AT A GLANCE

No. of Members	5, all Non-Executive
No. of Independent Members	Chairman + 3 Others
No. of Meetings	4 in 2024
Attendance Rate	See below

WHO WE ARE

No.	Name	Status	Appointment	Meetings Attended	Full Profile on page
1.	Uthaya Kumar A/L K Vivekananda*	NE, IN	Appointed as member on 28/04/2022 and re-designated as Chairman on 01/07/2022	4/4	61
2.	Dato' Hamidah Naziadin	NE, IN	01/02/2014	4/4	60
3.	Ooi Huey Tyng	NE, IN	01/07/2022	4/4	61
4.	Ong Chu Jin Adrian	NE, IN	08/08/2023	4/4	62
5.	Mohammed Abdullah K. Alharbi	NE	13/10/2015	3/4	63

*NE – Non-Executive, IN – Independent, * – Chairman*

THE ARC'S SKILLS AT A GLANCE

- All members possess financial literacy and can read, analyse, interpret, and understand financial statements.
- Each member brings extensive professional experience to effectively discharge their duties.
- Uthaya Kumar A/L K Vivekananda (Chairman) and Ong Chu Jin Adrian (Member) are Fellows of the Institute of Chartered Accountants in England & Wales. In addition, Ooi Huey Tyng (Member) is a member of the Institute of Certified Public Accountants of Singapore.

SUMMARY OF ACTIVITIES OF THE COMMITTEE

During the financial year, the ARC revised its Terms of Reference (TOR) to comply with changes in regulations and the business.

In 2024, the ARC held four (4) meetings to review Maxis' quarterly and annual financial results, key financial closing matters, funding and financial risk management, reports from external and internal auditors, investigations, regulatory and legal updates, enterprise risk management, related party transactions, conflicts of interest, revenue assurance, vendor management, subscriber fraud reports, consultancy spend reports, business continuity planning, systems and security information, health, safety and environment, compliance reports, circulars to shareholders for recurrent related party transactions (RRPT), tracking of RRPTs, internal control policies, the Statement on Risk Management & Internal Control (SORMIC), and other control matters. These meetings were attended by relevant Management, internal and external auditors.

The ARC also passed three (3) Circular Resolutions between meetings for financial and transaction approvals, as per Clause 6.3 of the TOR. The ARC Chairman promptly reported meeting outcomes, orally and in writing to the Board.

AUDIT AND RISK COMMITTEE REPORT

The ARC undertook the following major activities during the year:

Risk Management, Internal Control and Compliance

- Reviewed quarterly Enterprise Risk Management (ERM) reports, covering bribery and corruption risk assessments, overall risk profile, key risk updates, mitigating actions, risk appetite, and methodology to ensure key risks are identified and tracked.

- Evaluated internal and external auditor reports and discussed with Senior Management to assess the effectiveness of internal controls, including IT and network controls, financial processes, and compliance procedures.

- Reviewed cybersecurity updates from Management and discussed action plans to mitigate cyber-attack and online fraud risks.

- Discussed defalcation cases and monitored Management's recommendations for remedial actions, including Consequence Management and corrective measures.

- Reviewed whistleblowing cases reported through the Group's channels, managed by internal audit.

  In 2024, a third-party specialist based outside Malaysia was appointed to manage the Group's whistleblowing reporting portal, enhancing confidentiality and anonymity of the whistleblowing channel.

- Assessed updates on compliance with Maxis Anti-Bribery Management System (MABC) policies from the Head of Integrity and Governance Unit to strengthen the anti-bribery framework, in line with Section 17A of the Malaysian Anti-Corruption Commission (MACC) Act 2009 (Amendment 2018).

Financial Reporting

- Reviewed the Group's quarterly financial results for 2024 and annual audited financial statements for the year ended 31 December 2023. This included:

  - Examining significant audit and accounting matters highlighted such as provisions, critical accounting judgements, and the impact of new accounting standards.
  - Deliberating with Management to ensure compliance with ARC's TOR, the MMLR, the CA 2016, Malaysian Financial Reporting Standards (MFRS) and other legal and regulatory requirements; whichever applicable.
  - Assessing all related party transactions, including the recurrent ones to follow MMLR and the Group's policies.

Overall Governance, Regulatory and Other Updates

- Reviewed the status and changes in material litigation, law and regulations, compliance with loan covenants and regulatory updates on the Group's business.

Internal Audit

- As part of its ongoing responsibilities, the Committee continued to oversee the Internal Assurance Division (IAD) on the following:

  - Monitored progress of 2024 planned risk-based audit activities: IAD conducted 35 manual engagement and developed 74 continuous automated audits in 2024, covering governance, risk management & internal control processes (51%) and fraud and bribery (49%).
  - Reviewed and discussed significant audit findings, recommendations, and monitoring Management's corrective actions.
  - Evaluated monthly automated audit reports via Key Control Checks (KCC) which transitioned to self-assessments by business units for enhanced accountability.
  - Approved the 2025 risk-based Annual Audit Plan, concentrating on critical areas such as fraud-risk mitigation, cost control, revenue assurance, accountability enhancement, and cybersecurity strengthening. Additionally, approved the IAD's KPIs designed to bolster governance, increase accountability, and boost efficiency.
  - Reviewed and approved updates to the Internal Assurance Charter to align with the global standards and ARC TOR updates.

Changes in 2024

- Technology and automation remained central to the function. However, responsibility for continuous control monitoring was transitioned to Management, with internal controls enhancement and remediation achieved through self-assessment and self-monitoring. This shift enabled the internal audit function to concentrate on areas requiring heightened scrutiny.
- A stronger emphasis was placed on high-risk expense, revenue and high waste areas through intensified forensic reviews, targeting transactions and practices that posed potential risks related to bribery and corruption prevention, thereby strengthening the overall governance and integrity of the Group.
- Standard risk-based reviews continued in line with the approved audit plan, incorporating advanced analytics usage alongside manual methods, particularly in forensic reviews that would efficiently uncover fraud risks.

AUDIT AND RISK COMMITTEE REPORT

- Forensic reviews in high-risk areas were further intensified to identify and prevent avoidable losses. This approach was supported by close collaboration with compliance teams on anti-bribery initiatives and regular briefings that enhanced stakeholder engagement.
- These approaches will continue in 2025.

External Audit

- Reviewed the external auditor's report on the progress of the audit including audit and accounting matters, internal control recommendations and status of closure.
- Evaluated the external auditors' suitability, independence, and the compliance to Maxis' External Audit Independence Policy (EAIP) for 2023.
- Reviewed the statutory audit services, audit related and other services provided by the external auditors, and the non-audit services provided by the member firms of the external auditors, and their corresponding incurred fees.
- Reviewed and approved the external auditors' 2024 Audit Plan outlining their strategy, approach and proposed fees.
- Evaluated the annual assessment on the effectiveness of the external auditors across seven (7) categories, namely the audit firm's calibre, quality process, audit team, scope, communication, governance & independence, and audit fees.

Integrity and Governance Unit (IGU)

- Provided oversight over the IGU function, which is responsible for ensuring the implementation and compliance of Guidelines on Adequate Procedures pursuant to the Section 17A(5) of the MACC Act 2009 (Amendment 2018). This includes fostering a culture of zero-tolerance to corruption, abuse of power and ethical misconduct.
- Reviewed quarterly reports from Head of IGU and monitored the effectiveness of the continuous implementation and enforcement of ethics & integrity compliance governed by the ISO37001:2016 Anti-Bribery Management System (ABMS) and Maxis Integrity and Compliance Framework (MICF), including monitoring the status of ongoing/completed investigations related to bribery & corruption.
- Endorsed and monitored the progress of related programmes with respect to anti-bribery corruption and AML/CFT:
  - Integrity Pledges.
  - MABC related training for Directors and employees.
  - Integrity and compliance training for employees and third parties.
  - Maxis Code of Business Practise for Third Parties (MCOBP) enhancement.
  - Due diligence Policy Statement.
  - Integrity Statement for Third Parties.
  - Due diligence screening via solution provider as part of Third-Party Risk Management.
  - Online due diligence compliance screening via Integrity Vetting System (eSTK) to assess bribery and corruption related risks.

Conflict of Interest (COI)

- Reviewed all COI situations within Maxis Group which included an assessment of any transactions, procedures, or course of conduct that raised concerns regarding management integrity and the measures taken to resolve, eliminate or mitigate such conflicts.
- The COI review was also extended to encompass Directors and Key Senior Management within Maxis Group.
- There were four (4) potential COI reported in the financial year 2024 due to Maxis Group's nature of business as an integrated telco and as a listed issuer. These were reviewed and assessed based on Maxis' Policy on Directors' and Key Senior Management's COI which sets out the processes and procedures and the associated mitigating measures for dealing with COI.
- The ARC was satisfied that the Directors have taken adequate measures in disclosing their COI arising from their positions in companies carrying out businesses similar to the Maxis Group. These COI are reported under COI Disclosures of this IAR.

Long Term Incentive Plan (LTIP)

- Deliberated on the results of internal audit's review on LTIP grants for the financial year, to ensure the allocation for employees was as per approved criteria and disclosed pursuant to LTIP's By-Laws and MMLR.

PROCEEDINGS OF THE ARC MEETINGS

Deliberations during the ARC meetings were recorded in the minutes and tabled for confirmation at the subsequent ARC meeting. After each meeting, the ARC Chairman reported the proceedings to the Board. During the year 2024, the ARC Chairman communicated key issues, including those raised by the internal or external auditors, during the respective quarterly financial presentations for discussion at Board meetings.

The ARC held separate private sessions with the internal and external auditors without the presence of Management, as and when required. Both the internal and external auditors have unfettered access to members of the ARC, including the Chairman, any time during the year.

In addition, the ARC Chairman held many meetings with the Management, the ERM function, the internal auditors, the external auditors and the IGU function throughout the year.

Given the complexity of the business and the ARC's responsibilities, the ARC cannot discharge its role through formal meetings alone. In this regard, the ARC members actively sought information and engaged in discussions with Management either in meetings or by correspondences.

The ARC also provided guidance for Consequence Management in respect of unsatisfactory audit and forensics outcomes during the year. Given the nature of some of the issues, the ARC Chairman and the Nomination and Remuneration Committee Chairman regularly consult each other on addressing such matters.

INTERNAL ASSURANCE DIVISION

The Group has an in-house independent internal audit function (internally referred to as the IAD), which reports directly to the ARC. IAD's primary responsibility is to provide independent and objective assessment of the adequacy and effectiveness of the Group's risk management, internal control and governance processes.

IAD has a headcount of 21, further supported by two (2) rotational employees from the Assurance Leadership Development Program (ALDP), each assigned for a one (1)-year term.

Shafik Azlee Mashar led the division until July 2024. Serving as the Group's Head of IAD for ten (10) years since 2014, he steered significant transformational changes and enhancements within the function. The ARC and Management expressed their gratitude for his valuable contributions during his tenure and wished him every success in his future endeavours. As part of the succession plan, Faizul Abdullah assumed the role of Head of IAD starting July 2024.

Faizul has 26 years of diverse experience across engineering and internal auditing, in various international and local industries. Faizul holds a Bachelor of Engineering from Imperial College London, an MBA from Sheffield University (UK), and a Master of Science in IT from UiTM. He is also a Certified Internal Auditor (CIA), Certified Information Systems Auditor (CISA), Certified Information Systems Security Professional (CISSP), and Certified ScrumMaster (CSM).

The Head of IAD reports directly to the ARC Chairman and is responsible for enhancing the quality assurance and improvement programme of the internal audit function, which is monitored through internal and external assessments.

The total costs incurred for the internal audit function for the financial year ended 31 December 2024 amounted to RM5.8 million (2023: RM7.7 million). Reduction in costs during the year was mainly attributed to resource costs.

IAD fully abides by the Internal Assurance Charter, reviewed and approved by ARC annually, and conform to the IIA's International Standards for the Professional Practice of Internal Auditing.

The ARC has regular dialogues and sessions with the Head of IAD and his team throughout the year.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

BOARD RESPONSIBILITY

i. The Board is responsible for the adequacy and effectiveness of internal control and risk management.
ii. The Group has a well-established framework for managing risk. Management identifies, assesses, and reports key business risks.
iii. The system is designed to provide reasonable assurance against fraud and loss.
iv. Risk management and internal control are integrated into the Group's culture, process and structure and is regularly reviewed by the Board.
v. The Group's risk management and internal control framework are consistent with the guidance provided to Directors as set out in the "Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers".
vi. Risk management and internal control reviews are an ongoing regular activity.

RISK MANAGEMENT

i. Risk management is overseen by the Audit and Risk Committee (ARC).
ii. Internal audit supports the ARC, providing assurance on the ERM framework's effectiveness.
iii. The ERM framework is based on the COSO ERM model.
iv. Risk indicators are applied to manage risks within appetite, responding to both internal and external uncertainties.
v. The ERM function prepares quarterly report to the Board via ARC.

ENTERPRISE RISK MANAGEMENT (ERM) FRAMEWORK

i. ERM function facilitates risk identification and reports on implementation action.
ii. ERM function participates in meetings focusing on project management, fraud, bribery, and cybersecurity risks.
iii. ERM provides regular updates on risk information which is evaluated quarterly by management and ARC.
iv. Risks are ranked on a five-by-five matrix for effective management.
v. Sustainability risks are incorporated in the risk matrix.
vi. ERM also supports the Transformation Committee in evaluating project risks.

CONTROL ENVIRONMENT AND STRUCTURE

The functions that are part of the controls framework and the policies and processes that are established for the control environment in place for the year ended 31 December 2024 are as follows:

1. Organisation Structure

i. The organisation structure clearly defines roles, responsibilities, and authority limits.
ii. The Board oversees the Group's business and governance, supported by various committees namely Audit and Risk, Nomination and Remuneration, Transformation, and Government and Regulatory Affairs (GRAC).
iii. Each committee has specific responsibilities and reports to the Board.
iv. The Board and its committee have full access to relevant information and management to perform their duties (please refer to the Corporate Governance Overview Statement for further details).
v. The CEO is in charge of driving the Group's strategies into action and managing daily operations, including risk management and internal controls.

Note:
The GRAC was dissolved with effect from 1 April 2025.

2. Code of Conduct and Code of Business Practice

i. The Group has a Code of Conduct (CoC) and a Code of Business Practice (CoBP) that outline how everyone, including Directors, employees, and third parties, should behave ethically and legally.
ii. Every year, all Directors, employees, and third-party contractors must complete a mandatory declaration to acknowledge their understanding of these codes.
iii. The CoBP ensures that the Group follows important policies related to business practices, Maxis Anti-Bribery and Corruption (MABC), data privacy, and human rights, promoting diversity and respect in the workplace.

In ensuring proper governance are in place for managing risk and controls, the Group practices three lines of defence (3-LoD) which are:

i. First line of defence (Functions that own & manage risks and its relevant controls): The line management responsible for identifying & managing risks directly (design/ operation of controls).
ii. Second line of defence (Functions that exercise oversight over risk and its controls): Risk and assurance functions responsible for on-going monitoring of design and operation of controls in the first line of defence and providing advice and facilitating risk management and control design activities.
iii. Third line of defence (Functions that provide independent assurance): ARC is assisted by Internal Audit responsible for independent assurance over managing risks and its controls, and External Audit to provide for independent assurance over financial statements.

3. Audit and Risk Committee

i. ARC has five non-executive directors, of which four are independent.
ii. ARC is responsible to oversee financial reporting, internal controls, and compliance in which the committee meets on quarterly basis. This includes review of the MABC system and its operations.

iii. The committee also reviews the internal audit strategy and effectiveness.
iv. The ARC continues to place emphasis on focusing on fraud management and whistleblowing efficiency. Particular emphasis during 2024 was in enhancing forensic capabilities and addressing defalcation cases.

Further details of the activities undertaken by the ARC are set out in the ARC Report on pages 80 to 83.

4. Internal Assurance

i. Internal Assurance reviews key processes and evaluates internal controls.
ii. Internal Assurance is responsible for investigating questionable transactions
iii. The function is governed by an Internal Assurance Charter, with an annual risk-based audit plan approved by the ARC.
iv. Internal Assurance maintains quality assurance and improvement programs. The most recent external assessment was completed in 2023.

Further details of the function and its activities are set out in the ARC Report on pages 80 to 83.

5. Integrity and Compliance, Anti-Bribery and Corruption

i. The Group's Integrity & Governance Unit (IGU) is an independent unit that reports to the Board of the Group via the ARC.
ii. Maxis has an Integrity & Compliance Framework (MICF). Its operational objective is to prevent and deter fraud, bribery and corruption.
iii. IGU is responsible to provides relevant training programs to maintain ethical standards .
iv. The Group has achieved ISO 37001:2016 certification in 2022.
v. This year, the Board approved the Third-Party Integrity Statement and Due Diligence Policy Statement which is updated within MICF to integrate the MABC system into the #SimplyMaxis Culture Blueprint.

6. Revenue Assurance

i. Revenue Assurance is responsible for detecting revenue leakage.
ii. The function regularly reviews processes and controls within the revenue cycle, such reviews include the use of automated testing.
iii. Revenue Assurance reports key issues to Management and the ARC on a bi-monthly and half-yearly basis, respectively.

7. Fraud Management – Subscriber (FM-Subs)

i. The FM-Subs function monitors daily subscriber calls/events and addresses suspicious activity respectively.
ii. This function compliments the Revenue Assurance function.
iii. Fraud events and action taken are reported to the management and the ARC.

8. Business Continuity Management

i. Business Continuity Management (BCM) identifies risks to continuous operations of critical business activities.
ii. The function conducts rigorous testing to evaluate BCM strategies and continuous improvement.
iii. The Group ensures employee preparedness address any eventualities of business disruption through training and awareness programmes.

9. Cybersecurity, Data Protection and Data Privacy

i. The Group maintains compliance to all mandatory cybersecurity regulations and standards required by MCMC and NACSA which include ISO 27001 (Information Security Management System), Personal Data Protection Act 2010 (PDPA), Cyber Security Act 2024 and applicable standards released by the Malaysian Technical Standards Forum Bhd (MTSFB).
ii. Cybersecurity Management, IT, Enterprise and Network Divisions implement both cybersecurity and data protection controls for applications, systems, networks, services, and IoT.
iii. Immediate actions are taken if there are potential threats and exploitable security vulnerabilities identified.

9.1 Cybersecurity and Data Protection

i. The Cybersecurity Management (CSM) functions in the Group oversees cybersecurity and data protection.
ii. It operates cybersecurity and data protection tools, maintains compliance with regulatory and industry security standards, develops policies and technical specifications, and provides awareness and capacity building.
iii. The function provides reports to Management and the ARC.

9.2 Data Privacy

i. The Group is dedicated to protect the personal data of all stakeholders.
ii. The Data Privacy Office (DPO) is responsible for overseeing the Data Privacy and Protection Program to ensure compliance and protection.
iii. The function provides reports of non-compliance to Management and the ARC.

10. Regulatory

i. The Regulatory function ensures compliance with the Communications and Multimedia Act 1998 (CMA) and its applicable rules and regulations.
ii. As a licensee under the CMA, the Group adheres to its licensing conditions, as well as economic, technical, social and consumer protection regulations embedded in the CMA and its subsidiary legislation.
iii. The Group actively participates in new regulatory and industry development consultations initiated by MCMC.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

11. Legal

i. The Legal function advises on compliance with all relevant laws and regulations.
ii. Legal risks to the business are identified and advice is given to mitigate the risks.
iii. The Board is also briefed through reports to the ARC on material litigation, legal non-compliance and changes in law that would have an impact to the Group's business.

12. Company Secretary

i. Please refer to page 72 of the Corporate Governance Overview Statement on Company Secretary in this Integrated Annual Report.

13. Limits of Authority

i. The Limits of Authority (LOA) manual sets out the authorisation limits for various levels of the Group's Management and staff as well as matters requiring Board approval.
ii. The LOA manual is reviewed and updated periodically.

14. Policies and Procedures

i. Policies, procedures, guidelines, and service level agreements are located on the Group's intranet site.
ii. These include those relating to finance, contract management, marketing, procurement, human resources, information systems, network operations, legal, system and information security controls.

15. Financial and Operational Information

i. Budgets are prepared by Management and presented to the Board for approval before the commencement of a new financial year.
ii. The Group's performance is tracked and measured against the budget, and reported monthly.
iii. On a quarterly basis, actual results and a forecast are reviewed by the Board to enable the Directors to evaluate the Group's performance.
iv. A 3-year Long Range Plan (LRP) is prepared and updated on an annual basis to identify financial challenges and opportunities in the near future. LRP is presented to the Board for approval on an annual basis.

MONITORING AND REVIEW

The efficiency and effectiveness of the system of risk management and internal controls are consistently reviewed and there is a policy for continuous improvement. Some of these key activities are:

i. The CEO and CFO report to the Board on the adequacy of risk management and internal controls.
ii. Internal Assurance independently reports to the ARC. It highlights significant issues to the ARC and MMT, including updates on bribery and corruption.
iii. Fraud Working Group (FWG) comprises various representatives in the Group that monitors fraud policies and actions on the identified instances of fraud.
iv. Defalcation Committee deals with matters on fraud and unethical practices including bribery and corruption incidents and MABC non-compliance.
v. Integrity Awareness and Compliance Committee coordinates compliance programs and reports to ARC on a quarterly basis or as and when requested.
vi. Cybersecurity and data protection is governed by relevant members of MMT, with quarterly reports on status by the CSM function and assessments by independent third parties as well as both the external and internal auditors.
vii. ERM department reports to the Board on a quarterly basis through the ARC on the Group risk updates and action plans progress.
viii. The legal function identifies and advises on compliance with relevant laws and regulations. It also reviews and advises the business on legal risks in relation to the Group's transactions.
ix. Every function provides regular updates on improvements to the Control Environment either due to changes with the business operations and needs to address regulatory requirements or lessons learnt.

CONCLUSION

For the financial year under review and up to the date of issuance of the financial statements, the Board is satisfied with the adequacy and effectiveness of the Group's system of risk management and internal control. No material losses, contingencies or uncertainties have arisen from any inadequacy or failure of the Group's system of internal control that would require separate disclosure in the Integrated Annual Report. The CEO and CFO have provided assurance to the Board that the Group's risk management and internal control system, in all material aspects, is operating adequately and effectively.

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

As required by paragraph 15.23 of the Bursa Securities' MMLR, the external auditors have reviewed this Statement on Risk Management and Internal Control. Their limited assurance review was performed in accordance with Audit and Assurance Practice Guide 3 (AAPG 3): Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Integrated Annual Report, issued by the Malaysian Institute of Accountants. AAPG 3 does not require the external auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the Group.

DIRECTORS' RESPONSIBILITY STATEMENT

The Directors are required by the Companies Act 2016 to prepare financial statements for each financial year which have been made out in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 so as to give a true and fair view of the financial position of the Group and of the Company as of 31 December 2024 and of their financial performance and cash flows for the financial year then ended.

In preparing the financial statements, the Directors have:

- Selected and applied the appropriate and relevant accounting policies on a consistent basis;
- Made judgements and accounting estimates that are reasonable in the circumstances; and
- Prepared the annual audited financial statements on a going concern basis.

The Directors are responsible to ensure that the Group and the Company keep accounting records which disclose with reasonable accuracy the financial position of the Group and the Company.

The Directors also have the overall responsibilities to take such steps to safeguard the assets of the Group and for the establishment, designation, implementation and maintenance of appropriate accounting and internal control systems for the prevention and detection of fraud and other irregularities relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Incorporated on pages 88 to 189 of this Integrated Annual Report are the financial statements of the Group and the Company for the financial year ended 31 December 2024.

DIRECTORS' REPORT

The Directors hereby submit their Report to the members together with the audited financial statements of the Group and of the Company for the financial year ended 31 December 2024.

PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding, whilst the principal activities of the Group, comprising the Company and its subsidiaries, are to offer a full suite of converged telecommunications, digital and related services and solutions, and corporate support and services functions for the Group. Details of the principal activities of the subsidiaries are shown in Note 18(a) to the financial statements.

There have been no significant changes in the nature of the principal activities of the Group and the Company during the financial year.

FINANCIAL RESULTS

	Group RM'million	Company RM'million
Profit for the financial year attributable to:		
- equity holders of the Company	**1,396**	**1,256**
- non-controlling interests	**(*)**	**-**
	1,396	**1,256**

* Less than RM1 million.

DIVIDENDS

The single-tier tax-exempt dividends paid by the Company since the end of the previous financial year were as follows:

	RM'million
In respect of the financial year ended 31 December 2023:	
Fourth interim dividend of 4.0 sen per ordinary share, paid on 21 March 2024	**313.3**
In respect of the financial year ended 31 December 2024:	
First interim dividend of 4.0 sen per ordinary share, paid on 24 June 2024	**313.3**
Second interim dividend of 4.0 sen per ordinary share, paid on 23 September 2024	**313.3**
Third interim dividend of 4.0 sen per ordinary share, paid on 23 December 2024	**313.3**
	1,253.2

Subsequent to the financial year, on 18 February 2025, the Directors declared a fourth and one-time interim single-tier tax-exempt dividend of 4.0 sen and 1.0 sen respectively per ordinary share in respect of the financial year ended 31 December 2024 which was paid on 21 March 2025. The financial statements for the financial year ended 31 December 2024 do not reflect these dividends. Upon declaration, the cash dividend payment will be accounted for in equity as an appropriation of retained earnings during the financial year ending 31 December 2025.

The Directors do not recommend the payment of any final dividend in respect of the financial year ended 31 December 2024.

RESERVES AND PROVISIONS

All material transfers to or from reserves and provisions during the financial year have been disclosed in the financial statements.

SHARE CAPITAL

During the financial year, the issued share capital of the Company was increased from 7,832,077,110 ordinary shares to 7,833,120,210 ordinary shares by the issuance of 1,043,100 new ordinary shares under the Company's Long Term Incentive Plan ("LTIP").

These new ordinary shares issued during the financial year ranks pari passu in all respects with the existing ordinary shares of the Company.

LONG TERM INCENTIVE PLAN ("LTIP")

The Company established two Long Term Incentive Plans in 2015 ("2015 Scheme") and 2023 ("2023 Scheme") (collectively known as "LTIP"). The 2015 Scheme and 2023 Scheme are governed by the By-Laws which were approved by the shareholders on 28 April 2015 and 18 May 2023 respectively and is administered by the Nomination and Remuneration Committee which is appointed by the Board of Directors of the Company, in accordance with the By-Laws. The Nomination and Remuneration Committee may from time to time, offer LTIP to eligible employees (including executive director) of the Group and includes any person who is proposed to be employed as an employee (including executive director) of the Group.

The maximum number of new shares which may be made available under the LTIP and/or allotted and issued upon vesting of the new shares under the LTIP shall not, when aggregated with the total number of new shares allotted and issued under Employee Share Option Scheme ("ESOS"), exceed 250,000,000 shares at any point of time during the duration of the LTIP. The ESOS had expired in 2019. The LTIP comprises a Performance Share Grant ("PS Grant") and a Restricted Share Grant ("RS Grant") which shall be in force for a period of 10 years. The 2015 Scheme commenced from 31 July 2015, while the 2023 Scheme commenced from 3 July 2023, the effective dates of the implementation of the LTIP.

Details of the LTIP are disclosed in Note 32(a) to the financial statements.

During the financial year, 13,116,600 PS Grant under the LTIP ("offer") were granted to the eligible employees of the Group. Subject to the terms and conditions of the By-Laws governing the LTIP and the terms of the letter constituting the offer, selected employees who have accepted the offer shall be entitled to receive new ordinary shares in the Company, to be issued pursuant to the offer ("new shares"), upon meeting the applicable vesting conditions. The vesting conditions comprise, amongst others, the performance targets for the period commencing from 1 January 2024 and ending on 31 December 2026. The vesting date of the new shares is on 30 June 2027, subject to the meeting of such performance targets and any other applicable vesting conditions.

The movement of the PS Grant under the LTIP is as follows:

	Quantity 'million
Total outstanding as at 1 January 2024	**32**
Total granted	**13**
Total vested	**(1)**
Total forfeited	**(10)**
Total outstanding as at 31 December 2024	**34**

The Directors have not been granted any shares since LTIP implementation.

DIRECTORS' REPORT

DIRECTORS

The Directors in office since the beginning of the financial year to the date of the Report are:

Non-Executive Directors

Datuk Johan bin Idris	(Appointed on 1 March 2025)
Dato' Hamidah binti Naziadin	
Uthaya Kumar A/L K Vivekananda	
Ooi Huey Tyng	
Ong Chu Jin Adrian	
Mazen Ahmed M. AlJubeir	
Mohammed Abdullah K. Alharbi	
Abdulaziz Abdullah M. Alghamdi	
Lim Ghee Keong	
Alvin Michael Hew Thai Kheam	(Resigned on 16 May 2024)
Tan Sri Mokhzani bin Mahathir	(Resigned on 30 June 2024)

LIST OF DIRECTORS OF SUBSIDIARIES

Pursuant to Section 253 of the Companies Act 2016, the list of Directors of the subsidiaries (excluding Directors who are also Directors of the Company) in office since the beginning of the financial year to the date of the Report is as follows:

Goh Seow Eng	
Wong Chui Fen	
Loh Keh Jiat	
Prateek Nikhil Pashine	
Chew Choo Soon	
Joachim Karel F.Vandaele	
Barry Ooi Eu Hock	
Patrick Er @ Er Teck Khim	(Appointed on 23 May 2024)
Lee Han Kheng (Alternate Director to Prateek Nikhil Pashine)	(Appointed as Alternate Director to Prateek Nikhil Pashine on 15 July 2024)
Sheik Azri bin Shaik Md Noor Alam	(Appointed on 26 July 2024)
Tan Toi Ngee	(Resigned on 25 April 2024)
Claire Margaret Featherstone (Alternate Director to Prateek Nikhil Pashine)	(Resigned as Alternate Director to Prateek Nikhil Pashine on 31 May 2024)
Su Puay Leng	(Resigned on 26 July 2024)
Eer Kai Song	(Director of Gurulab Sdn. Bhd. ("GSB"). GSB ceased to be a subsidiary on 13 May 2024)

DIRECTORS' BENEFITS

During and at the end of the financial year, no arrangements subsisted to which the Company or any of its subsidiaries are a party, being arrangements with the object or objects of enabling Directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

Since the end of the previous financial year, no Director of the Company has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by the Directors as shown below) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which he/she is a member, or with a company in which he/she has a substantial financial interest.

DIRECTORS' REPORT

DIRECTORS' BENEFITS (CONTINUED)

The Directors' benefits are as follows:

	2024	
	Group RM'million	Company RM'million
Non-Executive Directors		
Fees	3	3
Estimated monetary value of benefits-in-kind	*	*
	3	3

* Less than RM1 million.

DIRECTORS' INTERESTS

According to the Register of Directors' Shareholdings required to be kept under Section 59 of the Companies Act 2016, none of the Directors in office at the end of the financial year held any interest in shares in the Company and its related corporations during the financial year.

INDEMNITY AND INSURANCE FOR DIRECTORS AND OFFICERS

The Directors of the Group and of the Company were insured against certain liabilities under a Directors' and Officers' liability insurance policy maintained as a group basis under Binariang GSM Sdn. Bhd. ("BGSM"), the ultimate holding company, for up to a maximum of RM210 million for any one claim and in aggregate. During the financial year, the Group and the Company paid an aggregate of RM0.8 million and RM0.2 million respectively based on the apportioned premium in respect of such policy.

IMMEDIATE HOLDING, PENULTIMATE HOLDING AND ULTIMATE HOLDING COMPANIES

The Directors of the Company regard BGSM Equity Holdings Sdn. Bhd. as the immediate holding company, BGSM Management Sdn. Bhd. as the penultimate holding company and BGSM as the ultimate holding company. All these companies are incorporated and domiciled in Malaysia.

STATUTORY INFORMATION ON THE FINANCIAL STATEMENTS

Before the financial statements of the Group and of the Company were made out, the Directors took reasonable steps:

(a) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for impairment and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for impairment; and

(b) to ensure that any current assets, other than debts, which were unlikely to realise in the ordinary course of business, their values as shown in the accounting records of the Group and of the Company, had been written down to an amount which they might be expected so to realise.

At the date of this Report, the Directors are not aware of any circumstances:

(a) which would render the amounts written off for bad debts or the amount of the allowance for impairment in the financial statements of the Group and of the Company inadequate to any substantial extent; or

(b) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; or

(c) which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company, misleading or inappropriate.

STATUTORY INFORMATION ON THE FINANCIAL STATEMENTS (CONTINUED)

No contingent or other liability has become enforceable or is likely to become enforceable within the period of 12 months after the end of the financial year which, in the opinion of the Directors, will or may affect the ability of the Group or of the Company to meet their obligations when they fall due.

At the date of this Report, there does not exist:

(a) any charge on the assets of the Group and of the Company which has arisen since the end of the financial year which secures the liability of any other person; or

(b) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.

At the date of this Report, the Directors are not aware of any circumstances not otherwise dealt with in this Report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.

In the opinion of the Directors:

(a) the results of the Group's and of the Company's operations during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature; and

(b) there has not arisen in the interval between the end of the financial year and the date of this Report any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group or of the Company for the financial year in which this Report is made.

SUBSIDIARIES

The details of subsidiaries are set out in Note 18(a) to the financial statements.

AUDITORS

Details of the auditors' remuneration for the Group and Company are as follows:

	2024	
	Group RM	**Company RM**
PricewaterhouseCoopers PLT (LLP0014401–LCA & AF 1146)		
- Statutory audit	**1,350,000**	**40,000**
- Audit related and other services	**228,000**	**-**
	1,578,000	**40,000**

Remuneration for other services provided by member firms of PricewaterhouseCoopers PLT (LLP0014401–LCA & AF 1146) to the Group and the Company amounted to RM817,100 and RM12,000 respectively.

The auditors, PricewaterhouseCoopers PLT, have expressed their willingness to continue in office.

Signed on behalf of the Board of Directors in accordance with their resolution dated 24 March 2025.

DATO' HAMIDAH BINTI NAZIADIN
DIRECTOR

UTHAYA KUMAR A/L K VIVEKANANDA
DIRECTOR

STATEMENTS OF PROFIT OR LOSS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

		Group		Company	
	Note	2024 RM'million	2023 RM'million	2024 RM'million	2023 RM'million
Revenue	6	**10,536**	10,180	**1,252**	1,332
Traffic, device, commissions and other direct costs		**(4,185)**	(4,031)	**-**	-
Spectrum licence fees		**(248)**	(247)	**-**	-
Network costs		**(590)**	(557)	**-**	-
Staff and resource costs	7	**(839)**	(880)	**-**	-
Operation and maintenance costs		**(462)**	(428)	**-**	-
Marketing costs		**(177)**	(163)	**-**	-
Impairment of receivables and deposits, net		**(134)**	(129)	**-**	-
Government grant and other income		**278**	247	**1**	*
Other operating expenses		**(75)**	(199)	**(13)**	(27)
Depreciation and amortisation	9	**(1,780)**	(1,903)	**-**	-
Finance income	10(a)	**34**	27	**21**	23
Finance costs	10(b)	**(481)**	(473)	**-**	*
Profit before tax		**1,877**	1,444	**1,261**	1,328
Tax expenses	12	**(481)**	(452)	**(5)**	(6)
Profit for the financial year		**1,396**	992	**1,256**	1,322
Attributable to:					
- equity holders of the Company		**1,396**	993		
- non-controlling interests		**(*)**	(1)		
		1,396	992		
Earnings per share attributable to equity holders of the Company:					
- basic (sen)	13(a)	**17.8**	12.7		
- diluted (sen)	13(b)	**17.8**	12.7		

* Less than RM1 million.

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

		Group		Company	
	Note	**2024 RM'million**	**2023 RM'million**	**2024 RM'million**	**2023 RM'million**
Profit for the financial year		**1,396**	992	**1,256**	1,322
Other comprehensive income					
Item that will be reclassified subsequently to profit or loss:					
- net change in cash flow hedge	33(c)	**6**	2	**-**	-
Total comprehensive income for the financial year		**1,402**	994	**1,256**	1,322
Attributable to:					
- equity holders of the Company		**1,402**	995		
- non-controlling interests		**(*)**	(1)		
		1,402	994		

* Less than RM1 million.

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF FINANCIAL POSITION
AS AT 31 DECEMBER 2024

		Group		Company	
	Note	2024 RM'million	2023 RM'million	2024 RM'million	2023 RM'million
ASSETS					
NON-CURRENT ASSETS					
Property, plant and equipment	15	**5,091**	5,384	**-**	-
Intangible assets	16	**11,042**	11,193	**-**	-
Right-of-use assets	17	**1,794**	1,826	**-**	-
Investments in subsidiaries	18	**-**	-	**25,110**	25,106
Financial assets at fair value through other comprehensive income	20	**4**	4	**4**	4
Interests in Digital Nasional Berhad	21	**233**	-	**-**	-
Receivables, deposits and prepayments	22	**1,254**	1,333	**-**	-
Deferred tax assets	24	**1**	*	**-**	-
TOTAL NON-CURRENT ASSETS		**19,419**	19,740	**25,114**	25,110
CURRENT ASSETS					
Inventories	25	**17**	22	**-**	-
Receivables, deposits and prepayments	22	**2,415**	2,435	**4**	5
Amounts due from related parties	26	**4**	15	**-**	-
Loans due from a subsidiary	18	**-**	-	**345**	343
Derivative financial instruments	23	**4**	-	**-**	-
Deposits, cash and bank balances	27	**464**	569	**24**	15
TOTAL CURRENT ASSETS		**2,904**	3,041	**373**	363
TOTAL ASSETS		**22,323**	22,781	**25,487**	25,473

* Less than RM1 million.

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF FINANCIAL POSITION
AS AT 31 DECEMBER 2024

		Group		Company	
	Note	2024 RM'million	2023 RM'million	2024 RM'million	2023 RM'million
LESS:					
CURRENT LIABILITIES					
Provisions for liabilities and charges	28	**178**	160	**-**	-
Payables and accruals	29	**4,111**	4,126	**1**	1
Amount due to a subsidiary	18	**-**	-	*	*
Amounts due to related parties	26	**63**	11	**-**	-
Borrowings	31	**1,193**	857	**-**	-
Derivative financial instruments	23	*	3	**-**	-
Taxation		**56**	265	**1**	2
TOTAL CURRENT LIABILITIES		**5,601**	5,422	**2**	3
NET CURRENT (LIABILITIES)/ ASSETS		**(2,697)**	(2,381)	**371**	360
NON-CURRENT LIABILITIES					
Provisions for liabilities and charges	28	**412**	396	**-**	-
Payables and accruals	29	**444**	499	**-**	-
Deferred income	30	**1,267**	1,147	**-**	-
Borrowings	31	**8,096**	8,915	**-**	-
Deferred tax liabilities	24	**597**	658	**-**	-
TOTAL NON-CURRENT LIABILITIES		**10,816**	11,615	**-**	-
NET ASSETS		**5,906**	5,744	**25,485**	25,470
EQUITY					
Share capital	32	**2,597**	2,593	**2,597**	2,593
Reserves	33	**3,308**	3,150	**22,888**	22,877
Total equity attributable to owners of the Company		**5,905**	5,743	**25,485**	25,470
Non-controlling interests		**1**	1	**-**	-
TOTAL EQUITY		**5,906**	5,744	**25,485**	25,470

* Less than RM1 million.

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

		Attributable to equity holders of the Company								
		Issued and fully paid ordinary shares								
Group	Note	Number of shares 'million	Share capital RM'million	Merger relief (Note 33(a)) RM'million	Reserve arising from reverse acquisition (Note 33(b)) RM'million	Other reserves (Note 33(c)) RM'million	Retained earnings RM'million	Total RM'million	Non-controlling interests RM'million	Total equity RM'million
At 1 January 2024		7,832	2,593	22,729	(22,729)	57	3,093	5,743	1	5,744
Profit for the financial year		-	-	-	-	-	1,396	1,396	(*)	1,396
Other comprehensive income for the financial year		-	-	-	-	6	-	6	-	6
Total comprehensive income for the financial year		-	-	-	-	6	1,396	1,402	(*)	1,402
Dividends provided for or paid	14	-	-	-	-	-	(1,253)	(1,253)	-	(1,253)
LTIP and incentive arrangement	33	1	4	-	-	10	(1)	13	-	13
Total transactions with owners, recognised directly in equity		1	4	-	-	10	(1,254)	(1,240)	-	(1,240)
Disposal of subsidiary		-	-	-	-	-	-	-	(*)	(*)
At 31 December 2024		7,833	2,597	22,729	(22,729)	73	3,235	5,905	1	5,906

* Less than RM1 million.

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

		Attributable to equity holders of the Company								
		Issued and fully paid ordinary shares								
Group	**Note**	**Number of shares 'million**	**Share capital RM'million**	**Merger relief (Note 33(a)) RM'million**	**Reserve arising from reverse acquisition (Note 33(b)) RM'million**	**Other reserves (Note 33(c)) RM'million**	**Retained earnings RM'million**	**Total RM'million**	**Non-controlling interests RM'million**	**Total equity RM'million**
At 1 January 2023		7,830	2,585	22,729	(22,729)	72	3,432	6,089	2	6,091
Profit for the financial year		-	-	-	-	-	993	993	(1)	992
Other comprehensive income for the financial year		-	-	-	-	2	-	2	-	2
Total comprehensive income for the financial year		-	-	-	-	2	993	995	(1)	994
Dividends provided for or paid	14	-	-	-	-	-	(1,331)	(1,331)	-	(1,331)
LTIP and incentive arrangement	33	2	8	-	-	(17)	(1)	(10)	-	(10)
Total transactions with owners, recognised directly in equity		2	8	-	-	(17)	(1,332)	(1,341)	-	(1,341)
Dilution of interest in subsidiary		-	-	-	-	-	(*)	(*)	*	-
At 31 December 2023		7,832	2,593	22,729	(22,729)	57	3,093	5,743	1	5,744

* Less than RM1 million.

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

		Issued and fully paid ordinary shares					
Company	**Note**	**Number of shares 'million**	**Share capital RM'million**	**Merger relief (Note 33(a)) RM'million**	**Other reserves (Note 33(c)) RM'million**	**Retained earnings RM'million**	**Total equity RM'million**
At 1 January 2024		**7,832**	**2,593**	**22,729**	**73**	**75**	**25,470**
Total comprehensive income for the financial year		**-**	**-**	**-**	**-**	**1,256**	**1,256**
Dividends provided for or paid	14	**-**	**-**	**-**	**-**	**(1,253)**	**(1,253)**
LTIP	33	**1**	**4**	**-**	**8**	**-**	**12**
Total transactions with owners, recognised directly in equity		**1**	**4**	**-**	**8**	**(1,253)**	**(1,241)**
At 31 December 2024		**7,833**	**2,597**	**22,729**	**81**	**78**	**25,485**
At 1 January 2023		7,830	2,585	22,729	87	84	25,485
Total comprehensive income for the financial year		-	-	-	-	1,322	1,322
Dividends provided for or paid	14	-	-	-	-	(1,331)	(1,331)
LTIP	33	2	8	-	(14)	-	(6)
Total transactions with owners, recognised directly in equity		2	8	-	(14)	(1,331)	(1,337)
At 31 December 2023		7,832	2,593	22,729	73	75	25,470

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

		Group		Company	
	Note	2024 RM'million	2023 RM'million	2024 RM'million	2023 RM'million
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit for the financial year		**1,396**	992	**1,256**	1,322
Adjustments for:					
Impairment of receivables and deposits	34(b)	**182**	178	**-**	-
Provision for inventories obsolescence (net)		**1**	*	**-**	-
Impairment of goodwill	16	**2**	2	**-**	-
Impairment of investment in subsidiaries	18(a)	**-**	-	**5**	18
Amortisation of:					
- contract cost assets	22(d)	**219**	200	**-**	-
- intangible assets	16	**317**	378	**-**	-
- deferred income	30	**(186)**	(157)	**-**	-
Dividend income	6	**-**	-	**(1,252)**	(1,332)
Unrealised fair value gain on forward foreign exchange contracts		**(1)**	(1)	**-**	-
Unrealised loss on foreign exchange differences		**1**	2	**-**	-
Depreciation of:					
- property, plant and equipment	15	**1,135**	1,187	**-**	-
- right-of-use assets	17	**328**	338	**-**	-
Property, plant and equipment:					
- loss/(gain) on disposal		**2**	(1)	**-**	-
- net reversal of impairment	15	**(2)**	(4)	**-**	-
- write-offs	15	**17**	144	**-**	-
Intangible assets write-off	16	**2**	27	**-**	-
Termination of lease contracts		**(3)**	(1)	**-**	-
(Write-back of)/provision for (net):					
- site rectification and decommissioning works	28	**(12)**	(5)	**-**	-
- staff incentive scheme	28	**128**	131	**-**	-
- contract obligations	28	**16**	(2)	**-**	-
Share-based payments expense/(reversal)		**12**	(9)	**-**	-
Finance costs	10(b)	**481**	473	**-**	*
Finance income	10(a)	**(34)**	(27)	**(21)**	(23)
Tax expenses	12	**481**	452	**5**	6
		4,482	4,297	**(7)**	(9)
Government grant income relating to costs		**74**	61	**-**	-
Payments for:					
- site rectification and decommissioning works	28	**(1)**	(1)	**-**	-
- staff incentive scheme	28	**(130)**	(116)	**-**	-
Operating cash flows before working capital changes		**4,425**	4,241	**(7)**	(9)

* Less than RM1 million.

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

		Group		Company	
	Note	2024 RM'million	2023 RM'million	2024 RM'million	2023 RM'million
CASH FLOWS FROM OPERATING ACTIVITIES (CONTINUED)					
Changes in working capital:					
Inventories		**5**	(14)	**-**	-
Receivables		**(609)**	(845)	*****	*
Payables		**(111)**	30	**(*)**	*
Balances with:					
- related parties		**64**	(28)	**-**	-
- subsidiaries		**-**	-	**(*)**	*
Cash flows from operations		**3,774**	3,384	**(7)**	(9)
Dividends received		**-**	-	**1,252**	1,332
Interest received		**34**	27	**19**	21
Tax paid		**(751)**	(595)	**(6)**	(5)
Net cash flows from operating activities		**3,057**	2,816	**1,258**	1,339
CASH FLOWS FROM INVESTING ACTIVITIES					
Loans granted to a subsidiary		**-**	-	**(313)**	(738)
Loan repayments from a subsidiary		**-**	-	**313**	705
Property, plant and equipment and intangible assets:					
- purchase		**(1,011)**	(1,141)	**-**	-
- disposal proceeds		**1**	1	**-**	-
Contingent consideration paid for business combinations		**(7)**	(13)	**-**	-
Government grant relating to the purchase of assets	30	**306**	391	**-**	-
Subscription of shares in an investment		**(*)**	-	**-**	-
Proceeds from disposal of subsidiary		*****	-	**-**	-
Withdrawal/(placement) of deposits with maturity of more than three months		**18**	(2)	**-**	-
Net cash flows used in investing activities		**(693)**	(764)	**-**	(33)

* Less than RM1 million.

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

		Group		Company	
	Note	2024 RM'million	2023 RM'million	2024 RM'million	2023 RM'million
CASH FLOWS FROM FINANCING ACTIVITIES					
Proceeds from issuance of shares		**-**	-	**4**	8
Share-based incentive arrangement:					
- disposal of shares		**5**	3	**-**	-
- acquisition of shares		**(4)**	(4)	**-**	-
Drawdown of borrowings		**350**	1,400	**-**	-
Repayments of:					
- borrowings		**(800)**	(1,440)	**-**	-
- lease liabilities	17(iii)	**(287)**	(322)	**-**	-
Payments of finance costs		**(462)**	(419)	**-**	*
Ordinary share dividends paid	14	**(1,253)**	(1,331)	**(1,253)**	(1,331)
Net cash flows used in financing activities		**(2,451)**	(2,113)	**(1,249)**	(1,323)
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS		**(87)**	(61)	**9**	(17)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE FINANCIAL YEAR		**540**	601	**15**	32
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR	27	**453**	540	**24**	15

* Less than RM1 million.

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

1 GENERAL INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad.

The principal activity of the Company is investment holding, whilst the principal activities of the Group, comprising the Company and its subsidiaries, are to offer a full suite of converged telecommunications, digital and related services and solutions, and corporate support and services functions for the Group. Details of the principal activities of the subsidiaries are shown in Note 18(a) to the financial statements.

There have been no significant changes in the nature of the principal activities of the Group and of the Company during the financial year.

The Directors regard BGSM Equity Holdings Sdn. Bhd. as the immediate holding company, BGSM Management Sdn. Bhd. as the penultimate holding company and Binariang GSM Sdn. Bhd. ("BGSM") as the ultimate holding company. All these companies are incorporated and domiciled in Malaysia.

The address of the registered office of business of the Company is as follows:

Level 21, Menara Maxis
Kuala Lumpur City Centre
Off Jalan Ampang
50088 Kuala Lumpur

The address of the principal place of business of the Company is as follows:

Level 5 - 9, 11, 15 - 25 Menara Maxis
Kuala Lumpur City Centre
Off Jalan Ampang
50088 Kuala Lumpur

2 BASIS OF PREPARATION

The financial statements of the Group and of the Company have been prepared in accordance with the Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The financial statements have been prepared under the historical cost convention except as disclosed in the summary of material accounting policies in Note 3 to the financial statements.

The preparation of financial statements in conformity with MFRS requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reported financial year. It also requires the Directors to exercise their judgement in the process of applying the Group's and the Company's accounting policies. Although these estimates and judgements are based on the Directors' best knowledge of current events and actions, actual results may differ.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 4 to the financial statements.

2 BASIS OF PREPARATION (CONTINUED)

(a) Amendments to published standards and interpretations that are effective and applicable to the Group and the Company

The Group and the Company have applied the following amendments to published standards for the financial year beginning on 1 January 2024:

- Amendments to MFRS 16 “Lease Liability in a Sale and Leaseback”
- Amendments to MFRS 107 and MFRS 7 “Supplier Finance Arrangements”
- Amendments to MFRS 101 “Non-current Liabilities with Covenants”

The adoption of the above amendments to published standards did not have any significant effect on the consolidated and separate financial statements of the Group and of the Company respectively upon their initial application.

(b) Published standards and amendments to published standards that are applicable to the Group and the Company but not yet effective

The amendments below to published standards are effective for the financial year beginning on or after 1 January 2025:

- Amendments to MFRS 9 and MFRS 7 “Classification and Measurement of Financial Instruments”
- MFRS 18 “Presentation and Disclosure in Financial Statements”
- Annual Improvements to MFRS Accounting Standards for enhanced consistency

The Group and Company are in the process of assessing the impact of the above published standards and amendments to published standards to the financial statements of the Group and Company in the initial year of application.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES

The following accounting policies have been applied consistently in dealing with items that are considered material in relation to the financial statements.

(a) Basis of consolidation

(i) Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the relevant activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

NOTES TO THE FINANCIAL STATEMENTS

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(a) Basis of consolidation (continued)

(i) Subsidiaries (continued)

The Group applies the acquisition method to account for business combinations when the acquired sets of activities and assets meet the definition of business. The Group determines that it has acquired a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement and fair value of any pre-existing equity interest in the subsidiary. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date. The Group recognises any non-controlling interest in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets.

Acquisition-related costs are expensed as incurred.

If the business combination is achieved in stages, the carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date and any gains or losses arising from such re-measurement are recognised in the statement of profit or loss.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in profit or loss. Contingent consideration that is classified as equity is not re-measured, and its subsequent settlement is accounted for within equity.

Goodwill is initially measured as the excess of the aggregate of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired. If the total of consideration transferred, non-controlling interest recognised and previously held interest measured is less than the fair value of the net assets of the subsidiary acquired, in the case of a bargain purchase, the difference is recognised directly in the statement of profit or loss. See accounting policy Note 3(c)(iii) on goodwill.

Inter-company transactions, balances and unrealised gains or losses on transactions between Group companies are eliminated.

Non-controlling interests in the results and equity of subsidiaries are shown separately in the consolidated statement of profit or loss, statement of comprehensive income, statement of changes in equity and statement of financial position respectively.

All earnings and losses of the subsidiary are attributed to the parent and the non-controlling interests, even if the attribution of losses to the non-controlling interests results in a debit balance in the shareholders' equity. Profit or loss attributable to non-controlling interests for prior years is not restated.

(ii) Changes in ownership interests in subsidiaries without change of control

Transactions with non-controlling interests that do not result in loss of control are accounted for as transactions with equity owners of the Group. A change in ownership interest results in an adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in the subsidiary. Any difference between the amount of the adjustment to non-controlling interests and any consideration paid or received is recognised in equity attributable to owners of the Group.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(b) Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Cost includes expenditure (including borrowing and staff costs) that is directly attributable to the acquisition of property, plant and equipment and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. The cost of certain property, plant and equipment items include the costs of dismantling and removing the item and restoring the sites on which these items are located. These costs are due to obligations incurred either when the items were installed or as a consequence of having used these items during a particular period.

Certain telecommunications assets are stated at the amount of cash or cash equivalent that would have to be paid if the same or an equivalent asset was acquired. Included in telecommunications equipment are purchased software costs which are integral to such equipment.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to the statement of profit or loss during the financial year in which they are incurred.

Freehold land is not depreciated as it has an infinite life.

All other property, plant and equipment are depreciated on the straight-line method to write-off the cost of each category of assets to its residual value over its estimated useful life, summarised as follows:

Buildings	44 - 50 years
Telecommunications equipment	2 - 25 years
Motor vehicles	5 years
Office furniture, fittings and equipment	3 - 7 years

Capital work-in-progress and capital inventories comprise mainly telecommunications equipment, information technology equipment and renovations. They are reclassified to the respective categories of property, plant and equipment and depreciated when they are ready for their intended use.

Residual values and useful lives are reassessed and adjusted, if appropriate, at each reporting date to ensure the amount and period of depreciation are consistent with the expected pattern of consumption of the future economic benefits embodied in the items of property, plant and equipment.

At each reporting date, the Group assesses whether there is any indication of impairment. Where an indication of impairment exists, the carrying amount of the asset is assessed and written down immediately to its recoverable amount. See accounting policy Note 3(f) on impairment of non-financial assets.

Gains and losses on disposals are determined by comparing proceeds with carrying amounts and are included in the statement of profit or loss.

Leased assets (including leasehold land) are presented as "right-of-use assets" in a separate line item in the statement of financial position.

(c) Intangible assets

The Group acquires intangible assets either as part of a business combination or through separate acquisition. Intangible assets acquired in a business combination are recorded at their fair value at the date of acquisition and recognised separately from goodwill. On initial acquisition, management judgement is applied to determine the appropriate allocation of purchase consideration to the assets being acquired, including goodwill and identifiable intangible assets.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(c) Intangible assets (continued)

(i) Spectrum rights

The Group's spectrum rights consist of rights to spectrum bands previously acquired as part of a business combination and other spectrum rights.

For other spectrum rights, the intangible asset that is initially recognised at the date of acquisition includes an estimate for the future anticipated variable costs. Subsequent changes on such estimates will be recognised against the cost of the asset.

Spectrum rights are considered to have a finite life and thus are amortised on a straight-line basis over the period of expected benefit and assessed at each reporting date for any indication of impairment. Upon the expiry of the Spectrum Assignment ("SA") periods, costs to renew spectrum rights that are previously acquired as part of a business combination are charged to the statement of profit or loss during the SA periods.

The estimated useful lives of the spectrum rights of the Group are as follows:

Spectrum rights acquired as part of a business combination	According to SA period
Other spectrum rights	According to contract period

The useful lives are reassessed and adjusted, if appropriate, at each reporting date.

See accounting policy Note 3(f) on impairment of non-financial assets.

(ii) Other indefinite life intangible assets - telecommunications licences

Telecommunications licences comprise the rights that exist with the embedded approvals of the Government to allow Maxis to operate as one of the few mobile operators in Malaysia together with all the ancillary Network Facilities Provider ("NFP"), Network Service Provider ("NSP") and Applications Service Provider ("ASP") licences. The telecommunications licences were acquired as part of a business combination and are issued for a fixed period.

Telecommunications licences are considered to have an indefinite useful life if they can be renewed indefinitely without significant costs in comparison to the expected future economic benefits that the rights can generate for the Group. Therefore, the telecommunications licences are not amortised but tested for impairment on an annual basis, and where an indication of impairment exists.

See accounting policy Note 3(f) on impairment of non-financial assets.

The indefinite useful life assumption applied to this acquired intangible assets is reassessed at each reporting date. When the expectation differs from previous estimates, the change is accounted for as a change in accounting estimate.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(c) Intangible assets (continued)

(iii) Goodwill

Goodwill arises from a business combination and represents the excess of the aggregation of the consideration transferred for purchase of subsidiaries or businesses, the amount of any non-controlling interest in the acquiree and the fair value of any previously held equity interest in the acquiree over the fair value of the identifiable net assets acquired.

Goodwill is measured at cost less any accumulated impairment losses. Negative goodwill is recognised immediately in the statement of profit or loss.

Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Goodwill is allocated to cash-generating units ("CGUs") for the purpose of impairment testing. Goodwill is not amortised but is tested annually for impairment or more frequently if events or changes in circumstances indicate that it might be impaired. See accounting policy Note 3(f) on impairment of non-financial assets. Each CGU or a group of CGUs represents the lowest level within the Group at which goodwill is monitored for internal management purposes and which is expected to benefit from the synergies of the combination.

(iv) Software

Costs that are directly associated with identifiable and unique software products controlled by the Group and that will probably generate economic benefits exceeding costs beyond one year, are recognised as intangible assets.

Expenditure which enhances or extends the performance of computer software programmes beyond their original specifications is recognised as a capital improvement and added to the original cost of the software. Costs associated with maintaining computer software programmes are recognised as an expense when incurred.

Directly attributable costs that are capitalised as part of the software product include the software development employee costs and an appropriate portion of relevant overheads. Other development expenditures that do not meet these criteria are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

Software recognised as assets are amortised using the straight line method over their estimated useful economic lives of 2.5 – 8 years.

No amortisation is calculated on software development until the underlying software is completed and is ready for its intended use.

(v) Customer relationships

Customer relationships acquired in a business combination are recognised at fair value at the acquisition date. It has a finite useful life that ranges between 1 to 8 years and are amortised on a straight-line basis over the period of the expected benefits and assessed at each reporting date whether any indication of impairment exists. See accounting policy Note 3(f) on impairment of non-financial assets.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(d) Investments in subsidiaries

In the Company's separate financial statements, investments in subsidiaries are stated at cost less accumulated impairment losses plus the fair value of share grants over the Company's equity instruments for employees (including full-time executive directors) of the subsidiaries during the vesting period, deemed as capital contribution. See accounting policy Note 3(s)(iii) on share-based compensation benefits. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount. See accounting policy Note 3(f) on impairment of non-financial assets.

(e) Financial instruments

A financial instrument is any contract that gives rise to both a financial asset of one enterprise and a financial liability or equity instrument of another enterprise.

A financial asset is any asset that is cash, a contractual right to receive cash or another financial asset from another enterprise, a contractual right to exchange financial instruments with another enterprise under conditions that are potentially favourable, or an equity instrument of another enterprise.

A financial liability is any liability that is a contractual obligation to deliver cash or another financial asset to another enterprise, or to exchange financial instruments with another enterprise under conditions that are potentially unfavourable.

Financial assets

(i) Classification

The Group and the Company classify their financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income ("OCI") or through profit or loss); and
- those to be measured at amortised cost.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will be recorded in profit or loss or OCI. For investments in equity instruments that are not held for trading, this will depend on whether the Group and the Company have made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income ("FVOCI").

The Group and the Company reclassify debt investments when and only when its business model for managing those assets changes.

(ii) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Group and the Company commit to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group and the Company have transferred substantially all the risks and rewards of ownership.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(e) Financial instruments (continued)

Financial assets (continued)

(iii) Measurement

At initial recognition, the Group and the Company measure a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss ("FVPL"), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

Debt instruments

Subsequent measurement of debt instruments depends on the Group's and the Company's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group and the Company classify their debt instruments:

- Amortised cost:

  Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other operating expenses together with foreign exchange gains and losses. Impairment losses are presented as separate line item in the statement of profit or loss.

- FVOCI:

  Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other operating expenses. Interest income from these financial assets is included in finance income using the effective interest rate method. Foreign exchange gains and losses are presented in other operating expenses and impairment expenses are presented as separate line item in the statement of profit or loss.

- FVPL:

  Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in profit or loss and presented net within other operating expenses in the period in which it arises.

Equity instruments

The Group and the Company subsequently measure all equity instruments at fair value. Where the Group's and the Company's management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the Group's right to receive payments is established.

Changes in the fair value of financial assets at FVPL are recognised within other operating expenses in the statement of profit or loss as applicable.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(e) Financial instruments (continued)

Financial assets (continued)

(iv) Subsequent measurement - impairment

The Group assesses on a forward-looking basis the expected credit loss ("ECL") associated with its debt instruments carried at amortised cost and at FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

The Group has five types of financial instruments that are subject to the ECL model:

- Trade receivables
- Finance lease receivables
- Contract assets
- Other receivables and deposits
- Amounts due from related parties

The Company has two types of financial instruments that are subject to the ECL model:

- Other receivables and deposits
- Loans due from a subsidiary

While cash and cash equivalents are also subject to the impairment requirements of MFRS 9 "Financial Instruments", the identified impairment loss was immaterial.

ECL represents a probability-weighted estimate of the difference between present value of cash flows according to contract and present value of cash flows the Group expects to receive, over the remaining life of the financial instrument.

The measurement of ECL reflects:

- an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- the time value of money; and
- reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

(a) General 3-stage approach for other receivables, deposits, and loans to subsidiaries

At each reporting date, the Group measures ECL through loss allowance at an amount equal to 12-month ECL if credit risk on a financial instrument or a group of financial instruments has not increased significantly since initial recognition. For all other financial instruments, a loss allowance at an amount equal to lifetime ECL is required.

(b) Simplified approach for trade receivables, finance lease receivables, contract assets and amounts due from related parties.

The Group applies the MFRS 9 simplified approach to measure ECL which uses a lifetime ECL for all the above.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(e) Financial instruments (continued)

Financial assets (continued)

(iv) Subsequent measurement - impairment (continued)

Significant increase in credit risk

The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk, the Group compares the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. It considers available reasonable and supportable forward-looking information.

The following indicators are incorporated:

- internal credit rating; and
- actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations.

Macroeconomic information (such as market interest rates or growth rates) is incorporated as part of the internal rating model.

A significant increase in credit risk is presumed if a debtor is more than 30 days past due in making contractual payment.

Definition of default and credit-impaired financial assets

The Group defines a financial instrument as default, when counterparty fails to make contractual payment more than 90 days after they fall due or the debtor is insolvent or has significant financial difficulties.

Financial instruments that are credit-impaired are assessed on individual basis.

For certain categories of financial assets, such as trade receivables, finance lease receivables, contract assets and amounts due from related parties, balances that are assessed not to be impaired individually are subsequently assessed for impairment on a collective basis based on similar risk characteristics.

Groupings of instruments for ECL measured on collective basis

(a) Collective assessment

To measure ECL, trade receivables, finance lease receivables, contract assets and amounts due from related parties have been grouped based on shared credit risk characteristics of customer's behaviour and the days past due. The contract assets relate to unbilled amounts and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

(b) Individual assessment

Trade receivables, finance lease receivables, contract assets, other receivables and deposits, related parties' owings and loans due from a subsidiary that are in default or credit-impaired are assessed individually.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(e) Financial instruments (continued)

Financial assets (continued)

(iv) Subsequent measurement - impairment (continued)

Write-off

(a) Trade receivables, finance lease receivables, contract assets and amounts due from related parties

The above is written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Group.

Impairment losses on the above are presented within ‘Impairment of receivables and deposits, net’ in the statements of profit or loss. Subsequent recoveries of amounts previously written off are credited against the same line item in the statements of profit or loss.

(b) Other receivables and deposits and loans due from a subsidiary

The Group writes off financial assets, in whole or in part, when it has exhausted all practical recovery efforts and has concluded there is no reasonable expectation of recovery. The assessment of no reasonable expectation of recovery is based on unavailability of debtor’s sources of income or assets to generate sufficient future cash flows to repay the amount. The Group may write-off financial assets that are still subject to enforcement activity. These are presented as net impairment losses within ‘Impairment of receivables and deposits, net’ in the statements of profit or loss. Subsequent recoveries of amounts previously written off are credited against the same line item.

Financial liabilities

(i) Classification and measurement

The Group and the Company classify their financial liabilities in the following categories: at fair value through profit or loss, other financial liabilities and financial guarantee contracts. Management determines the classification of financial liabilities at initial recognition.

The Group and the Company do not hold any financial liabilities carried at fair value through profit or loss (except for derivative financial instruments and deferred contingent consideration arising from business combinations) and financial guarantee contracts. See accounting policy Note 3(g) on derivative financial instruments and hedging activities.

Other financial liabilities are non-derivative financial liabilities. Other financial liabilities are initially recognised at fair value plus transaction costs that are directly attributable to the acquisition of the financial liability and subsequently carried at amortised cost using the effective interest method. Changes in the carrying value of these liabilities are recognised in the statement of profit or loss.

The Group’s and the Company’s other financial liabilities comprise payables (including inter-companies and related parties’ balances) and borrowings in the statement of financial position. Financial liabilities are classified as current liabilities; except for maturities greater than 12 months after the reporting date, in which case they are classified as non-current liabilities.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(e) Financial instruments (continued)

Financial liabilities (continued)

(ii) Recognition and derecognition

Financial liabilities are recognised when the Group and the Company become party to the contractual provisions of the instrument.

Financial liabilities are derecognised when the liability is either discharged, cancelled, expired or has been restructured with substantially different terms.

Offsetting of financial assets and financial liabilities

Financial assets and financial liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy.

(f) Impairment of non-financial assets

Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that have a finite economic useful life are subject to amortisation and are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the carrying amount of the asset exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows which are largely independent of the cash inflows from other assets or groups of assets ("CGUs"). Non-financial assets other than goodwill that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

Any impairment loss is charged to the statement of profit or loss. Impairment losses on goodwill are not reversed. In respect of other assets, any subsequent increase in recoverable amount is recognised in the statement of profit or loss to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation and amortisation, if no impairment loss had been recognised.

(g) Derivative financial instruments and hedging activities

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured at their fair value at each reporting date.

A derivative financial instrument is carried as an asset when the fair value is positive and as a liability when the fair value is negative.

The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. Derivative that does not qualify for hedge accounting are classified as "held for trading" and accounted for at fair value through profit and loss. Changes in fair value of any derivative financial instrument that does not qualify for hedge accounting are recognised immediately in the statement of profit or loss.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(g) Derivative financial instruments and hedging activities (continued)

Derivatives that qualify for hedge accounting are designated as either:

- Hedges of the fair value of recognised assets or liabilities or a firm commitment (fair value hedge);
- Hedges of a particular risk associated with a recognised asset or liability or a highly probable forecast transaction (cash flow hedge); or
- Hedges of a net investment in a foreign operation (net investment hedge).

The Group documents at the inception of the hedge relationship, the economic relationship between hedging instruments and hedged items including whether changes in the cash flows of the hedging instruments are expected to offset changes in the cash flows of hedged items. The Group documents its risk management objective and strategy for undertaking its hedge transactions.

The fair values of various derivative instruments used for hedging purposes are disclosed in Note 23. Movements on the hedging reserve in shareholders' equity are shown in Note 33(c). The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months, and as a current asset or liability when the remaining maturity of the hedged item is less than 12 months. Trading derivatives are classified as a current asset or liability.

Cash flow hedge

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in other comprehensive income and accumulated in reserves within equity. The gain or loss relating to the ineffective portion is recognised immediately in the statement of profit or loss.

Amounts accumulated in equity are reclassified to profit or loss in the periods when the hedged item affects profit or loss. The gain or loss relating to the effective portion of interest rate swaps hedging variable rate borrowings is recognised in profit or loss within 'finance costs'.

When a hedging instrument expires or is sold or terminated, or when a hedge no longer meets the criteria for hedge accounting, the accounting of any cumulative deferred gain or loss and deferred cost of hedging included in equity depends on the nature of the underlying hedged transaction. For cash flow hedge which resulted in the recognition of a non-financial asset, the cumulative amount in equity shall be included in the initial cost of the asset. For other cash flow hedges, the cumulative amount in equity is reclassified to profit or loss in the same period that the hedged cash flows affect profit or loss. When hedged future cash flows or forecast transaction is no longer expected to occur, the cumulative gain or loss and deferred cost of hedging that was reported in equity is immediately reclassified to the statement of profit or loss.

The Group and the Company do not have any fair value hedges and net investment hedges.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(h) Fair value estimates

The fair value of the financial assets, financial liabilities and derivative financial instruments is estimated for recognition and measurement or for disclosure purposes.

In assessing the fair value of financial instruments, the Group makes certain assumptions and applies the estimated discounted value of future cash flows to determine the fair value of financial instruments. The fair values of financial assets and financial liabilities are estimated by discounting future cash flows at the current interest rate available to the respective companies.

The face values for financial assets and financial liabilities with a maturity of less than one year are assumed to be approximately equal to their fair values.

For derivative financial instruments that are measured at fair value, the fair values are determined using a valuation technique which utilises data from recognised financial information sources. Assumptions are based on market conditions existing at each reporting date. The fair values of interest rate swaps are calculated as the present value of estimated future cash flow using an appropriate market-based yield curve. The fair values of forward foreign exchange contracts are determined using the forward exchange rates as at each reporting date.

(i) Inventories

Inventories are stated at the lower of cost and net realisable value. Cost includes the actual cost of materials and incidentals in bringing the inventories to their present location and condition, and is determined on a weighted average basis. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

(j) Trade and other receivables

Trade receivables are amounts due from customers for merchandise sold or services performed in the ordinary course of business. Other receivables generally arise from transactions outside the usual operating activities of the Group. If collection is expected in one year or less, they are classified as current assets. If not, they are presented as non-current assets.

Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, where they are recognised at fair value plus transaction costs. Other receivables are recognised initially at fair value plus transaction costs.

After recognition, trade and other receivables are subsequently measured at amortised cost using the effective interest rate method, less loss allowance. See Note 3(e)(iv) for the impairment policy on receivables.

(k) Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the rights to control the use of an identified asset for a period of time in exchange for consideration.

Accounting as lessee

Leases are recognised as right-of-use ("ROU") asset and a corresponding liability at the date on which the leased asset is available for use by the Group (i.e. the commencement date).

Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(k) Leases (continued)

Accounting as lessee (continued)

(i) Lease term

In determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not to be terminated).

In determining the enforceable period of the lease, the Group considers the following:

- the broader economics of the contract, and not only contractual termination payments. If either party has an economic incentive not to terminate the lease such that it would incur a penalty on termination that is more than insignificant, the contract is deemed enforceable beyond the date on which the contract can be terminated; and

- whether each of the parties has the right to terminate the lease without permission from the other party with no more than an insignificant penalty. A lease is no longer enforceable only when both parties have such a right. Consequently, if only one party has the right to terminate the lease without permission from the other party with no more than an insignificant penalty, the contract is deemed enforceable beyond the date on which the contract can be terminated by that party.

The Group reassesses the lease term upon the occurrence of a significant event or change in circumstances that is within the control of the Group and affects whether the Group is reasonably certain to exercise an option not previously included in the determination of lease term, or not to exercise an option previously included in the determination of lease term. A revision in lease term results in remeasurement of the lease liabilities.

(ii) ROU assets

ROU assets are initially measured at cost comprising the following:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentive received;
- any initial direct costs; and
- decommissioning and restoration costs.

ROU assets are subsequently measured at cost, less accumulated depreciation and impairment loss, if any. In addition, the ROU assets are adjusted for certain remeasurement of the lease liabilities.

The ROU assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis, as follows:

Land and network infrastructure	2 - 97 years
Offices and customer service centers	2 - 15 years

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(k) Leases (continued)

Accounting as lessee (continued)

(iii) Lease liabilities

Lease liabilities are initially measured at the present value of the lease payments to be made over the lease term. The lease payments include the following:

- fixed payments (including in-substance fixed payments), less any lease incentive receivable;
- the exercise price of extension options if the Group is reasonably certain to exercise that option; and
- payments of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

The Group presents the lease liabilities within borrowings in the statement of financial position. Interest expense on the lease liability is presented within the finance cost in the statement of profit or loss.

Lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Group, the lessee's incremental borrowing rate is used. This is the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the ROU in a similar economic environment with similar terms, security and conditions.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

(iv) Short-term leases and leases of low-value assets

Short-term leases are leases with a lease term of 12 months or less. Payments associated with short-term leases of equipment, land and buildings, and network cell sites and all leases of low-value assets are recognised on a straight-line basis as an expense in the statement of profit or loss.

Accounting as a lessor

As a lessor, the Group determines at lease inception whether each lease is a finance lease or an operating lease. To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to the lessee. As part of this assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

(i) Finance leases

The Group classifies a lease as a finance lease if the lease transfers substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee.

The Group derecognises the underlying asset and recognises a receivable at an amount equal to the net investment in a finance lease. Net investment in a finance lease is measured at an amount equal to the sum of the present value of lease payments from the lessee and the unguaranteed residual value of the underlying asset. Initial direct costs are also included in the initial measurement of the net investment.

Lease income is recognised over the term of the lease using the net investment method so as to reflect a constant periodic rate of return. The Group revises the lease income allocation if there is a reduction in the estimated unguaranteed residual value.

NOTES TO THE FINANCIAL STATEMENTS

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(k) Leases (continued)

Accounting as a lessor (continued)

(ii) Operating leases

The Group classifies a lease as an operating lease if the lease does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee.

The Group recognises lease payments received under an operating lease as lease income on a straight-line basis over the lease term and is included in revenue in the statement of profit or loss due to its operating nature.

(iii) Separating lease and non-lease components

If an arrangement contains lease and non-lease components, the Group allocates the consideration in the contract to the lease and non-lease components based on the stand-alone selling prices in accordance with the principles in MFRS 15 "Revenue from Contracts with Customers".

(l) Loans to subsidiaries

Loans to subsidiaries are recognised initially at fair value. If there are any difference between cash disbursed and fair value on initial recognition, the difference would be accounted as additional investment in the subsidiary as it reflects the substance of the transaction.

Loans to subsidiaries are subsequently measured at amortised cost using the effective interest rate method, less loss allowance. See Note 3(e)(iv) for the impairment policy on receivables.

(m) Cash and cash equivalents

Cash and cash equivalents comprise cash in hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. For the purposes of the statement of cash flows, cash and cash equivalents are presented net of deposits with maturity more than three months.

(n) Share capital

(i) Classification

Ordinary shares and redeemable preference shares with discretionary dividends are classified as equity. Other shares are classified as equity and/or liability according to the economic substance of the particular instrument. Distributions to holders of a financial instrument classified as an equity instrument are charged directly to equity.

(ii) Share issue costs

External costs directly attributable to the issue of new shares are deducted, net of tax, against proceeds and shown in equity.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(o) Payables

Payables, including accruals, represent liabilities for goods received and services rendered to the Group and the Company prior to the end of the financial year and which remain unpaid. Payables are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

Payables are recognised initially at fair value net of transaction costs incurred, which include transfer taxes and duties. Payables are subsequently measured at amortised cost using the effective interest method.

(p) Borrowings

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised as part of the cost of the assets. Other borrowing costs are recognised as an expense in the statement of profit or loss when incurred.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the drawdown occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Interest expense, losses and gains relating to a financial instrument, or a component part, classified as a liability is reported within finance costs in the statement of profit or loss.

Borrowings are derecognised from the statement of financial position when the obligation specified in the contract is extinguished, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in the statement of profit or loss within finance costs.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

(i) Borrowings in a designated hedging relationship

Borrowings subject to cash flow hedges are recognised initially at fair value based on the applicable interest rate plus any transaction costs that are directly attributable to the issue of borrowing. These borrowings are subsequently carried at amortised costs. Any difference between the final amount paid to discharge the borrowing and the initial proceeds is recognised in the statement of profit or loss over the borrowing period using the effective interest method.

Interest expense on the borrowings are recognised in the statement of profit or loss, along with the associated gains or losses on the hedging instrument, which have been reclassified from the cash flow hedging reserve to the statement of profit or loss.

(ii) Borrowings not in a designated hedging relationship

Borrowings not in a designated hedging relationship are initially recognised at fair value plus transaction costs that are directly attributable to the issue of borrowing. These borrowings are subsequently carried at amortised costs. Any difference between the final amount paid to discharge the borrowing and the initial proceeds is recognised in the statement of profit or loss over the borrowing period using the effective interest method.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(q) Provisions for liabilities and charges

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, when it is probable that an outflow of resources will be required to settle the obligation and when a reliable estimate of the amount can be made.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. When it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. Where the effect of the time value of money is material, provisions are measured at the present value of management's best estimate of the expenditures expected to be required to settle the obligation by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

(i) Site rectification and decommissioning works

Provision for site rectification works is based on management's best estimate and the past trend of costs for rectification works to be carried out to fulfil new regulatory guidelines and requirements imposed after network cell sites were built.

Provision for decommissioning works is the estimated costs of dismantling and removing the structures on identified sites and restoring these sites. This obligation is incurred either when the items are installed or as a consequence of having used the items during a particular period.

The estimated amount is determined after taking into consideration the time value of money, risk specific to the provision and the current conditions of the sites. The initial estimated amount is capitalised as part of the cost of property, plant and equipment.

(ii) Staff incentive scheme

Provision for staff incentive scheme is based on management's best estimate of the total employee benefits payable as at reporting date based on the service and/or performance conditions of individual employees and/or financial performance of the Group.

(r) Income taxes

The tax expenses for the period comprise current and deferred tax. The income tax expense or credit for the period is the tax payable on the current period's taxable income based on the applicable income tax rate for each jurisdiction adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses. Tax is recognised in the statement of profit or loss except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

Current tax expenses are determined according to the tax laws of each jurisdiction in which the Group operates and include all taxes based upon the taxable profits, and real property gains taxes payable on disposal of properties.

Deferred tax is provided in full, using the liability method, on temporary differences arising between the amounts attributed to assets and liabilities for tax purposes and their carrying amounts in the financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill. Deferred tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss.

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences, investment tax allowance or unused tax losses can be utilised.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(r) Income taxes (continued)

Deferred tax liability is recognised for all taxable temporary differences arising on investments in subsidiaries except where the timing of the reversal of the temporary differences is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets are recognised on deductible temporary differences arising from investments in subsidiaries only to the extent that it is probable the temporary difference will reverse in the future and there is sufficient taxable profit available against which the deductible temporary difference can be utilised.

Deferred tax is determined using tax rates (and tax laws) that have been enacted or substantively enacted by the reporting date and are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled.

The measurement of deferred tax liabilities and deferred tax assets shall reflect the tax consequences that would follow from the manner in which the entity expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

Deferred and current tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred tax assets and liabilities relate to taxes levied by the same taxation authority or either the taxable entity or different taxable entities when there is an intention to settle the balances on a net basis.

(s) Employee benefits

(i) Short-term employee benefits

Salaries, paid annual leave, bonuses and non-monetary benefits that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The Group recognises a provision where contractually obliged or where there is a past practice that has created a constructive obligation.

(ii) Defined contribution plans

A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity on a mandatory, contractual or voluntary basis, and the Group has no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

The Group's contributions to defined contribution plans are charged to the statement of profit or loss in the period to which they relate. Once the contributions have been paid, the Group has no further payment obligations. The Group recognises a provision when an employee has provided services in exchange for employee benefits to be paid in the future. When contributions to a defined contribution plan are not expected to be settled wholly before 12 months after the end of the reporting period in which the employees render the related service, they shall be discounted to present value.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(s) Employee benefits (continued)

(iii) Share-based compensation benefits

The Group and the Company operate equity-settled, share-based compensation plans for eligible employees (including full-time executive directors) of the Group and of the Company, pursuant to the Long Term Incentive Plan ("LTIP") and incentive arrangement.

Where the Group and the Company pay for services of employees using the share grants, the fair value of the share grants which is determined using the observable market price of the shares at the grant date is recognised as an employee benefit expense in the statement of profit or loss over the vesting periods, with a corresponding increase in equity.

When the shares of the Company are acquired from the open market at market price using cash incentive payable to employees under the incentive arrangement, the transactions are recorded in share-based payments reserve and are recognised as an employee benefit expense in the statement of profit or loss over the vesting periods.

The total amount to be expensed over the vesting period is determined by reference to the fair value of the shares and the number of shares that are expected to vest by the vesting date. At each reporting date, the Group and the Company revise this estimated number of shares and any revision of this estimate is included in the statement of profit or loss and with the corresponding adjustment in equity.

Non-market vesting conditions attached to the transactions are not taken into account in determining fair value. Non-market vesting and service conditions are included in assumptions about the number of shares that are expected to vest.

When share grants are forfeited due to failure by the employee to satisfy the service and/or performance conditions, any expenses previously recognised in relation to such share grants are reversed effective on the date of the forfeiture.

If the share grants expire or lapse, the corresponding share-based payments reserve attributable to the share grants are transferred to retained earnings.

In the separate financial statements of the Company, the fair value of the share grants offered to employees of the subsidiary in exchange for the services of employees to the subsidiary are treated as a capital contribution and thus recognised as investment in subsidiary, with a corresponding credit to equity.

(iv) Separation benefits

Separation benefits are payable when employment is terminated by the Group before the normal retirement date, or when an employee accepts voluntary redundancy in exchange for these benefits.

The Group recognises separation benefits at the earlier of the following dates: (a) when the Group can no longer withdraw the offer of those benefits; and (b) when the entity recognises costs for a restructuring that is within the scope of MFRS 137 and involves the payment of separation benefits. In the case of an offer made to encourage voluntary redundancy, the separation benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(t) Income recognition

(i) Revenue from contract with customers

Telecommunications revenue

Revenue from prepaid services is recognised when services are rendered. Consideration from the sale of prepaid sim cards and reload vouchers to customers where services have not been rendered at the reporting date is deferred as contract liability until actual usage or when the cards, vouchers or reloaded amounts are expired or forfeited.

Postpaid services are provided in postpaid packages which consist of a series of promised services including voice, data, text, digital and other converged telecommunications services. As the services are separately identifiable and the customers can benefit from each of the services on its own, each service is accounted for as a separate performance obligation.

For postpaid usage-based plans, revenue is recognised when the customers use the services and is measured at the consideration specified in the contract.

Fixed fee postpaid service plans may include services which provide customers with limited and unlimited usage for the respective services within the plan. For services with unlimited usage, revenue is recognised proportionately over the fixed fee billing period based on the consideration allocated for the service. For services with limited usage, revenue is recognised when the customer utilises their entitled usage and is measured based on the consideration allocated for the service. Services with limited usage can be utilised up to the end of the fixed fee period. At the end of the fixed fee period, the remaining consideration allocated for the service which has not been utilised is recognised as revenue in full.

The consideration specified in the contract is adjusted for expected discounts and rebates for contracts which offer discounted rates when certain volume commitments are met, to the extent that it is highly probable that a significant reversal will not occur. Accumulated experience is used to estimate and provide for the discounts, using the expected value method. As the amount billed to customer is higher than the transaction price, a contract liability is recognised.

Postpaid packages are either sold separately or bundled together with the sale of a device to a customer. Devices can also be obtained separately from other device retailers and can be used together with the postpaid packages provided by the Group. As postpaid packages and devices are capable of being distinct and separately identifiable, there are two performance obligations within a bundled transaction. Accordingly, the Group allocates the transaction price based on the relative stand-alone selling prices ("RSSP") of the postpaid packages and device.

Stand-alone selling prices are based on observable sales prices; however, where stand-alone selling prices are not directly observable, estimates will be made maximising the use of observable inputs.

Sale of device

Revenue from sale of device is recognised at the point in time when control of the asset is transferred to the customer, usually on delivery and acceptance of the device.

Payment for the transaction price of the device is typically collected at the point the customer signs up for the bundled contract, except for bundled packages that have a payment structure allowing customers to pay for the device over a period of up to 36 months. For these arrangements, the Group discounts the transaction price using the rate that would be reflected in a separate financing transaction between the Group and its customers at contract inception, to take into consideration the significant financing component. The financing component is recognised as interest revenue over the contract period and presented as part of the revenue of the Group.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(t) Income recognition (continued)

(i) Revenue from contract with customers (continued)

Sale of device (continued)

A contract asset is recognised when the Group delivers the devices before the payment is due. If the payment happens before the delivery of the device then a contract liability is recognised. Contract assets and contract liabilities are presented within receivables and payables respectively in the statement of financial position.

Devices and equipment that are transferred as part of a fixed line telecommunications services bundled package which can only be used together with the services provided by the Group, are considered as a single performance obligation in telecommunications services revenue.

The contract for sale of devices does not give the customers a right of return nor responsibilities within the ambit of device manufacturer's warranty.

When another party is involved in providing devices to a customer, the Group is a principal in such arrangements when it controls the devices before they are transferred to the customers. As the principal, the Group recognises revenue on the gross consideration allocated to the devices with the corresponding direct costs of satisfying the contract.

Customer loyalty programme

The Group operates a loyalty programme which may provide the customers a material right to acquire future products and services from the Group or selected partner vendors of the Group for free or at a discount.

Where there is a material right to the customer, a portion of the consideration specified in the contract is allocated to the material right on a RSSP basis. The consideration allocated is recognised as a contract liability. Revenue is only recognised when the material rights such as free goods or discounts are redeemed or expired.

(ii) Interest revenue

Interest revenue on receivables from contracts with customers with significant financing components is recognised over the customer's contract period using an effective interest rate reflecting the customers' credit risk.

(iii) Contract assets

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Group transfers goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional. Contract assets are presented within "Receivables, deposits and prepayments" of the statement of financial position.

(iv) Contract liabilities

Contract liability is the unsatisfied obligation by the Group to transfer goods or services to customer for which the Group has received the consideration in advance or has billed the customer, whichever is earlier. Contract liabilities are presented within "Payables and accruals" of the statement of financial position.

Contract liabilities are recognised as revenue when the Group performs under the contract.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(t) Income recognition (continued)

(v) Dividend income

Dividend income is recognised when the Group's and the Company's right to receive payment is established.

(vi) Interest income

Interest income is recognised on a time proportion basis, taking into account the principal outstanding and the effective interest rate over the period to maturity, when it is determined that such income will accrue to the Group and the Company.

(u) Incremental costs incurred to acquire a contract

The direct and incremental costs of acquiring a contract including, for example, sales commissions are recognised as contract cost assets as these are incremental costs that would not have been incurred by the Group if the respective contracts had not been obtained. The Group expects to recover these costs in the future through telecommunications services revenue earned from the customer. These are amortised consistently over the term of the specific contract to which the cost relates to.

Where the costs incurred to acquire a contract are in respect of contracts with amortisation period of less than one year, these are recognised as an expense when incurred in line with the practical expedient elected by the Group.

Amortisation of contract acquisition costs is presented within traffic, device, commissions and other direct costs within the statement of profit or loss.

An impairment loss is recognised to profit or loss to the extent that the carrying amount of the contract cost asset recognised exceeds the remaining amount of considerations that the Group expects to receive for the specific contract that the cost relate to less additional costs required to complete the specific contract.

(v) Deferred income – Government grant

As a Universal Service Provider, the Group is entitled to claim certain qualified expenses from the relevant authorities in relation to Universal Service Provider projects. The claim qualifies as a government grant and is recognised at its fair value where there is reasonable assurance that the grant will be received and the Group will comply with all the attached conditions.

Government grants relating to costs are recognised as income in the statement of profit or loss to match them with the expenses they are intended to compensate in the period they are incurred.

Government grants relating to the purchase of assets are included in non-current liabilities in the statement of financial position as deferred income and are credited to the statement of profit or loss as income on a straight-line basis over the expected useful lives of the corresponding assets.

(w) Contingent liabilities

The Group does not recognise a contingent liability but discloses its existence in the financial statements. A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by the occurrence of one or more uncertain future events beyond the control of the Group or a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation. A contingent liability also arises in the extremely rare circumstance where there is a liability that cannot be recognised because it cannot be measured reliably.

3 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(x) Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-makers comprising the Chief Executive Officer and the Chief Financial Officer. The chief operating decision-makers are responsible for allocating resources, assessing performance of the operating segments and making strategic decisions.

(y) Associates

Associates are entities over which the Group has significant influence but not control or joint control. The Group's interests in associates are accounted for in the financial statements using the equity method. Under the equity method of accounting, the investment is initially recognised at cost and adjusted thereafter to recognise the Group's share of the post-acquisition profits or losses of the associates in profit or loss, and the Group's share of movements in other comprehensive income ("OCI") of the associates in OCI.

Dividends received or receivable from an associate are recognised as a reduction in the carrying amount of the investment. When the Group's share of losses in an equity-accounted investment equals or exceeds its interests in the entity, including any long-term interests that, in substance, form part of the Group's net investment in the investee, the Group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the investee.

Unrealised gains on transactions between the Group and its associates are eliminated to the extent of the Group's interests in these entities. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of the investees have been changed where necessary to ensure consistency with the policies adopted by the Group.

The Group ceases to equity account its investments upon loss of significant influence.

The Group determines at each reporting date whether there is any objective evidence that an equity-accounted investment is impaired. An impairment loss is recognised in profit or loss for the amount by which the carrying amount of the investment exceeds its recoverable amount.

See accounting policy Note 3(f) on impairment of non-financial assets.

4 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Estimates and judgements are continually evaluated by the Directors and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and judgements

The Group and the Company make estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, rarely equal the related actual results. To enhance the information content of the estimates, certain key variables that are anticipated to have a material impact on the Group's and the Company's results and financial position are tested for sensitivity to changes in the underlying parameters. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are outlined below.

Critical accounting estimates and judgements - Group

(a) Impairment assessment of intangible assets - goodwill

Goodwill is not amortised but is tested annually for impairment or more frequent if events or changes in circumstances indicate that it might be impaired. When performing an impairment testing, the carrying amount of goodwill is allocated to the converged telecommunications services and solutions CGU. The recoverable amount of a CGU is determined based on value-in-use calculations.

The key assumptions used in the value-in-use calculations require management's estimates and are sensitive to changes in compounded revenue and EBITDA (i.e. profit before finance income, finance costs, tax, depreciation, amortisation and allowance for write down of identified network costs) annual growth rates in the projection period, post-tax discount rate and terminal growth rate. See Note 16 to the financial statements for the key assumptions on the impairment assessment of goodwill.

(b) Estimated useful lives and impairment assessment of property, plant and equipment and intangible assets - software

The Group reviews annually the estimated useful lives and assesses for indicators of impairment of property, plant and equipment and software within the intangible assets based on factors such as business plans and strategies, historical sector and industry trends, general market and economic conditions, regulatory landscape, expected level of usage, future technological developments and other available information. It is possible that future results of operations could be materially affected by changes in these estimates brought about by changes in the factors mentioned. Any impairment or reduction in the estimated useful lives would increase charges to the statement of profit or loss and decrease their carrying value. See Note 15 to the financial statements for the impact of the changes in the estimated useful lives of property, plant and equipment.

(c) Provisions for liabilities and charges

The Group recognises provisions for liabilities and charges when it has a present legal or constructive obligation arising as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made. The recording of provision requires the application of judgements about the ultimate resolution of these obligations. As a result, provisions are reviewed at each reporting date and adjusted to reflect the Group's current best estimate. See Note 28 to the financial statements for the impact on changes in estimates.

4 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONTINUED)

Critical accounting estimates and judgements - Group (continued)

(d) Revenue recognition for contracts with customers

Identification of performance obligation

Certain contracts with customers are bundled packages that may include sale of products and telecommunications services that comprise voice, data and other converged telecommunications and solutions services. The Group accounts for individual products and services separately as separate performance obligations if they are distinct promised goods and services, i.e. if a product or service is separately identifiable from other items in the bundled package and if a customer can benefit from it separately. The Group exercises judgements to identify if products and services within the bundled package are distinct as a separate promised products and services. This determination will affect the allocation of consideration specified in the contract and the revenue recognised for each performance obligation.

Principal versus agent

The Group is a principal for sale of devices as the Group controls the device before it is transferred to the customer. In making such an assessment, the Group takes into consideration both the legal form of the contract with its customer and supplier. Revenue from sale of device is recognised on a gross basis and payment to the supplier for device cost is recorded as a direct cost.

Determining stand-alone selling price (“SSP”)

The Group has assessed that there are two performance obligations for bundled contracts where the Group needs to allocate the transaction price between the postpaid service and device based on their relative SSP.

SSP for postpaid packages and devices are based on observable sales prices; however, where certain SSP are not directly observable, estimates will be made maximising the use of observable inputs.

The estimation of SSP is a significant estimate as it will directly determine the amount of revenue to be recognised up front (sale of device) and amount of revenue to be recognised over time (telecommunications revenue). For example, a lower SSP for device will result in a lower amount of revenue recognised upfront and higher amount of revenue recognised over the contract period.

(e) Determining the lease term where the Group acts as a lessee

In determining the lease term and assessing the length of the non-cancellable period of a lease, the Group applies the definition of a contract and determines the period for which the contract is enforceable. However, for leases of certain telecommunications network sites, the contract contains an exit clause that is exercisable by both the lessee and lessor with a short notification period. For such contracts, the Group considers whether the lessee and lessor each has the right to terminate the lease without the permission from the other party with no more than an insignificant penalty, in determining the lease term. In determining a penalty, the Group assesses monetary and non-monetary considerations which include amongst others, network cell site relocation effort.

The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee.

The determination of the lease term is a significant judgement as it will directly affect the recognition of a lease as a short term lease or a right-of-use asset with a corresponding lease liability. For example, a short term lease is recognised as an expense in the profit or loss throughout the lease term while a lease recognised as a right-of-use asset is capitalised and depreciated on a straight line basis over the lease term with a corresponding lease liability measured at the present value of the lease payments.

4 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONTINUED)

Critical accounting estimates and judgements - Group (continued)

(f) Income taxes

Significant estimation is involved in determining the Group's provision for income taxes as there are certain transactions and computations for which the final tax determination is uncertain at the reporting date. The Group applies consistent tax treatment on such transactions and computations when determining the Group's provision for income taxes for all years of assessment.

Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

(g) Provision for expected credit losses of trade receivables and contract assets

The Group applies a simplified approach in calculating ECLs for trade receivables, finance lease receivables and contract assets. To measure the expected loss rates, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due. These historical loss rates are adjusted to reflect forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables such as unemployment rate, interest rate and economic outlook. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The Group estimates the relationship between historical loss rates and forward-looking information on macroeconomic factors and ECL which may not be representative of a customer's actual default in the future.

Critical accounting estimates and judgements - Company

(a) Investments in subsidiaries

The Company will assess at the end of each reporting period whether there is any indication that the investment in subsidiaries may be impaired. If any such indication exists, the Company will perform an impairment assessment on the carrying amount of its investment against its recoverable amount.

The key assumptions used in determining the recoverable amount require management's estimates and are sensitive to changes in compounded revenue and EBITDA annual growth rates in the projection period, post-tax discount rate and terminal growth rate. See Note 18 to the financial statements for the key assumptions on the impairment assessment of the investments in subsidiaries.

5 SEGMENT REPORTING

Segment reporting is not presented as the Group is primarily engaged in providing converged telecommunications services and solutions in Malaysia, whereby the measurement of profit or loss including EBIT (i.e. profit before finance income, finance costs and tax expenses) that is used by the chief operating decision-makers is on a Group basis.

The Group's operations are mainly in Malaysia. In determining the geographical segments of the Group, revenues are based on the country in which the customer or international operator is located. Non-current assets by geographical segments are not disclosed as all operations of the Group are based in Malaysia.

5 SEGMENT REPORTING (CONTINUED)

	Group	
	2024 RM'million	2023 RM'million
Malaysia	**10,316**	9,995
Other countries[1]	**220**	185
Total revenue	**10,536**	10,180
EBIT	**2,324**	1,890

Note:
[1] Represents revenue from roaming business.

6 REVENUE

		Group		Company	
	Note	2024 RM'million	2023 RM'million	2024 RM'million	2023 RM'million
Revenue comprises the following:					
Revenue from contracts with customers	(a)	**10,323**	9,986	**-**	-
Interest revenue	(b)	**169**	139	**-**	-
Lease income	(c)	**44**	55	**-**	-
Dividend income from subsidiaries		**-**	-	**1,252**	1,332
		10,536	10,180	**1,252**	1,332

(a) Revenue from contracts with customers

	Group	
	2024 RM'million	2023 RM'million
(i) Disaggregation of revenue from contracts with customers:		
- Telecommunications services and solutions		
- postpaid	**4,690**	4,463
- prepaid	**2,565**	2,619
- others	**1,400**	1,296
	8,655	8,378
- Sale of devices	**1,668**	1,608
	10,323	9,986
(ii) Timing of revenue recognition:		
- at a point in time	**2,846**	2,753
- over time	**7,477**	7,233
	10,323	9,986

6 REVENUE (CONTINUED)

(b) Interest revenue

The Group offers devices in bundled contracts that allow customers to pay for the devices over a period of up to 36 months (2023: up to 36 months). The interest revenue represents the significant financing component of such contracts.

(c) Lease income

The Group, as a lessor, leases certain network telecommunications sites under operating leases. The leases have lease term ranging from 3 months to 3 years (2023: 3 months to 3 years).

The future minimum rentals receivable under non-cancellable operating leases are as follows:

	Group	
	2024 RM'million	**2023 RM'million**
Within one year	**30**	29
Later than one year but not later than five years	**23**	18
	53	47

(d) Unsatisfied performance obligations

The revenue expected to be recognised in the following financial years in relation to performance obligations that are unsatisfied as at the reporting date is as follows:

	Group	
	2024 RM'million	**2023 RM'million**
Telecommunication services	**2,171**	1,918

Management expects that all of the transaction price allocated to the unsatisfied performance obligations as at the end of the financial year will be recognised as revenue within the next 36 months (2023: 36 months).

7 STAFF AND RESOURCE COSTS

The staff and resource costs incurred by the Group net of capitalisation in property, plant and equipment and intangible assets during the financial year comprise:

	Group	
	2024 RM'million	**2023 RM'million**
Salaries and bonuses	**641**	647
Defined contribution plan	**84**	90
Other employee benefits	**102**	152
Share-based payment expense/(reversal)	**12**	(9)
	839	880

NOTES TO THE FINANCIAL STATEMENTS

7 STAFF AND RESOURCE COSTS (CONTINUED)

Included in other employee benefits are separation benefit expenses incurred as part of the staff and resource cost optimisation exercise.

8 REMUNERATION OF DIRECTORS AND KEY MANAGEMENT PERSONNEL

(a) Directors' remuneration

The aggregate amount of emoluments received/receivable by Directors of the Company during the financial year is as follows:

	Group		Company	
	2024 RM'million	2023 RM'million	2024 RM'million	2023 RM'million
Non-Executive Directors				
Fees	**3**	4	**3**	4
Estimated monetary value of benefits-in-kind	*	*	*	*
Total Directors' remuneration	**3**	4	**3**	4

* Less than RM1 million.

(b) Key management personnel remuneration

Key management personnel comprise persons including Directors of the Company, having authority and responsibility for planning, directing and controlling the activities of the Group entities either directly or indirectly.

The aggregate amount of emoluments received/receivable by key management personnel excluding Directors of the Company during the financial year is as follows:

	Group	
	2024 RM'million	2023 RM'million
Salaries and other short-term employee benefits	**27**	25
Defined contribution plan	**3**	3
Share-based payments	**5**	*
Estimated monetary value of benefits-in-kind	*	*
	35	28

Total key management personnel remuneration of the Group and of the Company for the financial year is RM38 million (2023: RM32 million) and RM3 million (2023: RM4 million) respectively.

* Less than RM1 million.

9 DEPRECIATION AND AMORTISATION

		Group	
	Note	2024 RM'million	2023 RM'million
Depreciation of:			
- property, plant and equipment	15	**1,135**	1,187
- right-of-use assets	17	**328**	338
Amortisation of intangible assets	16	**317**	378
		1,780	1,903

10 FINANCE INCOME AND COSTS

		Group		Company	
	Note	2024 RM'million	2023 RM'million	2024 RM'million	2023 RM'million
(a) Finance income					
Interest income on:					
- deposits with licensed banks		**34**	27	**1**	1
- loans due from a subsidiary		**-**	-	**20**	22
		34	27	**21**	23
(b) Finance costs					
Accretion of provision for site rectification and decommissioning works	28	**15**	15	**-**	-
Interest expense on:					
- borrowings		**310**	331	**-**	-
- supplier financing	29(a)	**52**	38	**-**	-
- lease liabilities	17(ii)	**99**	84	**-**	-
Others		**5**	5	**-**	*
		481	473	**-**	*

* Less than RM1 million.

11 PROFIT OR LOSS ITEMS

This note provides a breakdown of items charged/(credited):

		Group		Company	
	Note	2024 RM'million	2023 RM'million	2024 RM'million	2023 RM'million
Impairment of receivables and deposits	34(b)	**182**	178	**-**	-
Amortisation of:					
- contract cost assets	22(d)	**219**	200	**-**	-
- intangible assets	16	**317**	378	**-**	-
- deferred income	30	**(186)**	(157)	**-**	-
Bad debts recovered		**(48)**	(49)	**-**	-
Commissions and incentives		**355**	372	**-**	-
Depreciation of:					
- property, plant and equipment	15	**1,135**	1,187	**-**	-
- right-of-use assets	17	**328**	338	**-**	-
Device expenses		**1,964**	1,945	**-**	-
Fair value losses/(gains) on forward foreign exchange contracts					
- realised		**8**	(5)	**-**	-
- unrealised		**(1)**	(1)	**-**	-
Government grant income relating to costs		**(74)**	(61)	**-**	-
Inter-operator traffic expenses		**298**	304	**-**	-
Licences and Universal Service Provision ("USP") contributions under the Communications and Multimedia Act, 1998 and subsidiary legislation		**377**	389	**-**	-
(Gains)/losses on foreign exchange differences:					
- realised		**(2)**	4	*****	*
- unrealised		**1**	2	**-**	-
Management fees charged by a subsidiary		**-**	-	**3**	3

* Less than RM1 million.

NOTES TO THE FINANCIAL STATEMENTS

11 PROFIT OR LOSS ITEMS (CONTINUED)

This note provides a breakdown of items charged/(credited): (continued)

		Group		Company	
	Note	2024 RM'million	2023 RM'million	2024 RM'million	2023 RM'million
Property, plant and equipment:					
- loss/(gain) on disposal		**2**	(1)	**-**	-
- net reversal of impairment	15	**(2)**	(4)	**-**	-
- write-offs	15	**17**	144	**-**	-
Intangible assets write-off	16	**2**	27	**-**	-
(Write-back of)/provision for (net):					
- site rectification and decommissioning works	28	**(12)**	(5)	**-**	-
- staff incentive scheme (included in staff and resource costs)	28	**128**	131	**-**	-
Rental of:	17				
- equipment		**17**	26	**-**	-
- land and buildings		**8**	9	**-**	-
- network cell sites		**103**	57	**-**	-
Termination of lease contracts		**(3)**	(1)	**-**	-
Impairment of goodwill	16	**2**	2	**-**	-
Impairment of investment in subsidiaries	18(a)	**-**	-	**5**	18

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Auditors' remuneration:				
- fees for statutory audits:				
- auditors of the Group	**1,350,000**	1,133,500	**40,000**	40,000
- others	**9,500**	17,500	**-**	-
- fees for audit related services:				
- auditors of the Group[1]	**185,000**	185,000	**-**	-
- fees for other services:				
- auditors of the Group[2]	**43,000**	40,000	**-**	-
- member firms of PwC Malaysia[3]	**817,100**	1,021,000	**12,000**	12,500

Notes:

(1) Fees incurred in connection with regulatory compliance reporting paid or payable to PricewaterhouseCoopers PLT (LLP0014401–LCA & AF 1146) ("PwC Malaysia"), auditors of the Group and of the Company.

(2) Fees incurred in connection with agreed upon procedures paid or payable to PwC Malaysia.

(3) Fees incurred in connection with tax compliance and other tax related services, agreed upon procedures, compilation services, due diligence and advisory services paid or payable to member firms of PwC Malaysia.

12 TAX EXPENSES

		Group		Company	
	Note	**2024 RM'million**	**2023 RM'million**	**2024 RM'million**	**2023 RM'million**
Current tax:					
- current year		**543**	633	**5**	6
- (over)/under provision in prior years	(i)	**(*)**	56	**(*)**	*
		543	689	**5**	6
Deferred tax:					
- origination and reversal of temporary differences		**(65)**	(253)	**-**	-
- recognition and reversal of prior years' temporary differences		**3**	16	**-**	-
	24	**(62)**	(237)	**-**	-
Tax expenses		**481**	452	**5**	6

* Less than RM1 million.

Note (i)

In the previous financial year, Maxis Broadband Sdn. Bhd. ("MBSB"), a wholly owned subsidiary of the Company paid additional tax of RM73 million as full and final settlement pursuant to the agreed global settlement terms with Inland Revenue Board ("IRB") for the following notices of additional assessments:

(i) Notice of additional assessment issued in November 2019 disallowed MBSB from its entitlement to incremental chargeable income exemption ("ICI Notice") for Year of Assessment 2017; and
(ii) Notices of additional assessment issued in November 2020, March 2021, February 2022 and April 2023, disallowed MBSB's deduction of interest expenses incurred for the Years of Assessment 2016 and 2017, 2018 and 2019, 2020 and 2021 respectively.

A settlement agreement was subsequently signed in accordance with the Income Tax Act 1967 on 14 February 2024.

The explanation of the relationship between the tax expenses and profit before tax is as follows:

	Group		Company	
	2024 %	**2023 %**	**2024 %**	**2023 %**
Numerical reconciliation between the Malaysian tax rate and average effective tax rate				
Malaysian tax rate	**24**	24	**24**	24
Tax effects of:				
- expenses not deductible for tax purposes	**2**	2	*****	1
- recognition and reversal of prior years' temporary difference	*****	1	**-**	-
- (over)/under provision of prior year tax	**(*)**	4	**(*)**	*
- income not subject to tax	**-**	-	**(24)**	(24)
Average effective tax rate	**26**	31	*****	1

* Less than 1%.

13 EARNINGS PER SHARE

(a) Basic earnings per share

	Group	
	2024	**2023**
Profit attributable to the equity holders of the Company (RM'million)	**1,396**	993
Weighted average number of issued ordinary shares ('million)	**7,833**	7,831
Basic earnings per share (sen)	**17.8**	12.7

(b) Diluted earnings per share

For the diluted earnings per share calculation, the weighted average number of ordinary shares in issuance of the Company is adjusted to assume full conversion of all dilutive potential ordinary shares to be issued by the Company.

Share grants are treated as contingently issuable shares because their issuance is contingent upon satisfying specified vesting conditions comprising, amongst others, performance targets and/or conditions, as disclosed in Note 32(a) to the financial statements, in addition to the passage of time. They are excluded from the computation of diluted earnings per share where the vesting conditions would not have been satisfied as at the end of the financial year.

	Group	
	2024	**2023**
Profit attributable to the equity holders of the Company (RM'million)	**1,396**	993
Weighted average number of issued ordinary shares ('million)	**7,833**	7,831
Adjustment for LTIP ('million)	**5**	2
Adjusted weighted average number of ordinary shares for diluted earnings per share ('million)	**7,838**	7,833
Diluted earnings per share (sen)	**17.8**	12.7

14 DIVIDENDS

	Company			
	2024		2023	
	Sen	RM'million	Sen	RM'million
Single-tier tax-exempt ordinary dividends				
- In respect of previous financial year				
- fourth interim (2023: fourth interim)	**4.0**	**313.3**	5.0	391.5
- In respect of current financial year				
- first interim	**4.0**	**313.3**	4.0	313.2
- second interim	**4.0**	**313.3**	4.0	313.3
- third interim	**4.0**	**313.3**	4.0	313.3
	16.0	**1,253.2**	17.0	1,331.3

Subsequent to the financial year, on 18 February 2025, the Directors declared a fourth and one-time single-tier tax-exempt dividend of 4.0 sen and 1.0 sen respectively per ordinary share in respect of the financial year ended 31 December 2024 which was paid on 21 March 2025.

The Directors do not recommend the payment of any final dividend in respect of the financial year ended 31 December 2024.

15 PROPERTY, PLANT AND EQUIPMENT

Group	Note	Freehold land RM'million	Buildings RM'million	Telecommunications equipment RM'million	Motor vehicles RM'million	Office furniture, fittings and equipment RM'million	Capital work-in-progress RM'million	Capital inventories RM'million	Total RM'million
2024									
Net book value									
At 1 January		**11**	**48**	**4,551**	**3**	**222**	**491**	**58**	**5,384**
Additions		**-**	**-**	**-**	**2**	**12**	**767**	**72**	**853**
Changes in cost estimates	28	**-**	**-**	**6**	**-**	**-**	**-**	**-**	**6**
Depreciation	9	**-**	**(2)**	**(1,021)**	**(1)**	**(111)**	**-**	**-**	**(1,135)**
Reversal of impairment	11	**-**	**-**	**-**	**-**	**-**	**-**	**2**	**2**
Transfers		**-**	**-**	**891**	**-**	**16**	**(820)**	**(87)**	**-**
Reclassification from intangible assets	16	**-**	**-**	**-**	**-**	**1**	**-**	**-**	**1**
Disposal		**-**	**-**	**(3)**	**-**	**-**	**-**	**-**	**(3)**
Write-offs	11	**-**	**-**	**(12)**	**-**	**(5)**	**-**	**-**	**(17)**
At 31 December		**11**	**46**	**4,412**	**4**	**135**	**438**	**45**	**5,091**
At 31 December 2024									
Cost		**11**	**75**	**12,892**	**22**	**1,638**	**438**	**48**	**15,124**
Accumulated depreciation		**-**	**(29)**	**(8,480)**	**(18)**	**(1,503)**	**-**	**-**	**(10,030)**
Accumulated impairment		**-**	**-**	**-**	**-**	**-**	**-**	**(3)**	**(3)**
Net book value		**11**	**46**	**4,412**	**4**	**135**	**438**	**45**	**5,091**

15 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Group	Note	Freehold land RM'million	Buildings RM'million	Telecom-munications equipment RM'million	Motor vehicles RM'million	Office furniture, fittings and equipment RM'million	Capital work-in-progress RM'million	Capital inventories RM'million	Total RM'million
2023									
Net book value									
At 1 January		11	50	4,594	3	285	650	46	5,639
Additions		-	-	-	1	4	913	162	1,080
Changes in cost estimates	28	-	-	(6)	-	-	-	-	(6)
Depreciation	9	-	(2)	(1,047)	(1)	(137)	-	-	(1,187)
Reversal of impairment	11	-	-	-	-	-	-	4	4
Transfers		-	-	1,142	-	84	(1,072)	(154)	-
Reclassification to intangible assets	16	-	-	-	-	(2)	-	-	(2)
Disposal		-	-	-	*	-	-	*	*
Write-offs	11	-	-	(132)	-	(12)	-	-	(144)
At 31 December		11	48	4,551	3	222	491	58	5,384
At 31 December 2023									
Cost		11	75	12,581	20	1,775	491	63	15,016
Accumulated depreciation		-	(27)	(8,030)	(17)	(1,553)	-	-	(9,627)
Accumulated impairment		-	-	-	-	-	-	(5)	(5)
Net book value		11	48	4,551	3	222	491	58	5,384

* Less than RM1 million.

During the financial year, the Group revised the useful lives of certain telecommunications equipment ranging from 7 to 10 years to useful lives ranging from 5 to 12 years (2023: 9 to 7 years). The revision was accounted for as a change in accounting estimate and as a result, the depreciation charge for the financial year had increased by RM5 million (2023: RM121 million).

The Group accelerated the depreciation of certain telecommunications equipment, as the Group intends to replace the equipment due to future network upgrades. The impact of the accelerated depreciation is RM5 million.

16 INTANGIBLE ASSETS

Group	Note	Goodwill RM'million	Telecom-munications licences RM'million	Spectrum rights RM'million	Other spectrum rights RM'million	Customer relationships RM'million	Software RM'million	Software development RM'million	Total RM'million
2024									
Net book value									
At 1 January		**9,685**	*	**1,099**	**34**	**3**	**343**	**29**	**11,193**
Additions		**-**	**-**	**-**	**50**	**-**	**-**	**121**	**171**
Transfers		**-**	**-**	**-**	**-**	**-**	**127**	**(127)**	**-**
Reclassification to property, plant and equipment	15	**-**	**-**	**-**	**-**	**-**	**(1)**	**-**	**(1)**
Impairment	11	**(2)**	**-**	**-**	**-**	**-**	**-**	**-**	**(2)**
Amortisation charge	9	**-**	**-**	**(119)**	**(53)**	**(2)**	**(143)**	**-**	**(317)**
Write-offs	11	**-**	**-**	**-**	**-**	**-**	**(2)**	**-**	**(2)**
At 31 December		**9,683**	*	**980**	**31**	**1**	**324**	**23**	**11,042**
At 31 December 2024									
Cost		**9,687**	*	**1,396**	**170**	**15**	**945**	**23**	**12,236**
Accumulated amortisation		**-**	**-**	**(416)**	**(139)**	**(14)**	**(621)**	**-**	**(1,190)**
Accumulated impairment		**(4)**	**-**	**-**	**-**	**-**	**-**	**-**	**(4)**
Net book value		**9,683**	*	**980**	**31**	**1**	**324**	**23**	**11,042**

* Less than RM1 million.

16 INTANGIBLE ASSETS (CONTINUED)

Group	Note	Goodwill RM'million	Telecom-munications licences RM'million	Spectrum rights RM'million	Other spectrum rights RM'million	Customer relationships RM'million	Software RM'million	Software development RM'million	Total RM'million
2023									
Net book value									
At 1 January		9,687	*	1,218	94	8	474	26	11,507
Additions/ (remeasurement)		-	-	-	(3)	-	-	94	91
Transfers		-	-	-	-	-	91	(91)	-
Reclassification from property, plant and equipment	15	-	-	-	-	-	2	-	2
Impairment	11	(2)	-	-	-	-	-	-	(2)
Amortisation charge	9	-	-	(119)	(57)	(5)	(197)	-	(378)
Write-offs	11	-	-	-	-	-	(27)	-	(27)
At 31 December		9,685	*	1,099	34	3	343	29	11,193
At 31 December 2023									
Cost		9,687	*	1,396	120	15	786	29	12,033
Accumulated amortisation		-	-	(297)	(86)	(12)	(443)	-	(838)
Accumulated impairment		(2)	-	-	-	-	-	-	(2)
Net book value		9,685	*	1,099	34	3	343	29	11,193

* Less than RM1 million.

(a) Goodwill

Included in the carrying value of goodwill are:

(i) RM9,530 million (2023: RM9,530 million) that arose from the Company's acquisition of the entire issued and paid-up share capital of the subsidiaries previously held by Maxis Communication Berhad ("MCB") pursuant to a restructuring exercise completed in financial year 2009 to consolidate the telecommunications operations in Malaysia under the Company ("Pre-Listing Restructuring"); and

(ii) RM153 million (2023: RM155 million) that arose from the acquisition of other businesses. These businesses provide synergy to the Group's existing business.

(b) Spectrum rights

Spectrum rights consist of rights to spectrum bands previously acquired during the Pre-Listing Restructuring exercise in financial year 2009 and it includes the frequency band of 900MHz and 2100MHz. As disclosed in Note 22(c) to the financial statements, these spectrums were reissued to the Group in the form of Spectrum Assignment ("SA") with some upfront price component fees for which the Group has paid in full ("SA fee paid").

In the current financial year, the Group recognised impairment on goodwill of RM2 million (2023: RM2 million) as the carrying amount of goodwill relating to a subsidiary exceeds its recoverable amount.

16 INTANGIBLE ASSETS (CONTINUED)

Impairment testing for CGU containing goodwill and telecommunications licences

For the purpose of impairment testing, the carrying amounts of goodwill and telecommunications licences are allocated to the converged telecommunications services and solutions CGU. The recoverable amount of a CGU is determined based on value-in-use calculations. These calculations use pre-tax cash flow projections based on internally approved financial budgets covering a five-year (2023: five-year) period.

The key assumptions used in the value-in-use calculations are as follows:

(a) compounded revenue and EBITDA annual growth rates of 2.1% and 0.1% (2023: 3.9% and 4.0%) respectively and capital expenditure for five years financial budget period which reflect management's expectations based on past experience and estimated 5G network costs, current regulatory landscape and future expectations of business performance;

(b) post-tax discount rate of 8.0% (2023: 8.3%). In accordance with the requirements of MFRS 136 "Impairment of Assets", this translates into a pre-tax discount rate of 13.9% (2023: 12.7%). The discount rates used reflect specific risks relating to the converged telecommunications services and solutions CGU; and

(c) terminal growth rate of 2.1% (2023: 2.5%) represents the growth rate applied to extrapolate pre-tax cash flow beyond the five-year (2023: five-year) financial budget period. This growth rate is based on management's assessment of future trends in the mobile telecommunications industry, the operating and regulatory landscape, new growth opportunities in fixed broadband and enterprise business, using both external and internal sources.

Based on the sensitivity analysis performed, the Directors have concluded that any variation of 10% (2023: 10%) in the base case assumptions would not cause the carrying amount of the CGU to exceed its recoverable amount.

17 RIGHT-OF-USE ("ROU") ASSETS

(i) Amounts recognised in the statement of financial position

Group	Note	Land and network infrastructure RM'million	Offices and customer service centers RM'million	Total RM'million
2024				
At 1 January		**1,711**	**115**	**1,826**
Additions		**314**	**17**	**331**
Terminations		**(28)**	**(*)**	**(28)**
Depreciation	9	**(282)**	**(46)**	**(328)**
Remeasurement(1)		**(11)**	**4**	**(7)**
At 31 December		**1,704**	**90**	**1,794**
2023				
At 1 January		1,758	129	1,887
Additions		303	27	330
Terminations		(71)	-	(71)
Depreciation	9	(292)	(46)	(338)
Remeasurement(1)		13	5	18
At 31 December		1,711	115	1,826

* Less than RM1 million.

Note:
(1) Remeasurement due to revision in lease term and lease payments.

17 RIGHT-OF-USE ("ROU") ASSETS (CONTINUED)

(ii) Amounts recognised in the statement of profit or loss

		Group	
	Note	2024 RM'million	2023 RM'million
Interest expense on lease liabilities	10(b)	**99**	84
Rental expenses relating to short-term leases	11	**128**	92
		227	176

(iii) Amounts recognised in the statement of cash flows

	Group	
	2024 RM'million	2023 RM'million
Payments of finance costs	**99**	84
Repayment of lease liabilities	**287**	322
Total cash outflows for leases	**386**	406

18 INTERESTS IN SUBSIDIARIES

		Company	
	Note	2024 RM'million	2023 RM'million
Non-current asset:			
- Investments in subsidiaries	(a)	**25,110**	25,106
Current asset:			
- Loans due from a subsidiary	(b)	**345**	343
Current liability:			
- Amount due to a subsidiary	(c)	*****	*
		25,455	25,449

* Less than RM1 million.

(a) Investments in subsidiaries

	Company	
	2024 RM'million	2023 RM'million
Unquoted shares, at carrying value		
At 1 January	**25,079**	25,097
Impairment of investments in subsidiaries	**(5)**	(18)
	25,074	25,079
Fair value of share grants, over the Company's equity instruments for employees of subsidiaries, net of shares issued	**36**	27
At 31 December	**25,110**	25,106

18 INTERESTS IN SUBSIDIARIES (CONTINUED)

(a) Investments in subsidiaries (continued)

During the current financial year, the net assets of certain subsidiaries were lower than the carrying amount of the investments. Thus, the Company has carried out the following:

i) investment in a subsidiary was tested for impairment whereby the recoverable amount was determined based on value-in-use calculations as disclosed in Note 16 to the financial statements, adjusted for the financing cash flows forecast of the subsidiary. No impairment charge was recognised as the recoverable amount exceeded its carrying amount. Based on the sensitivity analysis performed, the Directors have concluded that any variation of 2.2% (2023: 7.8%) in the base case assumptions would not cause the carrying amount of the investment to exceed its recoverable amount.

ii) investment in other subsidiaries was tested for impairment and the Company recognised impairment losses of RM5 million (2023: RM18 million) on the investment as the carrying amount of the investment exceeded the recoverable amount.

Information on the subsidiaries is as follows:

Name	Country of incorporation and place of business	Principal activities	Proportion of ownership interests held by the Group	
			2024	2023
Advanced Wireless Technologies Sdn. Bhd. ("AWTSB") (Registration No. 200001014945 (517551-U))	Malaysia	Investment holding.	**100%**	100%
Maxis Broadband Sdn. Bhd. ("MBSB") (Registration No. 199201002549 (234053-D))	Malaysia	Provider of a full suite of converged telecommunications, digital and related services and solutions, and corporate support and services functions to its related parties.	**100%**	100%
Maxis Collections Sdn. Bhd. (Registration No. 199601010926 (383275-M))	Malaysia	Dormant.	**100%**	100%
Maxis International Sdn. Bhd. (Registration No. 199201008568 (240071-T))	Malaysia	Provision of telecommunications services.	**100%**	100%
Maxis Mobile Sdn. Bhd. ("MMSB") (Registration No. 199101019555 (229892-M))	Malaysia	Operator of mobile telecommunications services for special niche projects such as USP.	**100%**	100%
Maxis Mobile Services Sdn. Bhd. ("MMSSB") (Registration No. 198101007199 (73315-V))	Malaysia	Provision of mobile telecommunications services for special niche projects such as USP.	**100%**	100%

18 INTERESTS IN SUBSIDIARIES (CONTINUED)

(a) Investments in subsidiaries (continued)

Information on the subsidiaries is as follows: (continued)

Name	Country of incorporation and place of business	Principal activities	Proportion of ownership interests held by the Group 2024	Proportion of ownership interests held by the Group 2023
Subsidiaries of AWTSB				
UMTS (Malaysia) Sdn. Bhd. (Registration No. 200001017815 (520422-D))	Malaysia	Dormant.	**100%**	100%
ComeBy Sdn. Bhd. ("CSB") (Registration No. 202201005948 (1451645-D))[(1)]	Malaysia	Providing hardware and software solutions for retailers.	**56%**	56%
Gurulab Sdn. Bhd. ("GSB") (Registration No. 202101027625 (1427925-U))[(1)]	Malaysia	Development of technology platforms to aid online learning and provision of educational services.	**-**	59%
Maxis Green Solutions Sdn. Bhd. ("MGSSB") (Registration No. 202401020843 (1566692-W))	Malaysia	Energy savings solutions provider.	**100%**	-
Subsidiary of MBSB				
Enterprise Managed Services Sdn. Bhd. (Registration No. 200001010593 (513199-T))	Malaysia	Provision of managed network services and other network services.	**100%**	100%

Note:
[(1)] These entities are audited by firms other than PwC Malaysia.

(b) Loans due from a subsidiary – Interest bearing

At the end of the financial year, the loans due from a subsidiary are unsecured, carry interest of 4.78% (2023: 4.48% to 4.50%) per annum and maturity date of 19 March 2025 (2023: 19 March 2024).

Management has assessed the loans due from a subsidiary on an individual basis for ECL measurement, and the identified impairment loss as at the reporting date was immaterial.

(c) Amount due to a subsidiary - Non-interest bearing

The amount due to subsidiary was unsecured and with 30 days credit period (2023: 30 days).

NOTES TO THE FINANCIAL STATEMENTS

19 FINANCIAL INSTRUMENTS BY CATEGORY

	Note	Group 2024 RM'million	Group 2023 RM'million	Company 2024 RM'million	Company 2023 RM'million
Financial assets:					
Loans due from a subsidiary	18	**-**	-	**345**	343
Receivables and deposits		**2,484**	2,273	*****	*
Amounts due from related parties	26	**4**	15	**-**	-
Deposits, cash and bank balances	27	**464**	569	**24**	15
Financial assets at amortised cost		**2,952**	2,857	**369**	358
Financial assets at FVOCI	20	**4**	4	**4**	4
Financial assets at FVPL:					
- Derivative financial instruments	23	**4**	-	**-**	-
Financial liabilities:					
Payables and accruals		**3,521**	3,425	**1**	1
Amount due to a subsidiary	18	**-**	-	*****	*
Amounts due to related parties	26	**63**	11	**-**	-
Borrowings	31	**9,289**	9,772	**-**	-
Financial liabilities at amortised cost		**12,873**	13,208	**1**	1
Other payables and accruals		**15**	25	**-**	-
Derivative financial instruments	23	*****	3	**-**	-
Financial liabilities at FVPL		**15**	28	**-**	-

* Less than RM1 million.

20 FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

	Group and Company 2024 RM'million	Group and Company 2023 RM'million
Unquoted shares	**4**	4

The Group and the Company have 10% interests in Bridge Mobile Pte. Ltd. ("Bridge Mobile"). Bridge Mobile manages a mobile alliance of various operators and coordinates its activities amongst its shareholders, other mobile operators in the Asia Pacific region and technology vendors.

21 INTERESTS IN DIGITAL NASIONAL BERHAD

	Note	Group 2024 RM'million	Group 2023 RM'million
Unquoted shares	(a)	*****	-
Advances to Digital Nasional Berhad	(b)	**233**	-
		233	-

* Less than RM1 million.

NOTES TO THE FINANCIAL STATEMENTS

21 INTERESTS IN DIGITAL NASIONAL BERHAD (CONTINUED)

(a) Information on the interest is as follows:

Name	Country of incorporation and place of business	Principal activities	Proportion of ownership interests held by the Group 2024	Proportion of ownership interests held by the Group 2023
Digital Nasional Berhad (“DNB”) (Registration No. 201701005338 (1219503-P))	Malaysia	Build, own and operate a 5G network and infrastructure and provide access of its network to licenced telecommunications service providers in Malaysia.	**0.02%**	-

The proportion of ownership interest held by the Group is determined based on the proportion of issued share capital held by the Group as at 31 December 2024.

(b) Advances to Digital Nasional Berhad

On 1 December 2023, Maxis Broadband Sdn. Bhd. (“MBSB”), a wholly-owned subsidiary of the Company, entered into a conditional share subscription agreement (“SSA”) with DNB and Minister of Finance, Incorporated (“MoF Inc”) to subscribe for an equity stake in DNB (“Proposed Investment”). The Proposed Investment involves the subscription of 100,000 new ordinary shares in DNB and prepayment towards products and services to be delivered by DNB pursuant to the Access Agreement amounting to RM233,233,333 (“AA prepayment”). In accordance with the terms and conditions of the SSA, the SSA had been completed on 28 June 2024 and provide Maxis the eligibility to potentially own and operate the second 5G network.

Upon completion of the SSA, MBSB has entered into a shareholders’ agreement with DNB, MoF Inc, YTL Power International Berhad, Infranation Sdn. Bhd. and U Mobile Sdn. Bhd. (collectively referred to as the “Investor Shareholders”) (“Shareholders Agreement”).

The AA Prepayment is now regarded as shareholder advances to DNB (“Shareholder Advances”), which carries the same voting rights accorded to an ordinary shareholder in DNB, i.e. each Ringgit Malaysia of Shareholder Advance is entitled to one vote. The Shareholder Advances is interest-free and is not repayable on demand.

(c) Options to purchase ordinary shares and loan in DNB

The Shareholders Agreement sets out the terms for transition to a dual 5G network model including a put option for MoF Inc. to sell its 500,000,000 ordinary shares at RM1 each (“MoF Share”) and transfer its shareholder advance of RM450,000,000 (“MoF Loan”) in DNB (both collectively, “MoF Put Option”) to Investor Shareholders. Upon the exercise of MoF Put Option, each Investor Shareholder is required to purchase its proportion of MoF Share and take over its proportion of MoF Loan. If MoF Inc fails to exercise the MoF Put Option, each Investor Shareholder may exercise the call option granted to the investors under the Shareholders Agreement (“Investor Shareholders Call Option”). Upon the exercise of Investor Shareholders Call Option, MoF Inc is required to sell to the Investor Shareholders their proportion of the MoF Share and MoF Loan.

An equity restructuring exercise shall take place after the completion of the MoF Put Option or Investor Shareholders Call Option. The Investor Shareholders will split into one group consisting of shareholders that remain in DNB and another group that will sell its equity in DNB (“Exiting Shareholders”). The Exiting Shareholders may proceed to form an entity to provide the second 5G network. The Exiting Shareholders have put options to sell its ordinary shares owned and MoF Loan acquired to the remaining shareholders in DNB in proportion to their shareholding in DNB (“Exiting Shareholders Put Option”). If the Exiting Shareholders fail to exercise the Exiting Shareholders Put Option, the shareholders remaining in DNB have call options to require the Exiting Shareholders to sell its ordinary shares owned and MoF Loan acquired.

On 1 November 2024, Malaysian Communications and Multimedia Commission’s (MCMC) announced that U Mobile was selected as the mobile network operator to build and operate the nation’s second 5G network. Subsequently, on 31 December 2024, the Minister of Communication issued a Ministerial Direction for the implementation of the 5G dual network model.

21 INTERESTS IN DIGITAL NASIONAL BERHAD (CONTINUED)

(c) Options to purchase ordinary shares and loan in DNB (continued)

As at 31 December 2024, none of the options have been exercised by the Investor Shareholders and MoF Inc.

Based on the Shareholders Agreement, in the event that MoF Inc and U Mobile exit DNB by way of exercising the MoF and Exiting Shareholders Put Option; or failing which, if the call options are exercised, each remaining Investor Shareholder is required to pay RM237.5 million and RM79.2 million respectively to MoF Inc and U Mobile and any unpaid interest.

22 RECEIVABLES, DEPOSITS AND PREPAYMENTS

		Group		Company	
		2024	2023	2024	2023
	Note	RM'million	RM'million	RM'million	RM'million
Non-current					
Trade receivables	(a)	**499**	449	**-**	-
Deposits		**164**	187	**-**	-
Finance lease receivables		*****	*	**-**	-
Contract assets	(b)	**83**	83	**-**	-
Prepayments	(c)	**416**	477	**-**	-
Contract cost assets, net of amortisation	(d)	**122**	154	**-**	-
		1,284	1,350	**-**	-
Impairment:	34(b)				
- trade receivables		**(26)**	(13)	**-**	-
- finance lease receivables		**(*)**	(*)	**-**	-
- contract assets		**(4)**	(4)	**-**	-
		(30)	(17)	**-**	-
		1,254	1,333	**-**	-
Current					
Trade receivables	(a)	**1,632**	1,544	**-**	-
Other receivables		**434**	319	**4**	5
Deposits		**108**	88	*****	*
Finance lease receivables		*****	*	**-**	-
Contract assets	(b)	**273**	220	**-**	-
Prepayments	(c)	**148**	402	**-**	*
Contract cost assets, net of amortisation	(d)	**160**	174	**-**	-
		2,755	2,747	**4**	5
Impairment:	34(b)				
- trade receivables		**(262)**	(263)	**-**	-
- other receivables		**(6)**	(3)	**-**	-
- deposits		**(59)**	(35)	**-**	-
- finance lease receivables		**(*)**	(*)	**-**	-
- contract assets		**(13)**	(11)	**-**	-
		(340)	(312)	**-**	-
		2,415	2,435	**4**	5
		3,669	3,768	**4**	5

* Less than RM1 million.

22 RECEIVABLES, DEPOSITS AND PREPAYMENTS (CONTINUED)

(a) Trade receivables

Gross trade receivables include receivables on deferred payment terms amounting to RM1,092 million (2023: RM1,011 million), which allow eligible customers to pay for the devices in bundled contracts over a period of up to 36 months. Other than that, the Group's credit policy provides trade receivables with credit periods of up to 120 days (2023: up to 120 days).

Part of trade receivables are secured by customers' deposits and bank guarantees of RM42 million (2023: RM34 million) and RM16 million (2023: RM16 million) respectively.

Information about the impairment of trade receivables and the Group's exposure to credit risk is disclosed in Note 34(b) to the financial statements.

(b) Contract assets

	Group	
	2024 RM'million	**2023 RM'million**
At 1 January	**303**	240
Transfer to receivables	**(632)**	(645)
Additions due to revenue recognised during the year	**685**	708
Net increase during the year	**53**	63
	356	303
Less: Impairment	**(17)**	(15)
At 31 December	**339**	288

(c) Prepayments

The Group's prepayments include SA fee paid for 900 MHz, 1800 MHz and 2100 MHz SA which are amortised over their underlying SA periods between 15 to 16 years (2023: 15 to 16 years).

(d) Contract cost assets

		Group	
	Note	**2024 RM'million**	**2023 RM'million**
At 1 January		**328**	298
Capitalisation		**173**	230
Amortisation charge	11	**(219)**	(200)
At 31 December		**282**	328

23 DERIVATIVE FINANCIAL INSTRUMENTS

	Group	
	2024 RM'million	**2023 RM'million**
Current assets		
Derivatives designated in hedging relationship		
Cash flow hedge on forecast transactions		
- forward foreign exchange contracts	**3**	-
Derivatives not designated in hedging relationship		
- forward foreign exchange contracts	**1**	-
	4	-
Current liabilities		
Derivatives designated in hedging relationship		
Cash flow hedge on forecast transactions		
- forward foreign exchange contracts	**(*)**	(3)
Derivatives not designated in hedging relationship		
- forward foreign exchange contracts	**(*)**	(*)
	(*)	(3)

* Less than RM1 million.

The Group has entered into forward foreign exchange contracts to hedge against USD/RM exchange rate fluctuations on certain payable balances and forecast transactions. The details of the open forward foreign exchange contracts are set out below:

Group	Contract value in foreign currency ('million)	Notional Value (RM'million)	Predetermined exchange rates
2024			
USD/RM	**40**	**172**	**RM4.17 to RM4.50/USD**
2023			
USD/RM	35	165	RM4.59 to RM4.74/USD

24 DEFERRED TAXATION

The following amounts, determined after appropriate offsetting, are shown in the statement of financial position:

	Group	
	2024 RM'million	**2023 RM'million**
Deferred tax assets	**1**	*
Deferred tax liabilities	**(597)**	(658)
	(596)	(658)

* Less than RM1 million.

24 DEFERRED TAXATION (CONTINUED)

The movements in deferred tax assets/(liabilities) during the financial year comprise the following:

Group	Note	Property, plant and equipment RM'million	Intangible assets RM'million	Receivables RM'million	Contract cost assets RM'million	Contract liabilities RM'million	Payables, accruals and provisions RM'million	Lease liabilities RM'million	Right-of-use asset RM'million	Others RM'million	Total RM'million
At 1 January 2024		**(687)**	**(345)**	**(78)**	**(80)**	**111**	**393**	**473**	**(438)**	**(7)**	**(658)**
(Charged)/credited to statement of profit or loss:											
- origination and reversal of temporary differences	12	**60**	**45**	**(18)**	**12**	**7**	**(37)**	**(6)**	**8**	**(9)**	**62**
At 31 December 2024		**(627)**	**(300)**	**(96)**	**(68)**	**118**	**356**	**467**	**(430)**	**(16)**	**(596)**
At 1 January 2023		(881)	(299)	(63)	(71)	102	301	489	(453)	(20)	(895)
(Charged)/credited to statement of profit or loss:											
- origination and reversal of temporary differences	12	194	(46)	(15)	(9)	9	92	(16)	15	13	237
At 31 December 2023		(687)	(345)	(78)	(80)	111	393	473	(438)	(7)	(658)

	Group 2024 RM'million	Group 2023 RM'million
Deferred tax assets (before offsetting):		
- lease liabilities	**467**	473
- payables, accruals and provisions	**356**	393
- contract liabilities	**118**	111
	941	977
Offsetting	**(940)**	(977)
Deferred tax assets (after offsetting)	**1**	*
Deferred tax liabilities (before offsetting):		
- right-of-use assets	**(430)**	(438)
- property, plant and equipment	**(627)**	(687)
- intangible assets	**(300)**	(345)
- receivables	**(96)**	(78)
- contract cost assets	**(68)**	(80)
- others	**(16)**	(7)
	(1,537)	(1,635)
Offsetting	**940**	977
Deferred tax liabilities (after offsetting)	**(597)**	(658)

* Less than RM1 million.

25 INVENTORIES

	Group	
	2024 RM'million	2023 RM'million
Telecommunications materials and supplies	**3**	4
Devices and equipment	**14**	18
	17	22

26 RELATED PARTIES BALANCES

		Group	
	Note	2024 RM'million	2023 RM'million
Current asset			
Amounts due from related parties		**18**	27
Less: Impairment	34(b)(ii)	**(14)**	(12)
		4	15
Current liability			
Amounts due to related parties		**(63)**	(11)

The amounts due from/(to) related parties are trade in nature, unsecured, interest free and with credit periods of up to 90 days (2023: up to 90 days).

27 DEPOSITS, CASH AND BANK BALANCES

	Group		Company	
	2024 RM'million	2023 RM'million	2024 RM'million	2023 RM'million
Deposits with licensed banks	**312**	311	**23**	12
Cash and bank balances	**152**	258	**1**	3
Deposits, cash and bank balances	**464**	569	**24**	15
Less: Deposits with maturity more than three months	**(11)**	(29)	**-**	-
Cash and cash equivalents	**453**	540	**24**	15

Deposits, cash and bank balances comprise mainly deposits with licensed banks with investment grade credit ratings assigned by domestic credit rating agencies.

Deposits with licensed banks of the Group and of the Company have average maturity periods of 31 days (2023: 54 days) and 40 days (2023: 22 days) respectively as at the financial year end. They are held in short-term money market and fixed deposits. Bank balances are deposits held at call with banks.

NOTES TO THE FINANCIAL STATEMENTS

27 DEPOSITS, CASH AND BANK BALANCES (CONTINUED)

Reconciliation of liabilities arising from financing activities:

Group	1 Jan 2024 RM'million	Cash flows[1] RM'million	Non-cash changes: Interest expense RM'million	Non-cash settlement RM'million	Additions RM'million	Terminations RM'million	Remeasurement[2] RM'million	31 Dec 2024 RM'million
Borrowings	**7,803**	**(771)**	**310**	**-**	**1**	**-**	**-**	**7,343**
Lease liabilities	**1,969**	**(386)**	**99**	**(29)**	**331**	**(31)**	**(7)**	**1,946**
	9,772	**(1,157)**	**409**	**(29)**	**332**	**(31)**	**(7)**	**9,289**

Group	1 Jan 2023 RM'million	Cash flows[1] RM'million	Non-cash changes: Interest expense RM'million	Non-cash settlement RM'million	Additions RM'million	Terminations RM'million	Remeasurement[2] RM'million	31 Dec 2023 RM'million
Borrowings	7,827	(355)	331	-	-	-	-	7,803
Lease liabilities	2,038	(406)	84	(23)	330	(72)	18	1,969
	9,865	(761)	415	(23)	330	(72)	18	9,772

Notes:
(1) Excluding interest paid on trade payables under supplier financing.
(2) Remeasurement due to revision in lease term and lease payments.

28 PROVISIONS FOR LIABILITIES AND CHARGES

Group	Note	Site rectification and decommissioning works RM'million	Staff incentive scheme RM'million	Contract obligations RM'million	Total RM'million
2024					
At 1 January		**411**	**141**	**4**	**556**
Capitalised		**12**	**-**	**-**	**12**
Changes in cost estimates:					
- included in profit before tax	11	**(10)**	**-**	**-**	**(10)**
- included in property, plant and equipment	15	**6**	**-**	**-**	**6**
(Credited)/charged to statement of profit or loss:					
- included in profit before tax	11	**(2)**	**128**	**16**	**142**
- included in finance costs	10(b)	**15**	**-**	**-**	**15**
Paid		**(1)**	**(130)**	**-**	**(131)**
At 31 December		**431**	**139**	**20**	**590**
Represented by:					
Non-current liabilities		**411**	**1**	**-**	**412**
Current liabilities		**20**	**138**	**20**	**178**
		431	**139**	**20**	**590**

28 PROVISIONS FOR LIABILITIES AND CHARGES (CONTINUED)

Group	Note	Site rectification and decommissioning works RM'million	Staff incentive scheme RM'million	Contract obligations RM'million	Total RM'million
2023					
At 1 January		378	126	6	510
Capitalised		30	-	-	30
Changes in cost estimates:					
- included in profit before tax	11	(4)	-	-	(4)
- included in property, plant and equipment	15	(6)	-	-	(6)
(Credited)/charged to statement of profit or loss:					
- included in profit before tax	11	(1)	131	(2)	128
- included in finance costs	10(b)	15	-	-	15
Paid		(1)	(116)	-	(117)
At 31 December		411	141	4	556
Represented by:					
Non-current liabilities		393	3	-	396
Current liabilities		18	138	4	160
		411	141	4	556

Descriptions of the above provisions are as disclosed in Note 3(q) to the financial statements.

Site decommissioning works

As at 31 December 2024, a non-current provision of RM411 million (2023: RM393 million) has been recognised for dismantling, removal and site restoration costs. The provision is estimated using the assumption that decommissioning will only take place upon the expiry of the lease terms (inclusive of secondary terms) of up to 15 years (2023: up to 15 years).

29 PAYABLES AND ACCRUALS

		Group		Company	
	Note	2024 RM'million	2023 RM'million	2024 RM'million	2023 RM'million
Non-current					
Trade payables under supplier financing	(a)	**444**	499	**-**	-
		444	499	**-**	-
Current					
Trade payables and accruals		**1,786**	1,655	**-**	-
Trade payables under supplier financing	(a)	**887**	898	**-**	-
Other payables and accruals	(b)	**774**	936	**1**	1
Deposits and advance payments from customers		**244**	222	**-**	-
Contract liabilities	(c)	**420**	415	**-**	-
		4,111	4,126	**1**	1
		4,555	4,625	**1**	1

Current trade and other payables of the Group and of the Company carry credit periods of up to 365 days and 90 days (2023: 365 days and 90 days) respectively.

29 PAYABLES AND ACCRUALS (CONTINUED)

(a) Trade payables under supplier financing

The trade payables under supplier financing are RM payables for goods and services under extended payment schemes which the suppliers have assigned the amounts receivable from the Group to their banks. The Group pays the banks on the due dates of the invoices which ranges from 3 to 36 months from invoice dates. The payables are unsecured. As at 31 December 2024, RM1,157 million (2023: RM1,193 million) payables carry interests at annual rates ranging from 2.99% to 4.70% (2023: 2.64% to 4.69%) as at the reporting date.

Movements in the balances are as follows:

	Group	
	2024 RM'million	**2023 RM'million**
At 1 January	**1,397**	1,206
Additions	**1,113**	1,379
Interest accretion	**52**	38
Payments	**(1,231)**	(1,226)
At 31 December	**1,331**	1,397
Repayment profile as below:		
Not later than 1 year	**921**	935
Later than 1 year and not later than 2 years	**356**	425
Later than 2 years	**100**	87
	1,377	1,447
Future finance charges	**(46)**	(50)
	1,331	1,397

(b) Other payables and accruals

Included within other payables and accruals are deferred contingent considerations in relation to the business combinations amounting to RM15 million (2023: RM25 million) payable upon achievement of certain targets in year 2024 to 2025 (2023: year 2023 to 2025).

(c) Contract liabilities

	Group	
	2024 RM'million	**2023 RM'million**
At 1 January	**415**	413
Revenue recognised that was included in the contract liability balance at 1 January	**(415)**	(411)
Increases due to cash received, excluding amounts recognised as revenue during the year	**420**	413
At 31 December	**420**	415

As disclosed in Note 23 to the financial statements, foreign currencies denominated payables amounting to USD9 million (2023: USD8 million) are hedged against exchange rate fluctuations using forward foreign exchange contracts for which no hedge accounting is applied.

30 DEFERRED INCOME

	Note	Group 2024 RM'million	Group 2023 RM'million
At 1 January		**1,147**	913
Additions		**306**	391
Amortisation	11	**(186)**	(157)
At 31 December		**1,267**	1,147

Deferred income of the Group relates to the government grants for the purchase of assets.

31 BORROWINGS

	Note	Group 2024 RM'million	Group 2023 RM'million
Non-current			
Lease liabilities		**1,660**	1,681
Unsecured			
Term loan	(a)	**636**	596
Unrated Islamic Medium Term Notes	(b)	**5,300**	6,140
Business Financing-i	(d)	**499**	498
Secured			
Hire purchase		**1**	-
		8,096	8,915
Current			
Lease liabilities		**286**	288
Unsecured			
Term loan	(a)	*	*
Unrated Islamic Medium Term Notes	(b)	**906**	66
Commodity Murabahah Term Financing	(c)	**-**	501
Business Financing-i	(d)	**1**	2
Secured			
Hire purchase		*	-
		1,193	857
		9,289	9,772

* Less than RM1 million.

31 BORROWINGS (CONTINUED)

(a) Term loan

Term loans comprise:

(i) 7-year RM600 million term loan facility expiring on 29 December 2027, with 50% of the outstanding facility repayable in 3 equal semi-annual instalments commencing on 29 June 2026 and 50% repayable upon maturity.

(ii) 7-year RM500 million term loan facility expiring on 27 October 2031, with 20% of the outstanding facility repayable on 25 October 2030 and 25 April 2031, and the remaining 60% repayable upon maturity. RM50 million of this facility was drawn down during the financial year, with the remaining RM450 million fully drawn down subsequent to the financial year end.

(b) Unrated Islamic Medium Term Notes – ("Sukuk Murabahah")

The Group has established an Unrated Islamic Medium Term Notes ("Sukuk Murabahah") Programme with an aggregate nominal value of up to RM10.0 billion, based on the Islamic principle of Murabahah (via a Tawarruq arrangement) ("Unrated Sukuk Murabahah Programme"). The Unrated Sukuk Murabahah Programme has a tenure of 30 years from its first issuance and the Sukuk Murabahah to be issued shall have a tenure of more than 1 year and maturing no later than 27 July 2046. All series of the Sukuk Murabahah are redeemable on their respective maturity dates. The profits are payable semi-annually.

In the previous financial year, the Group issued the below Sukuk Murabahah series for a total nominal value of RM1,400 million to finance its capital expenditure and general working capital requirements:

Series	Tenure (years)	Maturity	Nominal value (RM'million)
Sixteenth	7	January 2030	200
Seventeenth	10	January 2033	300
Eighteenth	5	April 2028	700
Nineteenth	7	April 2030	200

As at the reporting date, the total outstanding nominal value of the Sukuk Murabahah amounted to RM6.14 billion (2023: RM6.14 billion) with remaining tenure of 0.5 to 9 years (2023: 1.5 to 10 years).

(c) Commodity Murabahah Term Financing ("CMTF")

The Group had a CMTF facility of up to RM2.5 billion based on the Islamic principle of Murabahah and had fully drawn down the facility. This facility expires on 7 April 2024 and is repayable in one lump sum on its expiry date.

During the current financial year, the Group had fully repaid RM500 million of the Commodity Murabahah Term Financing facility.

(d) Business Financing-i ("BF-i")

The Group has a BF-i facility based on the Islamic principle of Murabahah (via a Tawarruq arrangement) of up to RM500 million. This 7-year facility expires on 4 June 2027, with RM125 million repayable on 4 June 2026 and the balance repayable upon maturity.

All borrowings are denominated in Ringgit Malaysia which is the functional currency of the Group.

31 BORROWINGS (CONTINUED)

Contractual terms of borrowings

Group	Contractual interest/ profit rate/ effective interest rate at reporting date (per annum)	Total carrying amount RM'million	Maturity profile < 1 year RM'million	1-2 years RM'million	2-5 years RM'million	> 5 years RM'million
At 31 December 2024						
Lease liabilities	**4.96%**	**1,946**	**286**	**253**	**539**	**868**
Term loans	**0.85% + KLIBOR[2]**	**636**	*****	**200**	**396**	**40**
Unrated Islamic Medium Term Notes	**3.35% - 5.40%**	**6,206**	**906**	**1,200**	**2,850**	**1,250**
Business Financing-i	**0.70% + COF[1]**	**500**	**1**	**125**	**374**	**-**
Hire purchase	**3.80%**	**1**	*****	*****	**1**	**-**
		9,289	**1,193**	**1,778**	**4,160**	**2,158**
At 31 December 2023						
Lease liabilities	4.91%	1,969	288	255	561	865
Term loans	0.85% + KLIBOR[2]	596	*	-	596	-
Unrated Islamic Medium Term Notes	3.35% - 5.40%	6,206	66	840	3,100	2,200
CMTF	0.70% + COF[1]	501	501	-	-	-
Business Financing-i	0.70% + COF[1]	500	2	-	498	-
		9,772	857	1,095	4,755	3,065

Notes:
[1] COF denotes Cost of Funds.
[2] KLIBOR denotes Kuala Lumpur Interbank Offered Rate.
* Less than RM1 million.

32 SHARE CAPITAL

(a) LTIP

The Company established two Long Term Incentive Plans in 2015 (“2015 Scheme”) and 2023 (“2023 Scheme”) (collectively known as “LTIP”). The 2015 Scheme and 2023 Scheme are governed by the By-Laws which were approved by the shareholders on 28 April 2015 and 18 May 2023 respectively and is administered by the Nomination and Remuneration Committee which is appointed by the Board of Directors of the Company, in accordance with the By-Laws. The Nomination and Remuneration Committee may from time to time, offer LTIP to eligible employees (including executive director) of the Group and includes any person who is proposed to be employed as an employee of the Group (including executive director).

The LTIP comprises a Performance Share Grant (“PS Grant”) and a Restricted Share Grant (“RS Grant”). The salient features of the LTIP are as follows:

(i) The maximum number of new shares which may be made available under the LTIP and/or allotted and issued upon vesting of the new shares under the LTIP shall not, when aggregated with the total number of new shares allotted and issued under the existing Employee Share Option Scheme (“ESOS”), exceed 250,000,000 shares at any point of time during the duration of the LTIP. The ESOS had expired in 2019;

(ii) The Nomination and Remuneration Committee shall decide from time to time at its discretion to determine or vary the terms and conditions of the offer, such as eligibility criteria and allocation for each grant (i.e. the entitlement to receive new shares under the LTIP), the timing and frequency of the award of the grant, the performance target and/or performance conditions to be met prior to offer and vesting of the grant and the vesting period;

(iii) The total number of new shares that may be offered under the LTIP shall be at the discretion of the Nomination and Remuneration Committee;

(iv) In the event of any alteration in the capital structure of the Company except under certain circumstances, the Nomination and Remuneration Committee may make or provide for alterations or adjustments to be made in the number of unvested new shares and/or the method and/or manner in the vesting of the new shares comprised in a grant;

(v) The 2015 Scheme commenced from 31 July 2015, while the 2023 Scheme commenced from 3 July 2023, the effective dates of the implementation of the LTIP. The LTIP shall be in force for a period of 10 years from the implementation date.

(vi) The new shares to be allotted and issued pursuant to the LTIP shall, upon allotment and issuance, rank equally in all respects with the then existing issued shares and the grant holders shall not be entitled to any dividends, rights, allotments, entitlements and/or any other distributions, for which the entitlement date is prior to the date of issue of the shares; and

(vii) The share grants will only be vested to the eligible employees of the Group (including an executive director) who have duly accepted the offer of grants under the LTIP, on their respective vesting dates, provided the following vesting conditions are fully and duly satisfied:

- eligible employees of the Group (including an executive director) must remain in employment with the Group and shall not have given notice of resignation or received a notice of termination of service as at the vesting dates or have left the Group before time of vesting except on a “Good Leaver” basis.

32 SHARE CAPITAL (CONTINUED)

(a) LTIP (continued)

(vii) The share grants will only be vested to the eligible employees of the Group (including an executive director) who have duly accepted the offer of grants under the LTIP, on their respective vesting dates, provided the following vesting conditions are fully and duly satisfied: (continued)

- eligible employees of the Group (including an executive director) having achieved his/her performance target and/or performance condition as stipulated by the Nomination and Remuneration Committee and as set out in their offer of grants.

During the financial year, 13,116,600 (2023: 11,146,700) PS Grant under the LTIP ("offer") were granted to the eligible employees of the Group. Subject to the terms and conditions of the By-Laws governing the LTIP and the terms of the letter constituting the offer, selected employees who have accepted the offer shall be entitled to receive new ordinary shares in the Company to be issued pursuant to the offer ("new shares"), upon meeting the applicable vesting conditions. The vesting conditions comprise, amongst others, the performance targets for the period between 1 January 2024 and 31 December 2026. The vesting date of the new shares is on 30 June 2027, subject to the meeting of such performance targets and any other applicable vesting conditions.

Movements in the number of PS Grant under the LTIP are as follows:

		Number of share grants over ordinary shares in the Company ('million)				
Grant date	**Vesting date**	**Outstanding as at 1 January**	**Granted**	**Vested**	**Forfeited**	**Outstanding as at 31 December**
2024						
9 September 2021	30 June 2024	**9**	**-**	**(1)**	**(8)**	**-**
6 September 2022	30 June 2025	**12**	**-**	**-**	**(1)**	**11**
26 September 2023	30 June 2026	**11**	**-**	**-**	**(1)**	**10**
1 July 2024	30 June 2027	**-**	**13**	**-**	**(*)**	**13**
		32	**13**	**(1)**	**(10)**	**34**
2023						
7 September 2020	30 June 2023	8	-	(2)	(6)	-
9 September 2021	30 June 2024	9	-	-	(*)	9
6 September 2022	30 June 2025	13	-	-	(1)	12
26 September 2023	30 June 2026	-	11	-	-	11
		30	11	(2)	(7)	32

* Less than 1 million.

The weighted average fair value of share grants under the PS Grant based on observable market price was RM3.16 (2023: RM3.42).

32 SHARE CAPITAL (CONTINUED)

(a) LTIP (continued)

Value of employee services received under the LTIP:

	Group		Company	
	2024 RM'million	**2023 RM'million**	**2024 RM'million**	**2023 RM'million**
Share-based payment (reversal)/expense	**12**	(6)	**12**	(6)
Reversal of/(capitalised as) investments in subsidiaries for share-based payments allocated to the employees of the subsidiaries	**-**	-	**(12)**	6
Total expense recognised as share-based payments	**12**	(6)	**-**	-

(b) Incentive arrangement

Pursuant to the terms and conditions of the incentive arrangement which forms part of the employment contract which an eligible key management personnel had entered into with the Group, the cash incentives payable to the eligible key management personnel were used to acquire shares of the Company from the open market. During the financial year, 1,133,800 shares (2023: 963,300 shares) of the Company were acquired from the open market and are currently held by CIMB Commerce Trustee Berhad or its nominee. Subject to fulfilment of the vesting conditions and the terms of the incentive arrangement, these shares will vest on the eligible key management personnel on a deferred basis.

Movement in the number of shares under the incentive arrangement is as follows:

	Group	
	2024 'million	**2023 'million**
At 1 January	**4**	4
Acquired	**1**	1
Vested	*****	*
Forfeited and disposed	**(1)**	(1)
At 31 December	**4**	4

* Less than 1 million.

The weighted average fair value of shares acquired under the incentive arrangement based on observable market price was RM3.81 (2023: RM4.17).

The value of employee services received under the incentive arrangement was RM0.3 million (2023: net reversal of share-based payment of RM3 million).

NOTES TO THE FINANCIAL STATEMENTS

33 RESERVES

(a) Merger relief

The merger relief was created prior to the listing and quotation exercise of the Company's shares on the Main Market of Bursa Malaysia Securities Berhad in financial year 2009 ("Listing") during the Pre-Listing Restructuring exercise. Pursuant to Section 60(4)(a) of the Companies Act, 1965, the premium on the shares issued by the Company as consideration for the acquisition of the subsidiaries is not recorded as share premium. The difference between the issue price and the nominal value of shares issued is classified as merger relief.

(b) Reserve arising from reverse acquisition

The reserve arising from reverse acquisition was created during the Pre-Listing Restructuring exercise where MMSSB was identified as the accounting acquirer in accordance to MFRS 3 "Business Combination". The difference between the issued equity of the Company and issued equity of MMSSB together with the deemed purchase consideration of subsidiaries other than MMSSB and the cash distribution to MCB, is recorded as reserve arising from reverse acquisition.

(c) Other reserves

Group	Share-based payments RM'million	Cash flow hedging RM'million	Total RM'million
2024			
At 1 January	**60**	**(3)**	**57**
Net change in hedging:			
- fair value gain	**-**	**3**	**3**
- reclassified to profit or loss	**-**	**3**	**3**
LTIP:			
- share-based payment expense	**12**	**-**	**12**
- shares issued	**(4)**	**-**	**(4)**
Incentive arrangement:			
- share-based payment expense	*****	**-**	*****
- shares disposed	**6**	**-**	**6**
- shares acquired	**(4)**	**-**	**(4)**
At 31 December	**70**	**3**	**73**
2023			
At 1 January	77	(5)	72
Net change in hedging:			
- fair value loss	-	(2)	(2)
- reclassified to profit or loss	-	4	4
LTIP:			
- reversal of share-based payment expense	(6)	-	(6)
- shares issued	(8)	-	(8)
Incentive arrangement:			
- reversal of share-based payment expense	(3)	-	(3)
- shares disposed	4	-	4
- shares acquired	(4)	-	(4)
At 31 December	60	(3)	57

* Less than RM1 million.

33 RESERVES (CONTINUED)

(c) Other reserves (continued)

	Company	
	2024 RM'million	**2023 RM'million**
Share-based payments		
At 1 January	**73**	87
LTIP:		
- share-based payment expense/(reversal)	**12**	(6)
- shares issued	**(4)**	(8)
At 31 December	**81**	73

The share-based payments reserve as at financial year end comprised of:
(a) discount on shares issued to retail investors in relation to the Listing;
(b) fair value of share grants less any shares issued under the LTIP; and
(c) fair value of shares less any shares acquired under the incentive arrangement.

The cash flow hedging reserve represents the deferred fair value gain/(loss) relating to derivative financial instruments used to hedge certain foreign currency transactions of the Group.

34 FINANCIAL RISK MANAGEMENT

The Group's and the Company's activities expose them to a variety of financial risks, including market risk (interest rate risk and foreign exchange risk), credit risk, liquidity risk and capital risk. The Group's and the Company's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's and the Company's financial performances. The Group uses derivative financial instruments to hedge designated risk exposures of the underlying hedge items and does not enter into derivative financial instruments for speculative purposes.

The Group and the Company have established financial risk management policies and procedures/mandates which provide written principles for overall risk management, as well as written policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk and use of derivative financial instruments.

(a) Market risk

Market risk is the risk that the fair value or future cash flow of the financial instruments that will fluctuate because of changes in market prices. The various components of market risk that the Group and the Company are exposed to are discussed below.

(i) Foreign exchange risk

The objectives of the Group's and of the Company's currency risk management policies are to allow the Group and the Company to effectively manage the foreign exchange fluctuation against its functional currency that may arise from future commercial transactions and recognised assets and liabilities. Forward foreign exchange contracts are used to manage foreign exchange exposures arising from all known material foreign currency denominated commitments as and when they arise and to hedge the movements in exchange rates by establishing the rate at which a foreign currency monetary item will be settled. Gains and losses on foreign currency forward contracts entered into as hedges of foreign currency monetary items are recognised in the financial statements when the exchange differences of the hedged monetary items are recognised in the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

34 FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk (continued)

(i) Foreign exchange risk (continued)

The currency exposure of financial assets and financial liabilities of the Group and of the Company that are not denominated in the functional currency of the respective companies are set out below. There is no currency risk in respect of intragroup receivables and payables since they are all denominated in the functional currency.

	Currency exposure at 31 December				
Group	**SGD RM'million**	**USD RM'million**	**SDR[1] RM'million**	**HKD RM'million**	**Others RM'million**
In functional currency Ringgit Malaysia					
2024					
Receivables and deposits	**-**	**2**	**31**	**-**	**-**
Deposits, cash and bank balances	**-**	**10**	**-**	**-**	**-**
Payables	**(6)**	**(73)**	**(29)**	**(5)**	**(1)**
Amounts due to related parties, net	**-**	**(4)**	**-**	**-**	**-**
Gross exposure	**(6)**	**(65)**	**2**	**(5)**	**(1)**
Forward foreign exchange contracts:					
- payables	**-**	**40**	**-**	**-**	**-**
Net exposure	**(6)**	**(25)**	**2**	**(5)**	**(1)**
2023					
Receivables and deposits	*	3	15	-	-
Deposits, cash and bank balances	*	11	-	-	*
Payables	(5)	(53)	(12)	(12)	(1)
Amounts due to related parties, net	-	(2)	(1)	-	-
Gross exposure	(5)	(41)	2	(12)	(1)
Forward foreign exchange contracts:					
- payables	-	36	-	-	-
Net exposure	(5)	(5)	2	(12)	(1)

Notes:
[1] SDR, i.e. Special Drawing Rights represents international accounting settlement rate with international carriers.
* Less than RM1 million.

34 FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk (continued)

(i) Foreign exchange risk (continued)

The sensitivity of the Group's profit before tax for the financial year and equity to a reasonably possible change in the USD exchange rate against the functional currency, RM, with all other factors remaining constant and based on the composition of assets and liabilities at the reporting date are set out as below:

	Impact on profit before tax for the financial year		Impact on equity[1]	
Group	**2024 RM'million**	**2023 RM'million**	**2024 RM'million**	**2023 RM'million**
USD/RM				
- strengthened 8% (2023: 5%)	**(2)**	(*)	**10**	6
- weakened 8% (2023: 5%)	**2**	*	**(7)**	(6)

Notes:
[1] Includes cash flow hedging reserve
* Less than RM1 million.

The impacts on profit before tax for the financial year are mainly as a result of foreign currency gains/(losses) on translating of USD denominated receivables, deposits, bank balances and unhedged payables. For USD payables in a designated hedging relationship, as these are effectively hedged, the foreign currency movements will not have any impact on the statement of profit or loss.

(ii) Interest rate risk

The Group's interest rate risk arises from deposits with licensed banks, trade payables under supplier financing and borrowings carrying fixed and variable interest rates and for the Company, from its deposits with licensed banks and intercompany loans. The objectives of the Group's interest rate risk management policies are to allow the Group to effectively manage the interest rate fluctuation through the use of fixed and floating interest rates debt and derivative financial instruments. The Group adopts a non-speculative stance which favours predictability over interest rate fluctuations. The interest rate profiles of the Group's borrowings are also regularly reviewed against prevailing and anticipated market interest rates to determine whether refinancing or early repayment is warranted.

34 FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk (continued)

(ii) Interest rate risk (continued)

The net exposure of financial assets and financial liabilities of the Group and of the Company to interest rate risk and their respective settlement periods are as follows:

Group	Weighted average effective interest/ profit rate at reporting date (per annum) %	Total carrying amount RM'million	Floating interest/ profit rate RM'million	Fixed interest/profit rate < 1 year RM'million	1-2 years RM'million	2-5 years RM'million	> 5 years RM'million
At 31 December 2024							
Deposits with licensed banks	3.74	312	-	312	-	-	-
Trade payables under supplier financing	4.35	(1,157)	-	(713)	(344)	(100)	-
Other payables	4.20	(26)	-	(26)	-	-	-
Lease liabilities	4.96	(1,946)	-	(286)	(253)	(539)	(868)
Term loans	4.14	(636)	(636)	-	-	-	-
Unrated Islamic Medium Term Notes	4.14	(6,206)	-	(906)	(1,200)	(2,850)	(1,250)
Business Financing-i	4.29	(500)	(500)	-	-	-	-
Hire purchase	3.80	(1)	(*)	(*)	(*)	(1)	-
Exposure		(10,160)	(1,136)				

* Less than RM1 million.

34 FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk (continued)

(ii) Interest rate risk (continued)

The net exposure of financial assets and financial liabilities of the Group and of the Company to interest rate risk and their respective settlement periods are as follows: (continued)

Group	Weighted average effective interest/ profit rate at reporting date (per annum) %	Total carrying amount RM'million	Floating interest/ profit rate RM'million	Fixed interest/profit rate < 1 year RM'million	1-2 years RM'million	2-5 years RM'million	> 5 years RM'million
At 31 December 2023							
Deposits with licensed banks	3.59	311	-	311	-	-	-
Trade payables under supplier financing	4.33	(1,193)	-	(694)	(413)	(86)	-
Other payables	4.65	(28)	-	(28)	-	-	-
Lease liabilities	4.91	(1,969)	-	(288)	(255)	(561)	(865)
Term loans	4.22	(596)	(596)	-	-	-	-
Unrated Islamic Medium Term Notes	4.14	(6,206)	-	(66)	(840)	(3,100)	(2,200)
CMTF	4.21	(501)	(501)	-	-	-	-
Business Financing-i	4.35	(500)	(500)	-	-	-	-
Exposure		(10,682)	(1,597)				

34 FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk (continued)

(ii) Interest rate risk (continued)

The net exposure of financial assets and financial liabilities of the Group and of the Company to interest rate risk and their respective settlement periods are as follows: (continued)

Company	Weighted average effective interest rate at reporting date (per annum) %	Total carrying amount RM'million	Fixed interest rate < 1 year RM'million
At 31 December 2024			
Loans due from a subsidiary	**4.78**	**345**	**345**
Deposits with licensed banks	**3.79**	**23**	**23**
		368	
At 31 December 2023			
Loans due from a subsidiary	4.50	343	343
Deposits with licensed banks	3.35	12	12
		355	

The sensitivity of the Group's profit before tax for the financial year and equity to a reasonably possible change in RM (2023: RM) interest rates with all other factors held constant and based on composition of liabilities with floating interest rates as at the reporting date are as follows:

Group	Impact on profit before tax for the financial year 2024 RM'million	2023 RM'million
RM		
- increased by 0.5% (2023: 0.5%)	**(6)**	(8)
- decreased by 0.5% (2023: 0.5%)	**6**	8

The impact on profit before tax for the financial year is mainly as a result of interest expenses on floating rate borrowings.

(b) Credit risk

The objectives of the Group's and of the Company's credit risk management policies are to manage their exposure to credit risk from deposits, cash and bank balances, receivables, contract assets and derivative financial instruments. They do not expect any third parties to fail to meet their obligations given the Group's and the Company's policies of selecting creditworthy counterparties at the inception of the contracts.

34 FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

Trade receivables, finance lease receivables and contract assets

Credit risk of receivables and contract assets is controlled by the application of credit approvals, limits and monitoring procedures. Credit risks are minimised and monitored via limiting the Group's dealings with creditworthy business partners and customers. Receivables and contract assets are monitored on an ongoing basis via the Group's management reporting and dunning procedures.

Concentration of credit risk

The Group has no significant exposure to any individual customer, geographical location or industry category. Significant credit and recovery risks associated with receivables and contract assets have been provided for in the financial statements.

Impairment of trade receivables, finance lease receivables and contract assets

The Group applies a simplified approach in calculating ECLs. To measure the ECL, receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The expected loss rates are determined based on 5-year historical ageing profile and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables and contract assets. Some of the factors which the Group has identified include unemployment rate, Consumer Price Index ("CPI") and annual Gross Domestic Product ("GDP") growth and has adjusted the historical loss rates based on expected changes in such factors.

On that basis, the loss allowance was determined as follows for trade receivables, finance lease receivables and contract assets:

Group	Current RM'million	1 to 30 days past due RM'million	31 to 60 days past due RM'million	61 to 90 days past due RM'million	91 to 120 days past due RM'million	> 120 days past due RM'million	Total RM'million
31 December 2024							
Expected loss rate[1]	**2.0% - 11.0%**	**16.5% - 59.1%**	**25.2% - 88.7%**	**44.6% - 100.0%**	**62.8% - 100.0%**	**80.1% - 100.0%**	
Gross carrying amount:							
Trade receivables	**1,838**	**72**	**41**	**35**	**26**	**119**	**2,131**
Finance lease receivables	*****	**-**	**-**	**-**	**-**	**-**	*****
Contract assets	**356**	**-**	**-**	**-**	**-**	**-**	**356**
	2,194	**72**	**41**	**35**	**26**	**119**	**2,487**
Loss allowance:							
Trade receivables	**(115)**	**(21)**	**(19)**	**(21)**	**(16)**	**(96)**	**(288)**
Finance lease receivables	**(*)**	**-**	**-**	**-**	**-**	**-**	**(*)**
Contract assets	**(17)**	**-**	**-**	**-**	**-**	**-**	**(17)**
	(132)	**(21)**	**(19)**	**(21)**	**(16)**	**(96)**	**(305)**

Notes:
[1] The expected loss rate comprises of customers with different risk profiles and excludes individual specific loss rate.
* Less than RM1 million.

NOTES TO THE FINANCIAL STATEMENTS

34 FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

Trade receivables, finance lease receivables and contract assets (continued)

Impairment of trade receivables, finance lease receivables and contract assets (continued)

Group	Current RM'million	1 to 30 days past due RM'million	31 to 60 days past due RM'million	61 to 90 days past due RM'million	91 to 120 days past due RM'million	> 120 days past due RM'million	Total RM'million
31 December 2023							
Expected loss rate[1]	0.8% - 11.1%	7.0% - 57.4%	20.1% - 85.0%	38.5% - 100.0%	53.4% - 100.0%	76.5% - 100.0%	
Gross carrying amount:							
Trade receivables	1,644	69	42	34	30	174	1,993
Finance lease receivables	*	-	-	-	-	-	*
Contract assets	303	-	-	-	-	-	303
	1,947	69	42	34	30	174	2,296
Loss allowance:							
Trade receivables	(23)	(22)	(18)	(24)	(21)	(168)	(276)
Finance lease receivables	(*)	-	-	-	-	-	(*)
Contract assets	(15)	-	-	-	-	-	(15)
	(38)	(22)	(18)	(24)	(21)	(168)	(291)

Notes:

[1] The expected loss rate comprises of customers with different risk profiles and excludes individual specific loss rate.

* Less than RM1 million.

Movements on the Group's loss allowances for receivables and contract assets are as follows:

Group	Note	Trade receivables 2024 RM'million	Trade receivables 2023 RM'million	Finance lease receivables 2024 RM'million	Finance lease receivables 2023 RM'million	Contract assets 2024 RM'million	Contract assets 2023 RM'million	Total 2024 RM'million	Total 2023 RM'million
1 January		**276**	148	*****	*	**15**	8	**291**	156
Charged to statement of profit or loss	11	**224**	215	*****	*	**6**	8	**230**	223
Reversed from statement of profit or loss	11	**(73)**	(47)	**(*)**	(*)	**(4)**	(1)	**(77)**	(48)
Amount written off		**(139)**	(40)	**-**	-	**-**	-	**(139)**	(40)
31 December		**288**	276	*****	*	**17**	15	**305**	291

* Less than RM1 million.

34 FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

Deposits, cash and bank balances

For deposits, cash and bank balances, the Group and the Company seek to ensure that cash assets are invested safely and profitably by assessing counterparty risks and allocating placement limits for various creditworthy financial institutions.

While deposits, cash and bank balances are also subject to the impairment requirements, the identified impairment loss was immaterial.

Other financial assets at amortised cost

Other financial assets at amortised cost include other receivables, deposits and amounts due from related parties. The movement on Group's loss allowances for other financial assets at amortised cost is as follows:

			Group	
			2024 RM'million	**2023 RM'million**
(i)	Other receivables and deposits			
	1 January		**38**	40
	Charged to statement of profit or loss	11	**32**	18
	Reversed from statement of profit or loss	11	**(5)**	(20)
	Amount written off		**(*)**	(*)
	31 December		**65**	38
(ii)	Amounts due from related parties			
	1 January		**12**	7
	Charged to statement of profit or loss	11	**2**	5
	31 December		**14**	12

* Less than RM1 million.

Derivative financial instruments – forward foreign exchange contracts

The Group enters into these contracts with creditworthy financial institutions to minimise the credit risks. The Group considers the risk of material loss in the event of non-performance by the above parties to be unlikely. The Group's maximum exposure to credit risk is equal to the carrying value of those financial instruments.

(c) Liquidity risk

The objectives of the Group's and of the Company's liquidity risk management policies are to monitor rolling forecasts of the Group's and of the Company's liquidity requirements to ensure they have sufficient cash to meet operational and investment needs as and when they fall due, availability of funding via credit lines, whilst meeting external debt covenant compliance. The Group and the Company are exposed to liquidity risk where there may be difficulty in raising funds to meet such financial commitments.

34 FINANCIAL RISK MANAGEMENT (CONTINUED)

(c) Liquidity risk (continued)

Further to the disclosures in Note 31 to the financial statements, as at 31 December 2024, the Group had RM3.86 billion that is available for issuance under the Sukuk Murabahah Programme and RM1.45 billion in undrawn credit facilities. The Group is able to issue new Sukuk and/or drawdown these credit facilities to finance its operating expenditure, capital expenditure, working capital, refinancing of existing borrowings and/or general corporate purposes.

The undiscounted contractual cash flow payables under the financial instruments as at the reporting date are as follows:

Group	Total[1] RM'million	< 1 year RM'million	1-2 years RM'million	2-5 years RM'million	> 5 years RM'million
At 31 December 2024					
Payables and accruals[1][2]	**3,582**	**3,126**	**356**	**100**	**-**
Amounts due to related parties	**63**	**63**	**-**	**-**	**-**
Lease liabilities[2]	**2,491**	**373**	**328**	**703**	**1,087**
Borrowings[2]	**8,304**	**1,119**	**1,761**	**4,026**	**1,398**
	14,440	**4,681**	**2,445**	**4,829**	**2,485**
At 31 December 2023					
Payables and accruals[1][2]	3,500	2,988	425	87	-
Amounts due to related parties	11	11	-	-	-
Lease liabilities[2]	2,512	375	330	723	1,084
Borrowings[2]	9,051	807	1,118	4,747	2,379
	15,074	4,181	1,873	5,557	3,463

Notes:
(1) Foreign currency denominated financial instruments are translated to RM using closing rate as at the reporting date.
(2) As the amounts included in the table are the contractual undiscounted cash flows, these amounts will not reconcile with the amounts disclosed in the statements of financial position.

Company	Total RM'million	< 1 year RM'million
At 31 December 2024		
Payables and accruals	**1**	**1**
Amount due to a subsidiary	*	*
	1	**1**
At 31 December 2023		
Payables and accruals	1	1
Amount due to a subsidiary	*	*
	1	1

* Less than RM1 million.

34 FINANCIAL RISK MANAGEMENT (CONTINUED)

(d) Capital risk management

The Group's and the Company's objective when managing capital is to safeguard their ability to continue as a going concern whilst providing sustainable returns for shareholders and maintaining an optimal capital structure to reduce the cost of capital.

In order to optimise its capital structure, the Group and the Company may adjust the amount of dividends paid to shareholders, increase or reduce borrowings, issue new shares or return capital to shareholders.

Under the requirement of Bursa Malaysia Securities Berhad Practice Note No. 17/2005, the Company is required to maintain a consolidated shareholders' equity of more than 25% of the share capital (excluding treasury shares) and maintain such shareholders' equity of not less than RM40 million. The Company has complied with this requirement.

External lenders require the borrower, MBSB, to maintain financial covenant ratios on its net debt to EBITDA and EBITDA to interest expense. These financial covenant ratios have been fully complied with by MBSB for the financial year ended 31 December 2024.

The Group also monitors its capital structure which comprises borrowings and equity on the basis of the gearing ratio. This ratio is calculated as net debt divided by total equity attributable to equity holders of the Company. Net debt is calculated as total interest-bearing financial liabilities comprising the sum of borrowings and derivative financial instruments designated in hedging relationship on borrowings on a net basis (if any) but excluding trade payables under supplier financing as disclosed in Note 29 to the financial statements less deposits, cash and bank balances. Total equity is calculated as 'equity' as shown in the statements of financial position. The gearing ratios at reporting dates were as follows:

		Group	
	Note	2024 RM'million	2023 RM'million
Total interest bearing financial liabilities		**9,289**	9,772
Less: Deposits, cash and bank balances	27	**(464)**	(569)
Net debt		**8,825**	9,203
Total equity attributable to equity holders of the Company		**5,905**	5,743
Gearing ratio		**1.5**	1.6

(e) Fair value estimation

Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3: inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

34 FINANCIAL RISK MANAGEMENT (CONTINUED)

(e) Fair value estimation (continued)

(i) Financial instruments carried at amortised cost

The carrying amounts of financial assets and financial liabilities of the Group at the reporting date approximated their fair values except as set out below measured using Level 3 valuation technique:

		Group			
		2024		2023	
	Note	Carrying amount RM'million	Fair value RM'million	Carrying amount RM'million	Fair value RM'million
Financial liability:					
Borrowings	31				
- Unrated Islamic Medium Term Notes		**6,206**	**6,213**	**6,206**	6,215
- Hire purchase		**1**	**1**	**-**	-
		6,207	**6,214**	**6,206**	6,215

The valuation technique used to derive the Level 3 disclosure for financial liability is based on the estimated cash flow and discount rate of the Group.

(ii) Financial instruments carried at fair value through profit or loss

The following table represents the financial assets and financial liabilities measured at fair value, using Level 2 valuation technique, at reporting date:

		Group	
	Note	2024 RM'million	2023 RM'million
Derivative financial instruments:			
- Assets	23	**4**	-
- Liabilities	23	**(*)**	(3)
		4	(3)

* Less than RM1 million.

The fair values of forward foreign exchange contracts are determined using forward exchange rates as at each reporting date. The following table represents the financial liabilities measured at fair value, using Level 3 valuation technique, at reporting date:

	Group	
	2024 RM'million	2023 RM'million
At 1 January	**25**	20
(Reversal)/Additions	**(3)**	18
Payments	**(7)**	(13)
Accretion of finance cost	*****	*
At 31 December	**15**	25

* Less than RM1 million.

The fair value of financial liabilities is calculated based on the estimated cash flow discounted at the incremental borrowing rate.

NOTES TO THE FINANCIAL STATEMENTS

34 FINANCIAL RISK MANAGEMENT (CONTINUED)

(e) Fair value estimation (continued)

(iii) Financial instruments carried at FVOCI

Financial assets at FVOCI comprise equity securities which are not held for trading, and which the Group and Company have elected at initial recognition to recognise in this category. The Group and Company hold investments that are unlisted securities, and measured at fair value, using Level 3 valuation technique, at reporting date:

		Group		Company	
	Note	2024 RM'million	2023 RM'million	2024 RM'million	2023 RM'million
Financial assets at FVOCI	20	**4**	4	**4**	4

The valuation technique used to derive the Level 3 disclosure for financial asset is based on the estimated cash flow and discount rate of the underlying counterparty.

(f) Offsetting financial assets and financial liabilities

(i) Financial assets

The following financial assets are subject to offsetting, enforceable master netting arrangements and similar arrangements.

Group	Gross amounts of recognised financial assets RM'million	Gross amounts of recognised financial liabilities set-off in the statement of financial position RM'million	Net amounts of financial assets presented in the statement of financial position RM'million	Related amounts not off-set in the statement of financial position: Financial instruments RM'million	Related amounts not off-set in the statement of financial position: Cash collateral received RM'million	Net amount RM'million
At 31 December 2024						
Receivables and deposits	**816**	**(118)**	**698**	**-**	**(42)**	**656**
Amounts due from related parties	**14**	**(10)**	**4**	**-**	**-**	**4**
	830	**(128)**	**702**	**-**	**(42)**	**660**
At 31 December 2023						
Receivables and deposits	726	(77)	649	-	(34)	615
Amounts due from related parties	20	(5)	15	-	-	15
	746	(82)	664	-	(34)	630

34 FINANCIAL RISK MANAGEMENT (CONTINUED)

(f) Offsetting financial assets and financial liabilities (continued)

(ii) Financial liabilities

The following financial liabilities are subject to offsetting, enforceable master netting arrangements and similar arrangements.

Group	Gross amounts of recognised financial liabilities RM'million	Gross amounts of recognised financial assets set-off in the statement of financial position RM'million	Net amounts of financial liabilities presented in the statement of financial position RM'million	Related amounts not off-set in the statement of financial position: Financial instruments RM'million	Related amounts not off-set in the statement of financial position: Cash collateral received RM'million	Net amount RM'million
At 31 December 2024						
Payables and accruals	**331**	**(118)**	**213**	**(42)**	**-**	**171**
Amounts due to related parties	**73**	**(10)**	**63**	**-**	**-**	**63**
	404	**(128)**	**276**	**(42)**	**-**	**234**
At 31 December 2023						
Payables and accruals	274	(77)	197	(34)	-	163
Amounts due to related parties	16	(5)	11	-	-	11
	290	(82)	208	(34)	-	174

35 CAPITAL COMMITMENTS

Capital expenditure contracted for at the end of reporting date but not recognised as liabilities is as follows:

	Group 2024 RM'million	Group 2023 RM'million
Property, plant and equipment	**377**	478

36 RELATED PARTIES

In addition to related party disclosures mentioned elsewhere in the financial statements, set out below are other significant transactions, balances and commitments. The related party transactions described below were carried out on agreed terms with the related parties. None of these balances are secured.

	Transaction value		Balance outstanding		Commitments		Total balance outstanding, including commitments	
Group	**2024 RM'million**	**2023 RM'million**	**2024 RM'million**	**2023 RM'million**	**2024 RM'million**	**2023 RM'million**	**2024 RM'million**	**2023 RM'million**
Sales of goods and services:								
- MEASAT Broadcast Network Systems Sdn. Bhd.(1) (mobile and internet, business solutions, connectivity services to co-market and distribute content products)	**90**	125	**10**	14	**-**	-	**10**	14
- Saudi Telecom Company (stc)(2) (roaming and international calls)	**3**	7	**-**	4	**-**	-	**-**	4
- Astro Digital 5 Sdn. Bhd.(1) (mobile and internet, business solutions and other connectivity services)	**1**	1	*****	*	**-**	-	*****	*
- MEASAT Global Berhad Group(3) (mobile and internet, business solutions and other connectivity services)	**1**	2	**-**	-	**-**	-	**-**	-
- Maxis Communications Berhad(4) (corporate support services)	**1**	1	*****	*	**-**	-	*****	*
- TGV Cinemas Sdn. Bhd.(5) (mobile and internet, business solutions and other connectivity services)	**4**	5	**2**	4	**-**	-	**2**	4

* Less than RM1 million.

NOTES TO THE FINANCIAL STATEMENTS

36 RELATED PARTIES (CONTINUED)

Group	Transaction value		Balance outstanding		Commitments		Total balance outstanding, including commitments	
	2024 RM'million	**2023 RM'million**	**2024 RM'million**	**2023 RM'million**	**2024 RM'million**	**2023 RM'million**	**2024 RM'million**	**2023 RM'million**
Sales of goods and services: (continued)								
- UTSB Management Sdn. Bhd.[(5)] (mobile and internet, business solutions and other connectivity services)	**2**	3	*	*	-	-	*	*
- Kuwait Telecommunications Company (stc)[(7)] (roaming and international calls)	**4**	*	*	-	-	-	*	-
- Digital Nasional Berhad (mobile and internet, business solutions and other connectivity services)	**6**	-	-	-	-	-	-	-
Purchases of goods and services from:								
- MEASAT Broadcast Network Systems Sdn. Bhd.[(1)] (customer acquisition and installation charges)	**8**	11	-	-	-	-	-	-
- Saudi Telecom Company[(2)] (roaming and international calls)	**6**	8	**(2)**	-	-	-	**(2)**	-
- MEASAT Global Berhad Group[(3)] (transponder and teleport lease rental)	**22**	30	**(8)**	(3)	**(35)**	(57)	**(43)**	(60)
- Tanjong City Centre Property Management Sdn. Bhd.[(5)] (rental, service charge, property service and other utility charges)	**37**	42	-	-	**(69)**	(87)	**(69)**	(87)

* Less than RM1 million.

36 RELATED PARTIES (CONTINUED)

Group	Transaction value		Balance outstanding		Commitments		Total balance outstanding, including commitments	
	2024 RM'million	2023 RM'million	2024 RM'million	2023 RM'million	2024 RM'million	2023 RM'million	2024 RM'million	2023 RM'million
Purchases of goods and services from: (continued)								
- UTSB Management Sdn. Bhd.[5] (corporate management services)	**6**	18	**-**	-	**(4)**	(9)	**(4)**	(9)
- SRG Asia Pacific Sdn. Bhd.[6] (call handling and telemarketing services)	**16**	20	**(5)**	(4)	**-**	-	**(5)**	(4)
- Kuwait Telecommunications Company (stc)[7] (roaming and international calls)	**4**	*	**-**	*	**-**	-	**-**	*
- Digital Nasional Berhad (5G products and services)	**80**	-	**(45)**	-	**-**	-	**(45)**	-

* Less than RM1 million.

Notes:
The Group has entered into the above related party transactions with parties whose relationships are set out below.

Usaha Tegas Sdn. Bhd. ("UTSB"), Saudi Telecom Company ("STC") and Harapan Nusantara Sdn. Bhd. are parties related to the Company, by virtue of having joint control over Binariang GSM Sdn. Bhd. ("BGSM"), pursuant to a shareholders' agreement in relation to BGSM. BGSM is the ultimate holding company of the Company.

The ultimate holding company of UTSB is PanOcean Management Limited ("PanOcean"). PanOcean is the trustee of a discretionary trust, the beneficiaries of which are members of the family of the late Ananda Krishnan Tatparanandam ("TAK") and foundations including those for charitable purposes. Although PanOcean is deemed to have an interest in all of the shares of the Company in which UTSB has an interest, PanOcean does not have any economic or beneficial interest in the shares of the Company, as such interest is held subject to the terms of the discretionary trust.

(1) Subsidiary of a company which is an associate of UTSB
(2) A major shareholder of BGSM, as described above
(3) Indirect subsidiary of a company in which the estate of TAK has a 100% direct equity interest
(4) Subsidiary of BGSM
(5) Subsidiary of UTSB
(6) Subsidiary of a company whereby TAK and/or a person connected to TAK has a deemed equity interest
(7) Subsidiary of STC

36 RELATED PARTIES (CONTINUED)

	Company	
	2024 RM'million	**2023 RM'million**
Management fees charged by a subsidiary	**3**	3
Payment on behalf of operating expenses for subsidiaries	*	*

* Less than RM1 million.

37 CONTINGENT LIABILITIES

In the normal course of business, there are contingent liabilities arising from legal recourse sought by the Group's customers or vendors and indemnities given to financial institutions on bank guarantees. There were no material losses anticipated as a result of these transactions.

38 APPROVAL OF FINANCIAL STATEMENTS

The financial statements have been approved for issue in accordance with a resolution of the Board of Directors on 24 March 2025.

STATEMENT BY DIRECTORS
PURSUANT TO SECTION 251(2) OF THE COMPANIES ACT 2016

We, Dato' Hamidah binti Naziadin and Uthaya Kumar A/L K Vivekananda, being two of the Directors of Maxis Berhad, do hereby state that, in the opinion of the Directors, the accompanying financial statements set out on pages 93 to 181 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024 and of their financial performance and cash flows for the year then ended.

Signed on behalf of the Board of Directors in accordance with their resolution dated 24 March 2025.

DATO' HAMIDAH BINTI NAZIADIN
DIRECTOR

UTHAYA KUMAR A/L K VIVEKANANDA
DIRECTOR

STATUTORY DECLARATION
PURSUANT TO SECTION 251(1) OF THE COMPANIES ACT 2016

I, Wong Chui Fen, the officer primarily responsible for the financial management of Maxis Berhad, do solemnly and sincerely declare that the financial statements set out on pages 93 to 181 are, to the best of my knowledge and belief, correct, and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act, 1960.

WONG CHUI FEN
(MIA No. 14844)

Subscribed and solemnly declared by the abovenamed Wong Chui Fen at Kuala Lumpur in Malaysia on 24 March 2025, before me.

COMMISSIONER FOR OATH

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF MAXIS BERHAD (INCORPORATED IN MALAYSIA)
REGISTRATION NO. 200901024473 (867573-A)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Our opinion

In our opinion, the financial statements of Maxis Berhad ("the Company") and its subsidiaries ("the Group") give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

What we have audited

We have audited the financial statements of the Group and of the Company, which comprise the statements of financial position as at 31 December 2024 of the Group and of the Company, and the statements of profit or loss, statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including a summary of material accounting policies, as set out on pages 93 to 181.

Basis for opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the "Auditors' responsibilities for the audit of the financial statements" section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and other ethical responsibilities

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Our audit approach

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements of the Group and of the Company. In particular, we considered where the Directors made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters, consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the financial statements as a whole, taking into account the structure of the Group and of the Company, the accounting processes and controls, and the industry in which the Group and the Company operate.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current financial year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF MAXIS BERHAD (INCORPORATED IN MALAYSIA) REGISTRATION NO. 200901024473 (867573-A)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

Key audit matters (continued)

Group

Key audit matters	How our audit addressed the key audit matters
Assessment of carrying value of goodwill and telecommunications licences allocated to the converged telecommunications services and solutions cash generating unit *Refer to Note 3(c) - Summary of material accounting policies: Intangible assets, Note 4(a) - Critical accounting estimates and judgements - Group: Impairment assessment of intangible assets - goodwill and Note 16 - Intangible assets* We focused on this area due to the size of the carrying value of goodwill and telecommunications licences, which represented 43.4% of total assets as at 31 December 2024, and the estimation of the recoverable amount which requires significant assumptions and judgements on the future cash flows, terminal growth rate and discount rate applied. Based on the annual impairment test performed, the Directors concluded that no impairment is required for goodwill and telecommunications licences allocated to the converged telecommunications services and solutions cash generating unit ("CGU"). The key assumptions and sensitivities are disclosed in Note 16 to the financial statements.	We performed the following audit procedures on the value in-use ("VIU") calculations which were based on pre-tax cash flow projections based on internally approved financial budgets covering a five-year period: • Evaluated the reasonableness of the Directors' assessment that the converged telecommunications services and solutions is the CGU which represents the smallest identifiable group of assets that generate independent cash inflows, by understanding the business model of the Group; • Discussed with management on the key assumptions used in the five-year VIU cash flows which include the compounded revenue and earnings before interest, tax, depreciation and amortisation ("EBITDA") annual growth rates and performed the following: - Agreed the five-year VIU cash flows to the financial budgets covering a five-year period from 2025, approved by the Directors for impairment assessment; - Compared the historical forecast for 2024 to actual results to assess the reliability of management's estimates; - Compared the compounded revenue growth rates in the projection periods to historical results and telecommunications industry forecasts; and - Checked the mathematical accuracy of the five-year VIU cash flows.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF MAXIS BERHAD (INCORPORATED IN MALAYSIA) REGISTRATION NO. 200901024473 (867573-A)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

Key audit matters (continued)

Group (continued)

Key audit matters	How our audit addressed the key audit matters
Assessment of carrying value of goodwill and telecommunications licences allocated to the converged telecommunications services and solutions cash generating unit (continued)	We performed the following audit procedures on the value in-use ("VIU") calculations which were based on pre-tax cash flow projections based on internally approved financial budgets covering a five-year period: (continued) • Agreed the assumption on capital expenditures and operating expenditures to the financial budgets covering a five-year period from 2025 approved by the Directors, discussed with management on the capital expenditures and operating expenditures required to maintain the network performance, and assessed the impact on the VIU cash flows; • Checked the reasonableness of the discount rate and terminal growth rate with the assistance of our valuation experts by benchmarking to industry reports; and • Checked the sensitivity analysis performed by management on the discount rate and terminal growth rate. Based on the procedures performed above, we did not find any material exceptions to the Directors' conclusion that the goodwill and telecommunications licences allocated to the converged telecommunications services and solutions CGU is not impaired as at 31 December 2024.
Revenue recognition from contracts with customers *Refer to Note 3(t) – Summary of material accounting policies: Income recognition, Note 4(d) - Critical accounting estimates and judgements - Group: Revenue recognition for contracts with customers and Note 6 – Revenue* The Group's revenue from contracts with customers of RM10.3 billion during the financial year ended 31 December 2024 comprised primarily of telecommunications services and solutions revenue, and sales of devices of RM8.7 billion and RM1.6 billion respectively. We focused on this area because there is an inherent risk around the accuracy of revenue recorded given the complexity of systems and the impact of various pricing models for different revenue products to revenue recognition. Revenue processed by billing systems is complex and involves large volumes of data with different products and services sold, and price changes.	We performed the following audit procedures: • Evaluated and tested the IT general controls and key controls on material revenue streams over: - capturing and recording of revenue transactions; - authorisation of rate changes and the input of this information to the billing systems; and - accuracy of calculation of amounts billed to customers; • For material revenue streams, we obtained supporting evidence such as customer contracts, invoices and relevant supporting documents to test the accuracy of revenue recognition on a sampling basis; • Reviewed management's assessment of the identification of separate performance obligations over material customer contracts with bundling arrangements and sighted to the customer contracts on a sampling basis; and

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF MAXIS BERHAD (INCORPORATED IN MALAYSIA)
REGISTRATION NO. 200901024473 (867573-A)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

Key audit matters (continued)

Group (continued)

Key audit matters	How our audit addressed the key audit matters
Revenue recognition from contracts with customers (continued) In addition, management exercises judgement in the areas below: • Certain contracts with customers are bundled packages that may include sale of products and telecommunications services and solutions that comprise voice, data and other converged telecommunications services; • Individual products and services are accounted for as separate performance obligations if they are distinct promised goods and services. Judgement is involved in identifying if products and services with the bundled package are distinct as a separate promised products and services; and • Determining whether the Group is acting as a principal or an agent in relation to the sale of devices.	We performed the following audit procedures: (continued) • Reviewed management's analysis in determining whether the Group is acting as a principal or an agent in relation to the sale of devices based on the contractual terms and conditions in the contracts with customers and suppliers. Based on the procedures performed above, we did not find any material exceptions in the revenue recognised during the financial year.
Assessment of funding requirements and ability to meet the short term obligations *Refer to Note 34(c) - Financial risk management: Liquidity risk* As at 31 December 2024, the Group had short term payables and accruals of RM4.1 billion and short term borrowings of RM1.2 billion. We focused on the Group's funding and ability to meet its short term obligations due to the significant amount of the short term liabilities, which resulted in the current liabilities of the Group exceeding current assets by RM2.7 billion at that date. The Group's ability to obtain funding from existing facilities is disclosed in Note 34(c) to the financial statements.	We performed the following audit procedures: • Checked the extent of debt that the Group can raise from its existing facilities; • Reviewed management's assessment of compliance with debt covenants; • Checked the borrowing repayment profile of the Group against the debt agreements; • Checked management's cash flow forecasts for the Group over the period of 12 months from the date of the financial statements to the annual budget approved by the Directors and cash flow projections prepared by management which includes operating, investing and financing cash flows; and • Discussed with management on key assumptions used in the cash flow forecasts including cash collection trends, payment profiles and significant transactions that may occur in developing the cash flow forecasts for the Group. Based on the procedures performed above, we did not find any material exceptions to the Directors' assessment that the Group will be able to meet its short term obligations.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF MAXIS BERHAD (INCORPORATED IN MALAYSIA)
REGISTRATION NO. 200901024473 (867573-A)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

Key audit matters (continued)

Company

Key audit matters	How our audit addressed the key audit matters
Recoverability of the carrying value of cost of investment in a subsidiary *Refer to Note 3(f) - Summary of material accounting policies: Impairment of non-financial assets, Note 4(a) – Critical accounting estimates and judgements - Company: Investments in subsidiaries and Note 18 (a) - Investments in subsidiaries* As at 31 December 2024, the carrying value of the cost of investment in a subsidiary is RM25.1 billion. The Group performed an impairment assessment of the cost of investment in a subsidiary during the financial year as there is indicator of impairment of this subsidiary. The recoverable amount of the subsidiary was determined by the Directors based on VIU method. Based on the Directors' assessment, the recoverable amount of the subsidiary exceeds the carrying value of the investment in the subsidiary and therefore no impairment is required. We focused on this area due to the estimation of the recoverable amounts which is inherently uncertain and requires significant judgement on the future cash flows, terminal growth rates and discount rate applied.	We performed the following audit procedures on the VIU calculations which were based on pre-tax cash flow projections based on internally approved financial budgets covering a five-year period: • Discussed with management on the key assumptions used in the five-year VIU cash flows which include the compounded revenue and EBITDA annual growth rates and performed the following: - Agreed the five-year VIU cash flows to the financial budgets covering a five-year period from 2025 approved by the Directors for impairment assessment; - Compared the historical forecast for 2024 to actual results to assess the reliability of management's estimates; - Compared the compounded revenue growth rates in the projection periods to historical results and telecommunications industry forecasts; and - Checked the mathematical accuracy of the five-year VIU cash flows. • Checked that the VIU cash flows used to determine the recoverable amount have been appropriately adjusted for the financing cash flows forecast of the subsidiary; • Agreed the assumption on capital expenditures and operating expenditures to the financial budgets covering a five-year period from 2025 approved by the Directors, discussed with management on the capital expenditures and operating expenditures required to maintain the network performance, and assessed the impact on the VIU cash flows; • Checked the reasonableness of the discount rate and terminal growth rate with the assistance of our valuation experts by benchmarking to industry reports; and • Checked the sensitivity analysis performed by management on the discount rate and terminal growth rate. Based on the procedures performed above, we did not find any material exception to the Directors' assessment that the cost of investment in a subsidiary is not impaired as at 31 December 2024.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF MAXIS BERHAD (INCORPORATED IN MALAYSIA)
REGISTRATION NO. 200901024473 (867573-A)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

Information other than the financial statements and auditors' report thereon

The Directors of the Company are responsible for the other information. The other information comprises the Directors' Report, Statement on Risk Management and Internal Control and other sections of the Integrated Annual Report 2024, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the financial statements

The Directors of the Company are responsible for the preparation of the financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the Directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

(a) Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

(b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.

(c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

Auditors' responsibilities for the audit of the financial statements (continued)

(d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.

(e) Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.

(f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current financial year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 18 to the financial statements.

OTHER MATTERS

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

PRICEWATERHOUSECOOPERS PLT
LLP0014401-LCA & AF 1146
Chartered Accountants

TAN CHIN YEE
03380/06/2026 J
Chartered Accountant

Kuala Lumpur
24 March 2025

SIZE OF SHAREHOLDINGS

AS AT 7 MARCH 2025

SHARE CAPITAL

Issued	:	7,833,120,210 Ordinary Shares
Voting Right	:	One vote per Ordinary Share

Size of Holdings	No. of Shareholders	% of Shareholders	No. of Shares Held	% of Issued Shares
Less than 100	1,290	3.23	9,532	#
100 - 1,000	19,488	48.84	16,668,244	0.21
1,001 - 10,000	15,680	39.29	61,459,398	0.79
10,001 - 100,000	2,761	6.92	75,944,223	0.97
100,001 - 391,656,010 (*)	681	1.71	1,540,156,607	19.66
391,656,011 and above (**)	3	0.01	6,138,882,206	78.37
Total	**39,903**	**100.00**	**7,833,120,210**	**100.00**

Negligible
* Less than 5% of issued shares
** 5% and above of issued shares

Note:
Information in the above table is based on the Record of Depositors dated 7 March 2025.

CATEGORY OF SHAREHOLDERS

AS AT 7 MARCH 2025

Category of Shareholders	No. of Shareholders	% of Shareholders	No. of Shares Held	% of Issued Shares
Individuals	33,176	83.14	147,955,148	1.89
Banks/Finance Companies	37	0.09	961,730,402	12.28
Investment Trusts/Foundation/Charities	11	0.03	412,500	0.01
Industrial and Commercial Companies	259	0.65	4,884,260,010	62.35
Government Agencies/Institutions	3	0.01	11,798,600	0.15
Nominees	6,416	16.08	1,826,963,548	23.32
Others	1	#	2	#
Total	**39,903**	**100.00**	**7,833,120,210**	**100.00**

\# Negligible

Note:
Information in the above table is based on the Record of Depositors dated 7 March 2025.

DIRECTORS' INTERESTS IN SHARES

AS AT 7 MARCH 2025

Based on the Register of Directors' Shareholdings, the interests of the Directors in the shares of the Company (both direct and indirect) as at 7 March 2025 are as follows:

	Number of Shares		% of Issued Shares	
Name	**Direct**	**Indirect**	**Direct**	**Indirect**
Datuk Johan bin Idris	-	-	-	-
Dato' Hamidah Naziadin	-	-	-	-
Uthaya Kumar A/L K Vivekananda	-	-	-	-
Ooi Huey Tyng	-	-	-	-
Ong Chu Jin Adrian	-	-	-	-
Mazen Ahmed M. AlJubeir	-	-	-	-
Mohammed Abdullah K. Alharbi	-	-	-	-
Abdulaziz Abdullah M. Alghamdi	-	-	-	-
Lim Ghee Keong	-	-	-	-

CHIEF EXECUTIVE OFFICER'S INTERESTS IN SHARES

AS AT 7 MARCH 2025

The interests of the Chief Executive Officer in the shares of the Company (both direct and indirect) as at 7 March 2025 are as follows :

	Number of Shares		% of Issued Shares	
Name	**Direct**	**Indirect**	**Direct**	**Indirect**
Goh Seow Eng	-	6,200(1)	-	#
	-	963,300(2)	-	0.01
	-	1,133,800(3)	-	0.02

Negligible

Notes:

(1) Deemed interest in shares of the Company held by spouse pursuant to Section 59(11)(c) of the CA 2016.

(2) Pursuant to the terms and conditions of an incentive arrangement arising under the employment agreement entered by him and Maxis Broadband Sdn. Bhd., a wholly-owned subsidiary of Maxis (Agreement), a cash incentive was used to acquire shares of Maxis from the open market and such shares are currently held by CIMB Commerce Trustee Berhad (CIMB) or its nominee. These shares shall, subject to the satisfaction of the vesting conditions and the terms and conditions of the Agreement, vest in him on 30 June 2026. The vesting conditions comprise, amongst others, the performance targets for the financial years 2023, 2024 and 2025, as stipulated by Maxis' Nomination and Remuneration Committee.

(3) Pursuant to the terms and conditions of an incentive arrangement arising under the Agreement, a cash incentive was used to acquire shares of Maxis from the open market and such shares are currently held by CIMB or its nominee. These shares shall, subject to the satisfaction of the vesting conditions and the terms and conditions of the Agreement, vest in him on 30 June 2027. The vesting conditions comprise, amongst others, the performance targets for the financial years 2024, 2025 and 2026, as stipulated by Maxis' Nomination and Remuneration Committee.

30 LARGEST SHAREHOLDERS

AS AT 7 MARCH 2025

No	Name	No. of Shares Held	%
1	BGSM Equity Holdings Sdn. Bhd.	4,875,000,000	62.24
2	Citigroup Nominees (Tempatan) Sdn. Bhd. Employees Provident Fund Board	634,433,806	8.10
3	Amanahraya Trustees Berhad Amanah Saham Bumiputera	629,448,400	8.04
4	Citigroup Nominees (Tempatan) Sdn. Bhd. Employees Provident Fund Board (Islamic)	263,226,806	3.36
5	Kumpulan Wang Persaraan (Diperbadankan)	108,542,427	1.39
6	Amanahraya Trustees Berhad Amanah Saham Malaysia 2 – Wawasan	60,783,300	0.78
7	Citigroup Nominees (Tempatan) Sdn. Bhd. Urusharta Jamaah Sdn. Bhd. (1)	49,361,400	0.63
8	DB (Malaysia) Nominee (Asing) Sdn. Bhd. Exempt AN For State Street Bank & Trust Company (West CLT OD67)	45,446,200	0.58
9	Amanahraya Trustees Berhad Amanah Saham Malaysia 3	42,363,000	0.54
10	HSBC Nominees (Asing) Sdn. Bhd. JPMCB NA For Vanguard Total International Stock Index Fund	41,469,261	0.53
11	Citigroup Nominees (Tempatan) Sdn. Bhd. Employees Provident Fund Board (CGS CIMB)	39,160,000	0.50
12	HSBC Nominees (Asing) Sdn. Bhd. JPMCB NA For Vanguard Emerging Markets Stock Index Fund	38,098,760	0.49
13	Amanahraya Trustees Berhad Amanah Saham Bumiputera 2	37,614,700	0.48
14	Cartaban Nominees (Tempatan) Sdn. Bhd. PAMB For Prulink Equity Fund	27,691,500	0.35
15	Amanahraya Trustees Berhad Amanah Saham Bumiputera 3 - Didik	23,919,375	0.31
16	HSBC Nominees (Asing) Sdn. Bhd. JPMCB NA For Vanguard Fiduciary Trust Company Institutional Total International Stock Market Index Trust II	21,202,200	0.27
17	Permodalan Nasional Berhad	20,250,300	0.26
18	Cartaban Nominees (Tempatan) Sdn. Bhd. Prudential Assurance Malaysia Berhad For Prulink Strategic Fund	18,746,600	0.24
19	Cartaban Nominees (Asing) Sdn. Bhd. BNYM SA/NV For People's Bank Of China (SICL Asia EM)	17,442,000	0.22
20	Citigroup Nominees (Tempatan) Sdn. Bhd. Great Eastern Life Assurance (Malaysia) Berhad (Par 1)	17,345,400	0.22
21	HSBC Nominees (Asing) Sdn. Bhd. JPMCB NA For Blackrock Institutional Trust Company, N.A. Investment Funds For Employee Benefit Trusts	16,788,347	0.21
22	Amanahraya Trustees Berhad Amanah Saham Malaysia	14,650,800	0.19
23	Citigroup Nominees (Asing) Sdn. Bhd. CB Spore GW For Government Of Singapore (GIC C)	12,921,153	0.17
24	Cartaban Nominees (Tempatan) Sdn. Bhd. PBTB For Takafulink Dana Ekuiti	12,806,600	0.16
25	Citigroup Nominees (Asing) Sdn. Bhd. UBS AG	11,437,596	0.15
26	Citigroup Nominees (Tempatan) Sdn. Bhd. Great Eastern Life Assurance (Malaysia) Berhad (Par 3)	11,420,700	0.15
27	HSBC Nominees (Asing) Sdn. Bhd. Morgan Stanley & Co. International PLC (Firm A/C)	10,746,512	0.14
28	DB (Malaysia) Nominee (Asing) Sdn. Bhd. SSBT Fund ZV86 For State Street Global Advisors Trust Company Investment Funds For Tax Exempt Retirement Plans	8,453,900	0.11
29	Cartaban Nominees (Asing) Sdn. Bhd. BNYM SA/NV For iShares Public Limited Company	8,422,600	0.11
30	Cartaban Nominees (Asing) Sdn. Bhd. The Bank Of New York Mellon For TD Global Low Volatility Fund	8,416,240	0.11

Note:

Information in the above table is based on the Record of Depositors dated 7 March 2025.

INFORMATION ON SUBSTANTIAL SHAREHOLDERS

AS AT 7 MARCH 2025

The shareholders holding more than 5% interest, direct and indirect, in the ordinary shares in Maxis (Shares) based on the Register of Substantial Shareholders of the Company as at 7 March 2025 are as follows:

	Direct		Indirect	
Name of Substantial Shareholder	**No. of Shares Held**	**%**	**No. of Shares Held**	**%**
BGSM Equity Holdings Sdn. Bhd. (BGSM Equity)	4,875,000,000	62.24	-	-
BGSM Management Sdn. Bhd. (BGSM Management)[1]	-	-	4,875,000,000	62.24
Binariang GSM Sdn. Bhd. (BGSM)[2]	-	-	4,875,000,000	62.24
Usaha Tegas Equity Sdn. Bhd. (UTE)[3]	-	-	4,875,000,000	62.24
Usaha Tegas Sdn. Bhd. (Usaha Tegas)[4]	-	-	4,875,000,000	62.24
Pacific States Investment Limited (PSIL)[5]	-	-	4,875,000,000	62.24
Excorp Holdings N.V. (Excorp)[6]	-	-	4,875,000,000	62.24
PanOcean Management Limited (PanOcean)[6]	-	-	4,875,000,000	62.24
The estate of the late Ananda Krishnan Tatparanandam[7]	-	-	4,875,000,000	62.24
Harapan Nusantara Sdn. Bhd. (Harapan Nusantara)[8]	-	-	4,875,000,000	62.24
Allahyarham Tun Haji Mohammed Hanif bin Omar[9]	-	-	4,875,000,000	62.24
Dato' Haji Badri bin Haji Masri[9]	-	-	4,875,000,000	62.24
Mohamad Shahrin bin Merican[9]	11,000	*	4,875,000,000	62.24
STC Malaysia Holding Ltd (STCM)[10]	-	-	4,875,000,000	62.24
STC Asia Telecom Holding Ltd (STCAT)[(11]	-	-	4,875,000,000	62.24
Saudi Telecom Company (Saudi Telecom)[12]	-	-	4,875,000,000	62.24
Public Investment Fund (PIF)[13]	-	-	4,875,000,000	62.24
AmanahRaya Trustees Berhad (ARB)				
- Skim Amanah Saham Bumiputera	629,448,400	8.04	-	-
Employees Provident Fund Board (EPF)[14]	896,546,212	11.45	49,125,800	0.63

Notes:

* Negligible

(1) BGSM Management's deemed interest in the Shares arises by virtue of BGSM Management holding 100% equity interest in BGSM Equity.

(2) BGSM's deemed interest in the Shares arises by virtue of BGSM holding 100% equity interest in BGSM Management. See Note (1) above for BGSM Management's deemed interest in the Shares.

(3) UTE's deemed interest in the Shares arises through its wholly-owned subsidiaries, namely, Wilayah Resources Sdn. Bhd., Tegas Puri Sdn. Bhd., Besitang Barat Sdn. Bhd. and Besitang Selatan Sdn. Bhd. which hold in aggregate 37% equity interest in BGSM. See Note (2) above for BGSM's deemed interest in the Shares.

(4) Usaha Tegas' deemed interest in the Shares arises by virtue of Usaha Tegas holding 100% equity interest in UTE. See Note (3) above for UTE's deemed interest in the Shares.

(5) PSIL's deemed interest in the Shares arises by virtue of PSIL holding 99.999% equity interest in Usaha Tegas. See Note (4) above for Usaha Tegas' deemed interest in the Shares.

(6) PanOcean holds 100% equity interest in Excorp which in turn holds 100% equity interest in PSIL. See Note (5) above for PSIL's deemed interest in the Shares. PanOcean is the trustee of a discretionary trust, the beneficiaries of which are members of the family of the late Ananda Krishnan Tatparanandam (TAK) and foundations including those for charitable purposes. Although PanOcean is deemed to have an interest in such Shares, PanOcean does not have any economic or beneficial interest in such Shares, as such interest is held subject to the terms of such discretionary trust.

INFORMATION ON SUBSTANTIAL SHAREHOLDERS
AS AT 7 MARCH 2025

(7) The estate of TAK's deemed interest in the Shares arises by virtue of PanOcean's deemed interest in the Shares. See Note (6) above for PanOcean's deemed interest in the Shares. Although the estate of TAK is deemed to have an interest in such Shares, it does not have any economic or beneficial interest in such Shares, as such interest is held subject to the terms of a discretionary trust referred to in Note (6) above.

(8) Harapan Nusantara's deemed interest in the Shares arises through its wholly-owned subsidiaries, namely, Mujur Anggun Sdn. Bhd., Cabaran Mujur Sdn. Bhd., Anak Samudra Sdn. Bhd., Dumai Maju Sdn. Bhd., Nusantara Makmur Sdn. Bhd., Usaha Kenanga Sdn. Bhd. and Tegas Sari Sdn. Bhd. (collectively, "Harapan Nusantara Subsidiaries"), which hold in aggregate 30% equity interest in BGSM. See Note (2) above for BGSM's deemed interest in the Shares. The Harapan Nusantara Subsidiaries hold their deemed interest in such Shares under discretionary trusts for Bumiputera objects. As such, Harapan Nusantara does not have any economic interest in such Shares as such interest is held subject to the terms of such discretionary trusts.

(9) His deemed interest in the Shares arises by virtue of his 25% direct equity interest in Harapan Nusantara. However, he does not have any economic interest in such Shares as such interest is held subject to the terms of the discretionary trusts referred to in Note (8) above.

(10) STCM's deemed interest in the Shares arises by virtue of STCM holding 25% equity interest in BGSM. See Note (2) above for BGSM's deemed interest in the Shares.

(11) STCAT's deemed interest in the Shares arises by virtue of STCAT holding 100% equity interest in STCM. See Note (10) above for STCM's deemed interest in the Shares.

(12) Saudi Telecom's deemed interest in the Shares arises by virtue of Saudi Telecom holding 100% equity interest in STCAT. See Note (11) above for STCAT's deemed interest in the Shares.

(13) PIF's deemed interest in the Shares arises by virtue of PIF's controlling interest in Saudi Telecom. See Note (12) above for Saudi Telecom's deemed interest in the Shares.

(14) EPF is deemed to have an interest in 49,125,800 Shares held through nominees.

ADDITIONAL DISCLOSURES

- PURSUANT TO MMLR AND APPLICABLE LAWS

LONG TERM INCENTIVE PLAN (LTIP)

Please refer to the Directors' Report, page 89 and Note 32 on pages 160 to 162 of the Audited Financial Statements in this Integrated Annual Report. The Company established and implemented LTIP 2023 for the employees of the Company and its subsidiaries (Maxis Group) (excluding subsidiaries which are dormant) which took effect on 3 July 2023.

The Long Term Incentive Plan 2015 (LTIP 2015), a long term incentive plan involving the issuance of new shares of the Company (Maxis shares) to the eligible employees of Maxis Group was established on 31 July 2015. LTIP 2015 is valid for a period of ten years and shall continue to be in force until 31 July 2025. As previously disclosed:

(i) our Board does not intend to make any further grants under the LTIP 2015.
(ii) as at 31 December 2024, there is one remaining grant which was awarded under LTIP 2015 as follows:

Date of offer	Total number of Maxis Shares granted	Vesting period	Vesting date
6 September 2022	12,758,500	34 months	30 June 2025

The number of Maxis shares which have been granted, vested and outstanding under LTIP 2015 and LTIP 2023 to eligible employees of the Maxis Group (excluding dormant subsidiaries) during the financial year based on the respective grants, are summarised below:

Grant Date	Vesting Date	Exercise Price (RM)	Categories	Outstanding as at 1 Jan 2024	Granted		Vested		Forfeited		Outstanding as at 31 Dec 2024
					No. of Maxis shares	%	No. of Maxis shares	%	No. of Maxis shares	%	
9 September 2021	1 July 2024	3.83	Senior Management Team	6,311,500	-	-	718,300	69%	5,593,200	69%	-
			Managers & Individual Contributors	2,841,400	-	-	324,800	31%	2,516,600	31%	-
			Total	**9,152,900**	**-**	**-**	**1,043,100**	**100%**	**8,109,800**	**100%**	**-**
6 September 2022	30 June 2025	#	Senior Management Team	7,035,300	-	-	-	-	374,700	36%	6,660,600
			Managers & Individual Contributors	4,861,500	-	-	-	-	672,700	64%	4,188,800
			Total	**11,896,800**	**-**	**-**	**-**	**-**	**1,047,400**	**100%**	**10,849,400**
26 September 2023	30 June 2026	#	Senior Management Team	6,042,500	-	-	-	-	371,200	44%	5,671,300
			Managers & Individual Contributors	5,104,200	-	-	-	-	465,300	56%	4,638,900
			Total	**11,146,700**	**-**	**-**	**-**	**-**	**836,500**	**100%**	**10,310,200**
1 July 2024	30 June 2027	#	Senior Management Team	-	5,226,800	40%	-	-	111,900	23%	5,114,900
			Managers & Individual Contributors	-	7,889,800	60%	-	-	374,700	77%	7,515,100
			Total	**-**	**13,116,600**	**100%**	**-**	**-**	**486,600**	**100%**	**12,630,000**

Note:
 # The issue price of the new Maxis shares pursuant to a grant will be determined by the Nomination and Remuneration Committee (NRC), after taking into consideration, among others, the market price of the Maxis shares as at or prior to the award date of the grant or any other basis that the NRC may deem appropriate in compliance with any applicable laws and regulations.

Up to a maximum of 100% of the Maxis shares made available under LTIP could be allocated to eligible employees who are executive directors and senior management of the Maxis Group. Since the implementation of the LTIP, none of our Directors have been granted and/or vested with any Maxis shares.

ADDITIONAL DISCLOSURES
- PURSUANT TO MMLR AND APPLICABLE LAWS

COMPLIANCE WITH THE PERSONAL DATA PROTECTION ACT

The Company recognises the importance of protecting and securing the personal data of shareholders, customers, employees and other relevant individuals, and has taken steps to be fully compliant with the Personal Data Protection Act 2010 (PDPA 2010).

MMLR DISCLOSURES

The remuneration received by the Chief Executive Officer of the Company during the financial year ended 31 December 2024 is RM4,132k Salary, RM45k Benefits in Kind and RM3,750k Bonus at Group level (no remuneration at Company level).

PROFILES OF DIRECT REPORTS TO THE BOARD AND/OR AUDIT AND RISK COMMITTEE

DIPAK KAUR (DIPA)
Company Secretary

Date of Appointment	: **7 August 2009**
Age	: **55**
Gender	: **Female**
Nationality	: **Malaysian**

Dipa has over 30 years of experience in corporate secretarial and governance matters in various public listed and private companies and is qualified to act as a Company Secretary under Section 235(2) of the CA 2016. As Company Secretary of the Maxis Berhad Group, she provides active governance, technical and advisory support to the Chairman, Directors, the Board, Board Committees and Management.

She holds the following qualifications viz Bachelor of Laws from the University of Leicester, United Kingdom, Certificate of Legal Practice, Certified Diploma in Accounting and Finance from the Association of Chartered Certified Accountants, United Kingdom, Masters in Law from University Malaya, Graduate of the Institute of Chartered Secretaries and Administrators (now known as the Chartered Governance Institute), Graduate of the Australian Institute of Corporate Directors, and a Certificate in Sustainable Development, University of Sussex, United Kingdom. She is a non-practising Advocate and Solicitor of the High Court of Malaya and a Fellow and Chartered Governance Professional of the Malaysian Institute of Chartered Secretaries and Administrators (MAICSA). She holds the office as an elected Council Member and Deputy President of MAICSA, and sits on various MAICSA committees and Task Forces.

FAIZUL BIN ABDULLAH
Head of Internal Assurance

Date of Appointment	: **1 January 2025**
Age	: **49**
Gender	: **Male**
Nationality	: **Malaysian**

Faizul joined Maxis in 2016 and was appointed as Head of Internal Assurance on 1 January 2025. He has led the digital transformation of the internal audit function, focusing on integrating advanced data analytics, AI, robotic process automation, and other related data science technologies, as well as ensuring process excellence at par with global internal audit function best practices.

With 26 years of professional experience, Faizul has worked across various industries and international settings, including six years in telecommunications engineering and 20 years in internal auditing.

These experiences equipped him with a comprehensive understanding of operations and audit functions on both regional and global scales.

Faizul holds a Bachelor of Engineering degree from Imperial College London, an MBA from Sheffield University in the UK, and a Master of Science in IT from UiTM. He is also a holder of several professional certifications, including Certified Internal Auditor (CIA), Certified Information Systems Auditor (CISA), Certified Information Systems Security Professional (CISSP), and Certified ScrumMaster (CSM).

NURIRDZUANA BINTI ISMAIL
Head of Integrity and Governance Unit

Date of Appointment	: **24 August 2020**
Age	: **46**
Gender	: **Female**
Nationality	: **Malaysian**

Nuri, with over 21 years of experience in anti-corruption programs, international strategy, and compliance training, led the design and implementation of ISO 37001:2016 Anti-Bribery Management System for various government agencies and organisations. She currently supports the Board of Directors, Audit and Risk Committee, and Management, overseeing the design, implementation, compliance, and enforcement of the Maxis Integrity & Compliance Framework. Nuri collaborates with stakeholders to ensure Maxis upholds integrity and transparency.

Previously, she served as Assistant Commissioner to the Malaysian Anti-Corruption Commission (MACC) and Head of Integrity Risk Management for Group Integrity, Petroliam Nasional Berhad (PETRONAS). She holds a Bachelor of Science (BSc.) degree in Biomedical Technology from University Malaya and is certified as a Certified Integrity Officer (CeIO), Certified Trainer, Certified Learning Facilitator, Certified Lead Auditor, and Technical Expert for ISO 37001:2016 Anti-Bribery Management System (ABMS). She's also an EXCO member for Transparency International, Malaysia, and Deputy President for the Association of Certified Integrity Officers, Malaysia (ACeIO).

LIST OF PROPERTIES HELD

Item	Postal Address	Approx. Age of the Building	Tenure/ Date of Acquisition	Remaining Lease Period (Expiry of Lease)	Current Use	Land Area (Sq. metre)	Build-up Area (Sq. metre)	Net Book Value as at 31 Dec 2024 (RM'million)
1	Plot 12155 (Lot 13) Jalan Delima 1/1 Subang Hi-Tech Industrial Park 40000 Shah Alam Selangor	29 years	Freehold 9 May 1994	-	Telecommunication operations centre and office	11,235	10,061	14
2	Lot 4046 & 4059 Jalan Riang 20 Taman Gembira Industrial Estate 81100 Johor Bahru	32 years	Freehold 21 July 1994	-	Telecommunication operations centre and office	4,242	4,077	4
3	Lot 2537 & 2538 Lorong Jelawat 6 Kawasan Perusahaan Seberang Jaya 13700 Seberang Jaya Pulau Pinang	28 years	Leasehold 5 January 1995	49 years (18 August 2073)	Telecommunication operations centre and office	3,661	2,259	5
4	PT 31093, Taman Perindustrian Tago Jalan KL – Sg Buluh Mukim Batu Gombak Selangor	27 years	Freehold 2 July 1996	-	Technical Operations Centre	2,830	3,290	2
5	Lot 943 & 1289 (No. Lot Pemaju – 46) Rawang Integrated Industrial Park Selangor	27 years	Freehold 12 April 1997	-	Technical Operations Centre	10,611	1,535	3
6	8101, Taman Desa Jasmin Block 12B, Bandar Baru Nilai Labu Negeri Sembilan	27 years	Freehold 28 December 1996	-	Technical Operations Centre	2,378	1,736	1
7	Lot 25 Lorong Burung Keleto Inanam Industrial Estate Inanam 88450 Kota Kinabalu Sabah	24 years	Leasehold 11 May 2000	72 years (31 December 2096)	Telecommunication operations centre and office	16,149	3,372	7
8	Lot 2323, Off Jalan Daya Pending Industrial Estate Bintawa 93450 Kuching Sarawak	24 years	Leasehold 28 September 2000	42 years (19 November 2066)	Telecommunication operations centre and office	10,122	3,382	13
9	Lot 11301 Jalan Lebuhraya Kuala Lumpur – Seremban Batu 8, Mukim Petaling 57000 Kuala Lumpur	25 years	Sub-Lease 9 August 1999	7 months (27 July 2025)	Telecommunication operations centre and office	11,592	5,634	11
10	No. 26, Jalan Perdagangan 10 Taman Universiti 81300 Skudai Johor	30 years	Freehold 2 March 1995	-	Base Transceiver Station	2,294	872	1

MATERIAL CONTRACTS

Material contracts of Maxis Berhad ("Company") and its subsidiaries, involving Directors' and Major Shareholders' interests, either still subsisting at the end of financial year 2024 or, if not then subsisting, entered into since the end of financial year 2023.

No	Contract	Date	Parties	General Nature	Consideration passing to or from the Company or any other corporation in the Group	Mode of satisfaction of consideration	Relationship between director or major shareholder and contracting party (if director or major shareholder is not contracting party)
1.	Transponder Lease Agreement (for MEASAT-3)	19 June 2020	Maxis Broadband Sdn. Bhd. (MBSB) MEASAT Satellite Systems Sdn. Bhd. (MSS)	Leasing of transponders on MEASAT-3 by MBSB for use of satellite bandwidth capacity	Rental fee payable by MBSB to MSS	Cash	MBSB is a wholly-owned subsidiary of the Company. Please see Note 1
	a) Letter for Alternative Transponder Capacity, Extension of the Expiry Date & Compensation	16 February 2022					
2.	Teleport Services Agreement (Lease rentals of MEASAT earth station facility)	7 December 2017	MBSB MSS	Lease rentals of MSS teleport and earth station facility by MBSB	Service fee payable by MBSB to MSS	Cash	Please see Note 1
3.	Managed Bandwidth Master Services Agreement	30 June 2023	MBSB MEASAT Communication Systems Sdn. Bhd. (MCS)	Lease of bandwidth capacity on MEASAT-3d satellite by MCS	Rental fee payable by MBSB to MCS	Cash	Please see Note 1
4.	(a) Amended and Restated Fibre Co-Marketing Agreement	24 January 2020	MBSB MEASAT Broadcast Network Systems Sdn. Bhd. (MBNS)	To exclusively collaborate and co-market unique customer offers combining Astro's content service with Maxis' fibre service	Set Charges payable by MBSB to MBNS for Astro's content service Set Charges payable by MBNS to MBSB for Maxis' fibre service	Cash	Please see Note 2
	(b) Supplemental Agreement to the Amended and Restated Fibre Co-Marketing Agreement	26 November 2021		To extend the collaboration under the Amended and Restated Fibre Co-Marketing Agreement to commercial establishments			

Notes:

1. MSS and MCS are the wholly-owned subsidiaries of MEASAT Global Berhad (MGB). Mohamad Shahrin bin Merican and the late Ananda Krishnan Tatparanandam (TAK) who are the major shareholders of the Company, are also the major shareholders of MGB. Lim Ghee Keong (LGK), who is a Director of the Company and MBSB is also a director of MEASAT Global Network Systems Sdn. Bhd. (MGNS), MGNS is a major shareholder of MGB.
2. MBNS is a wholly-owned subsidiary of Astro Malaysia Holdings Berhad (AMH). Usaha Tegas Sdn. Bhd. (UTSB), Pacific States Investment Limited (PSIL), Excorp Holdings N.V. (Excorp), PanOcean Management Limited (PanOcean) and TAK, who are the major shareholders of the Company, are also the major shareholders of AMH. LGK, who is a Director of the Company and MBSB, is also a director of AMH, MBNS, PSIL, Excorp, PanOcean and UTSB.

DISCLOSURE OF RECURRENT RELATED PARTY TRANSACTIONS

At the Fifteenth Annual General Meeting held on 16 May 2024, the Company obtained a mandate from its shareholders (Shareholders' Mandate) for recurrent related party transactions (RRPTs) of a revenue or trading nature.

In compliance with Paragraph 10.09(2)(b) and Paragraph 3.1.5 of Practice Note 12 of the MMLR, such Shareholders' Mandate is subject to annual renewal and the disclosure in the Annual Report of RRPTs conducted pursuant to the mandate during the financial year ended 31 December 2024 where the aggregate value of such RRPTs is equal to or more than RM1 million or 1% of the relevant percentage ratio for such transactions, whichever is the higher.

Set out below are the relevant RRPTs for which Shareholders' Mandate had been obtained together with a breakdown of the aggregate value of the RRPTs which had been conducted pursuant to the Shareholders Mandate and had met the prescribed threshold based on the financial results of the preceding financial year.

Company in the Maxis Group involved	Transacting Parties	Nature of transaction	Nature of relationship	Value incurred from 1 January 2024 to 15 May 2024 (RM'million)	Value incurred from 16 May 2024 to 31 December 2024 (RM'million)	Aggregate value of transactions during the financial year 2024 (RM'million)
Transactions with Astro Malaysia Holdings Berhad (AMH) Group						
MBSB	MBNS and/or its affiliates	Strategic partnership on co-marketing and/or distribution of Astro content product(s) together with Maxis connectivity and/or carrier billing capabilities, either as bundled or standalone propositions	Please see Note 1			
		(i) Receivable by MBSB and/or its affiliates		35	48	83
		(ii) Payable to MBNS and/or its affiliates		3	5	8
MBSB	AD5SB and/or its affiliates	Supply of specialised resources services by MBSB		*	*	*
MBSB	ARSB	Provision of Business Solutions and Managed Services by MBSB		*	*	*
Aggregate Value of Transactions with AMH Group				38	53	91

* Less than RM1 million.

Note:

1. **AMH Group**
   Information as at 31 December 2024

   MBNS, AD5SB and ARSB are wholly-owned subsidiaries of Astro Malaysia Holdings Berhad (AMH).

   Each of UTSB, PSIL, Excorp, PanOcean and the late Ananda Krishnan Tatparanandam (TAK) is a Major Shareholder with a deemed interest over 4,875,000,000 Shares representing 62.24% equity interest in Maxis (Shares) by virtue of its deemed interest in Binariang GSM Sdn. Bhd. (BGSM) which holds 100% equity interest in BGSM Management Sdn. Bhd. (BGSM Management). BGSM Management holds 100% equity interest in BGSM Equity Holdings Sdn. Bhd. which in turn holds 62.24% equity interest in Maxis. UTSB's deemed interest in such Shares arises through its wholly-owned subsidiaries, namely, Wilayah Resources Sdn. Bhd., Tegas Puri Sdn. Bhd., Besitang Barat Sdn. Bhd. and Besitang Selatan Sdn. Bhd., which hold in aggregate 37% equity interest in BGSM.

DISCLOSURE OF RECURRENT RELATED PARTY TRANSACTIONS

Each of UTSB, PSIL, Excorp and PanOcean has a deemed interest over 1,249,075,472 ordinary shares (AMH Shares) representing 23.94% equity interest in AMH through the wholly-owned subsidiaries of UTSB, namely, Usaha Tegas Entertainment Systems Sdn. Bhd. and All Asia Media Equities Limited with each holding 235,778,182 AMH Shares and 1,013,297,290 AMH Shares directly representing 4.52% and 19.42% equity interest in AMH respectively.

PanOcean holds 100% equity interest in Excorp which in turn holds 100% equity interest in PSIL. PSIL holds 99.999% equity interest in UTSB. PanOcean is the trustee of a discretionary trust, the beneficiaries of which are members of the family of TAK and foundations, including those for charitable purposes.

The estate of TAK has a deemed interest in the Shares and AMH Shares in which UTSB has an interest by virtue of the deemed interest of PanOcean in the Shares and AMH Shares. Although the estate of TAK and PanOcean are deemed to have an interest in the Shares and AMH Shares as described in the foregoing, they do not have any economic or beneficial interest over such shares as such interest is held subject to the terms of such discretionary trust referred to in the paragraph above.

The estate of TAK is also deemed to have an interest in the AMH Shares by virtue of the interests of East Asia Broadcast Network Systems N.V., Pacific Broadcast Systems N.V., Home View Limited N.V., Southpac Investments Limited N.V., Ujud Cergas Sdn. Bhd., Metro Ujud Sdn. Bhd., Mujur Sanjung Sdn. Bhd., Prisma Gergasi Sdn. Bhd. and Ujud Murni Sdn. Bhd. which collectively hold directly 903,792,754 AMH Shares representing 17.32% equity interest in AMH.

LGK who is a Director, is also a director of AMH and MBNS. He is also a director of MBSB, PSIL, Excorp, PanOcean and UTSB. LGK has a direct equity interest over 1,000,000 AMH Shares representing 0.02% equity interest in AMH. LGK does not have any equity interest in Maxis, MBSB or AMH subsidiaries.

Each of THO, Dato' Badri and MSM is a Major Shareholder with a deemed interest over 4,875,000,000 Shares representing 62.24% equity interest in Maxis in which Harapan Nusantara Sdn. Bhd. (HNSB) has an interest, by virtue of his 25% direct equity interest in HNSB. HNSB's deemed interest in such Shares arises through its wholly-owned subsidiaries, namely, Mujur Anggun Sdn. Bhd., Cabaran Mujur Sdn. Bhd., Anak Samudra Sdn. Bhd., Dumai Maju Sdn. Bhd., Nusantara Makmur Sdn. Bhd., Usaha Kenanga Sdn. Bhd. and Tegas Sari Sdn. Bhd. (collectively, HNSB Subsidiaries), which hold in aggregate 30% equity interest in BGSM. The HNSB Subsidiaries hold their deemed interest in such Shares under discretionary trusts for Bumiputera objects. As such, HNSB, THO, Dato' Badri and MSM do not have any economic interest over such Shares as such interest is held subject to the terms of such discretionary trusts.

Each of THO, Dato' Badri and MSM has a deemed interest over 462,124,447 AMH Shares representing 8.86% equity interest in AMH in which Harapan Terus Sdn. Bhd. (HTSB) has an interest, by virtue of his 25% direct equity interest in HTSB. HTSB's deemed interest in such AMH Shares arises through its wholly-owned subsidiaries, namely, Berkat Nusantara Sdn. Bhd., Nusantara Cempaka Sdn. Bhd., Nusantara Delima Sdn. Bhd., Mujur Nusantara Sdn. Bhd., Gerak Nusantara Sdn. Bhd. and Sanjung Nusantara Sdn. Bhd. (collectively, HTSB Subsidiaries). The HTSB Subsidiaries hold such AMH Shares under discretionary trusts for Bumiputera objects. As such, HTSB, THO, Dato' Badri and MSM do not have any economic interest over such AMH Shares as such interest is held subject to the terms of such discretionary trusts.

MSM has a direct equity interest over 11,000 Shares representing 0.0001% equity interest in Maxis. He also has a direct equity interest over 200,000 AMH Shares representing 0.004% equity interest in AMH.

GRI CONTENT INDEX

Maxis Berhad has reported the information cited in this GRI content index for the period from 1 January 2024 to 31 December 2024 with reference to the GRI Standards 2021.

GRI Standards	Disclosures	Location	Page Numbers
GRI 2: GENERAL DISCLOSURES 2021			
2-1	Organisational details	Corporate Information; Group Corporate Structure; List of Properties Held	3; 197
2-2	Entities included in the organisation's sustainability reporting	Basis of this Report: Scope and Boundaries	1
2-3	Reporting period, frequency and contact point	Basis of this Report: Scope and Boundaries; Feedback	1
2-4	Restatements of information	Restatement of information is conducted following an internal data review	56-57
2-5	External assurance	Basis of This Report: Assurance; Approval by the Board	1
2-6	Activities, value chain and other business relationships	Mobile; Home; Enterprise	26-29; 30-31; 32-33
2-7	Employees	Social	40-48
2-8	Workers who are not employees	Social	40-48
2-9	Governance structure and composition	Corporate Governance Overview Statement	69-75
2-10	Nomination and selection of the highest governance body	Statement of the Nomination and Remuneration Committee	76-79
2-11	Chair of the highest governance body	Directors' Profiles; Corporate Governance Overview Statement	60-64; 69-75
2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Governance Overview Statement: Sustainability Management	75
2-13	Delegation of responsibility for managing impacts	Corporate Governance Overview Statement: Sustainability Management	75
2-14	Role of the highest governance body in sustainability reporting	Basis of this Report: Approval by the Board	1
2-15	Conflicts of interest	Directors' Profiles; Maxis Management Team	64; 68
2-17	Collective knowledge of the highest governance body	Corporate Governance Overview Statement: Training and Development of Directors	73
2-19	Remuneration policies	Corporate Governance Overview Statement: Remuneration of Directors	73
2-20	Process to determine remuneration	Corporate Governance Overview Statement: Remuneration of Directors	73
2-22	Statement on sustainable development strategy	Corporate Governance Overview Statement: Sustainability Management	75

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GRI 2: GENERAL DISCLOSURES 2021			
2-23	Policy commitments	Governance: Ethical Business Practice; Corporate Governance Overview Statement	52-54; 69-75
2-24	Embedding policy commitments	Governance: Ethical Business Practice	52-54
2-25	Processes to remediate negative impacts	Statement on Risk Management and Internal Control	84-86
2-26	Mechanisms for seeking advice and raising concerns	Statement on Risk Management and Internal Control	84-86
2-27	Compliance with laws and regulations	Governance: Ethical Business Practice	52-54
2-28	Membership associations	Enterprise: Your Right Business Partner	32-33
2-29	Approach to stakeholder engagement	Engaging with Our Stakeholders	17-18
GRI 3: MATERIAL TOPICS 2021			
3-1	Process to determine material topics	Our Material Matters	19-21
3-2	List of material topics	Our Material Matters	19-21
3-3	Management of material topics	Our Value Creation Model	12-13
GRI 201: ECONOMIC PERFORMANCE 2016			
201-1	Direct economic value generated and distributed	Five-Year Financial Highlights	10
201-2	Financial implications and other risks and opportunities due to climate change	Risks and Opportunities: Network Failure Risk; Mobile: Our Network	22; 26-29
GRI 203: INDIRECT ECONOMIC IMPACTS 2016			
203-1	Infrastructure investments and services supported	Enterprise: Your Right Business Partner; Empowering Our People and Community: Community Development	32-33; 46-48
203-2	Significant indirect economic impacts	Social: Community Development	46-48
GRI 204: PROCUREMENT PRACTICES 2016			
204-1	Proportion of spending on local suppliers	Governance: Supply Chain Management	54-55
GRI 205: ANTI-CORRUPTION 2016			
205-1	Operations assessed for risks related to corruption	Governance: Ethical Business Practice	52-54
205-2	Communication and training about anti-corruption policies and procedures	Governance: Ethical Business Practice	52-54
205-3	Confirmed incidents of corruption and actions taken	Governance: Ethical Business Practice	52-54

GRI CONTENT INDEX

GRI Standards	Disclosures	Location	Page Numbers
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302-4	Reduction of energy consumption	Environmental: Climate Change	35-36
GRI 303: WATER AND EFFLUENTS 2018			
303-5	Water consumption	Environmental: Environmental Management	37-39
GRI 305: EMISSIONS 2016			
305-1	Direct (Scope 1) GHG emissions	Environmental: Climate Change	35-36
305-2	Indirect (Scope 2) GHG emissions	Environmental: Climate Change	35-36
305-4	GHG emissions intensity	Environmental: Climate Change	35-36
305-5	Reduction of GHG emissions	Environmental: Climate Change	35-36
GRI 306: WASTE 2020			
306-1	Waste generation and significant waste-related impacts	Environmental: Environmental Management	37-39
306-2	Management of significant waste-related impacts	Environmental: Environmental Management	37-39
306-3	Waste generated	Environmental: Environmental Management	37-39
306-4	Waste diverted from disposal	Environmental: Environmental Management	37-39
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018			
403-1	Occupational health and safety management system	Social: Occupational Health & Safety	45-46
403-2	Hazard identification, risk assessment, and incident investigation	Social: Occupational Health & Safety	45-46
403-3	Occupational health services	Social: Occupational Health & Safety	45-46
403-5	Worker training on occupational health and safety	Social: Occupational Health & Safety	45-46
403-6	Promotion of worker health	Social: Occupational Health & Safety	45-46
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Social: Occupational Health & Safety	45-46
403-9	Work-related injuries	Social: Occupational Health & Safety	45-46

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404-1	Average hours of training per year per employee	Social: Employee Development	40-42
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016			
405-1	Diversity of governance bodies and employees	Social: Equal Opportunity Workforce & Employment	43-45
GRI 413: LOCAL COMMUNITIES 2016			
413-1	Operations with local community engagement, impact assessments, and development programmes	Social: Community Development	46-48
GRI 418: CUSTOMER PRIVACY 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Governance: Data Privacy and Protection	50-52

GLOSSARY

4G LTE: Fourth Generation Long-Term Evolution; a standard for wireless communication of high-speed data for mobile phones and data terminals

5G: Fifth generation mobile networks or fifth generation wireless systems; denotes the next major phase of mobile telecommunications standards beyond the current 4G/IMT-Advanced standards

AI: Artificial Intelligence

AML/CFT: Anti-Money Laundering / Countering Financing of Terrorism

APAC: Asia-Pacific

API: Application Programming Interface

APP: Applications; which are software programmes that can be downloaded and used on smartphones, tablets and computers

ASEAN: Association of Southeast Asian Nations

B40: Income group of the Malaysian population earning the bottom 40% of household incomes

BTS: Base Transceiver Station; which sends and receives radio signals, that are converted to digital signals, between mobile devices and a network

BURSA SECURITIES: Bursa Malaysia Securities Berhad

CA 2016: Companies Act 2016

CLOUD: Refers to cloud computing services or computing resources that are delivered over the internet for usage as and when they are needed

CORPORATE GOVERNANCE REPORT: Detailed application of the Principles and Recommendations of MCCG during the financial year

EBIT: Earnings before Interest and Taxes

EBITDA: Earnings before Interest, Taxes, Depreciation and Amortisation

ESG: Environmental, Social & Governance

GHG: Greenhouse Gas; a group of gases that traps heat in the atmosphere

ICT: Information and Communications Technology; an umbrella term that includes technology utilised for the collection, storage, transmission, retrieval or processing of data such as radio television, cellular phones, computers, and various services and applications associated with them

IoT: Internet of Things; is the internetworking of physical devices, vehicles, buildings, and other items which are embedded with electronics, software, sensors, actuators and network connectivity that enable these objects to collect and exchange data

MAXPERTS: A group of highly skilled tech support team that offers solution expertise such as end-to-end resolution of issues, basic setup and configuration, password resets, product navigational assistance and remote troubleshooting for a range of selected Maxis solutions

MAXIS OR THE COMPANY: Maxis Berhad [Registration No. 200901024473 (867573-A)]

MBPS: Megabits per second

MCCG: The Malaysian Code on Corporate Governance

MCMC: Malaysian Communications and Multimedia Commission

MMLR: Main Market Listing Requirements of Bursa Securities

NPS: Net Promoter Score

SD-WAN: Software-defined Wide Area Network

SME: Small and Medium Enterprises

UN SDGs: United Nations Sustainable Development Goals

ZEROLUTION: A programme that allows customers to purchase a device with RM0 upfront payment and pay over 12 to 36 monthly payments at 0% interest

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

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Sixteenth Annual General Meeting ("16th AGM") of MAXIS BERHAD ("Maxis" or **"the Company")** will be held on Thursday, 15 May 2025 at 2.30 p.m. at Nexus, Connexion Conference & Event Centre, Grand Nexus Ballroom (Level 3A), Bangsar South City, No. 7, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia for the purpose of considering and, if thought fit, passing with or without modifications the resolutions set out in this notice.

NO.	AGENDA	ORDINARY RESOLUTIONS
1	To receive the Audited Financial Statements of the Company and of the Group for the financial year ended 31 December 2024 together with the Reports of the Directors and Auditors thereon. **Please refer to Note A**.	
2	To re-elect Datuk Johan bin Idris who retires pursuant to Rule 116 of the Constitution of the Company and, being eligible, has offered himself for re-election. **Please refer to Note B.**	**Resolution 1**
3	To re-elect the following Directors who retire pursuant to Rule 131.1 of the Constitution of the Company and, being eligible, have offered themselves for re-election:	
	a) Uthaya Kumar A/L K Vivekananda	**Resolution 2**
	b) Ooi Huey Tyng	**Resolution 3**
	c) Lim Ghee Keong	**Resolution 4**
	Please refer to Note B.	
4	To approve the payment of Directors' fees and benefits to the Non-Executive Directors of the Company from the conclusion of this Annual General Meeting until the conclusion of the next Annual General Meeting of the Company to be held in 2026. **Please refer to Note C.**	**Resolution 5**
5	To re-appoint PricewaterhouseCoopers PLT (LLP0014401-LCA & AF 1146) as Auditors of the Company to hold office from the conclusion of this Annual General Meeting until the conclusion of the next Annual General Meeting, and to authorise the Directors to fix their remuneration. **Please refer to Note D.**	**Resolution 6**
	As Special Business **To consider and, if thought fit, to pass the following Resolutions:**	
6	**Continuation in Office as Independent Director**	
	That approval be given for Dato' Hamidah binti Naziadin to continue to act as an Independent Director of the Company from 18 May 2025 until 31 January 2026. **Please refer to Note E.**	**Resolution 7**

NOTICE OF ANNUAL GENERAL MEETING

7 Renewal of the authority to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016 ("CA 2016"). **Resolution 8**

"THAT the Directors be and are hereby empowered, pursuant to Sections 75 and 76 of the CA 2016, to allot and issue shares in the Company, at any time, to such persons and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit including in pursuance of offers, agreements, rights or options to be made or granted by the Directors while this approval is in force and that the Directors be and are hereby further authorised to make or grant offers, agreements, rights or options in respect of shares in the Company including those which would or might require shares in the Company to be issued after the expiration of the approval hereof provided that the aggregate number of shares to be issued pursuant to this approval does not exceed ten (10) percent of the total number of issued shares of the Company for the time being and that the Directors be and are also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Malaysia Securities Berhad, and that such authority shall continue in force until the conclusion of the next Annual General Meeting of the Company, subject always to the CA 2016, the Constitution of the Company, the Bursa Malaysia Securities Berhad Main Market Listing Requirements and the approvals of all relevant regulatory bodies being obtained (if required)."
Please refer to Note F.

8 To obtain shareholders' mandate for the Company and/or its subsidiaries to enter recurrent related party transactions ("RRPTs") of a revenue or trading nature with:

a) Astro Malaysia Holdings Berhad and/or its affiliates; **Resolution 9**
b) Usaha Tegas Sdn. Bhd. and/or its affiliates; **Resolution 10**
c) MEASAT Global Berhad and/or its affiliates; **Resolution 11**
d) Maxis Communications Berhad and/or its affiliates; **Resolution 12**
e) Saudi Telecom Company and/or its affiliates; **Resolution 13**
f) SRG Asia Pacific Sdn. Bhd.; **Resolution 14**
g) Malaysian Landed Property Sdn. Bhd. and/or its affiliates; **Resolution 15**
h) ZenREIT Sdn. Bhd.; and **Resolution 16**
i) Bumi Armada Automation International Sdn. Bhd. **Resolution 17**

The details of such RRPTs and the full text of Ordinary Resolution 9 to Ordinary Resolution 17 are set out in Appendix I and Appendix VI respectively of the Circular to Shareholders dated 16 April 2025 issued together with this Notice of Annual General Meeting.

9 To transact any other business that may be transacted at the 16th AGM of which due notice shall have been given in accordance with the Companies Act 2016 and the Constitution of the Company.

BY ORDER OF THE BOARD

DIPAK KAUR (LS 5204)
SSM PC No. 201908002620
Company Secretary

Kuala Lumpur
16 April 2025

NOTICE OF ANNUAL GENERAL MEETING

EXPLANATORY NOTES

A. This Agenda item is meant for discussion only as under the provisions of Section 340(1)(a) of the Companies Act 2016 ("CA 2016") and the Constitution of the Company, the audited financial statements do not require the formal approval of shareholders and hence, the matter will not be put forward for voting.

B. (i) **Ordinary Resolution 1**: Datuk Johan bin Idris was appointed as a Director of the Company on 1 March 2025. He is due for retirement pursuant to Rule 116 of the Constitution of the Company and being eligible, is standing for re-election.

(ii) **Ordinary Resolutions 2, 3 and 4**: Uthaya Kumar A/L K Vivekananda, Ooi Huey Tyng and Lim Ghee Keong are due for retirement by rotation pursuant to Rule 131.1 of the Constitution of the Company and being eligible, are standing for re-election.

To determine the eligibility of each of the retiring Directors (referred to in Ordinary Resolutions 1, 2, 3 and 4) standing for re-election at the 16th AGM, the Board, through its Nomination and Remuneration Committee ("NRC"), had assessed each of the retiring Directors, and considered the following:
(i) level of contribution to the Board and deliberations through their skills, experience and strength in qualities;
(ii) level of objectivity, impartiality and their abilities to act in the best interests of the Company; and
(iii) the retiring Directors' fit and properness in accordance with the Fit and Proper Policy.

In addition:
1. For the retiring Directors standing for re-election under Ordinary Resolutions 2, 3 and 4, the NRC and Board reviewed their performance and contribution based on the independent evaluation results of the Board and Directors' Effectiveness Evaluation ("BDEE") 2024 as facilitated by the Institute of Corporate Directors Malaysia.

2. The NRC and the Board, in line with Practice 6.1 of the Malaysian Code on Corporate Governance ("MCCG"), had assessed all the Directors of the Company based on the relevant performance criteria which include the following:
   a) Will and ability to critically challenge and ask the right questions;
   b) Character and integrity in dealing with potential conflict of interest situations;
   c) Commitment to serve the Company, due diligence and integrity;
   d) Confidence to stand up for a point of view;
   e) Level of competency and knowledge of the industry;
   f) Fit and properness;
   g) Calibre and personality;
   h) Board dynamics and participation;
   i) Independence and objectivity; and
   j) Contribution and performance.

The NRC and the Board have considered the results of the assessment conducted on the retiring Directors and collectively agreed that they each meet the criteria of character, experience, integrity, competence and time required to effectively discharge their respective roles as Directors as prescribed under Paragraph 2.20A of the Bursa Malaysia Securities Berhad Main Market Listing Requirements ("MMLR"), and additionally have satisfied the Directors' fit and proper assessment criteria. The retiring Directors met the performance criteria required of an effective and a high-performance Board.

The Board approved the NRC's recommendation that the retiring Directors, namely Datuk Johan bin Idris, Uthaya Kumar A/L K Vivekananda, Ooi Huey Tyng and Lim Ghee Keong are eligible to stand for re-election.

The retiring Directors have abstained from deliberations and decisions on their respective eligibility and suitability to stand for re-election at the relevant NRC and Board meetings. The profiles and conflict of interest disclosures of the retiring Directors are set out on pages 60, 61 and 64 of the Company's Integrated Annual Report for the financial year ended 31 December 2024. Save as disclosed therein, the retiring Directors do not hold any shares in Maxis, have no family relationship with any Director and/or major shareholder of Maxis, have no conflict of interest or potential conflict of interest including any interest in any competing business with Maxis or its subsidiaries, have not been convicted of any offence within the past five (5) years and have not been imposed with any penalty by the relevant regulatory bodies during the financial year ended 2024.

Any Director referred to in Ordinary Resolutions 1 to 4, who is a shareholder of the Company will abstain from voting on the resolution in respect of his/her re-election at the 16th AGM.

NOTICE OF ANNUAL GENERAL MEETING

C. Payment of Directors' Remuneration to the Non-Executive Directors of the Company from this Annual General Meeting until the next Annual General Meeting of the Company in 2026.

Pursuant to Section 230(1) of the CA 2016, fees and benefits ("Remuneration") payable to the Directors of the Company shall be approved by the shareholders at a general meeting. The Company is requesting shareholders' approval for the payment of Remuneration to Non-Executive Directors of the Company in respect of the period commencing from the conclusion of this Annual General Meeting until the conclusion of the next Annual General Meeting of the Company in 2026 ("Mandate Period") in accordance with the remuneration structure set out below. The Remuneration comprises fees, and/or benefits (which include meeting allowances) payable to the Chairman, members of the Board, and/or the Chairmen and members of Board Committees.

Remuneration Structure		**(RM)**
Chairman Fees		33,334 per month
Director Fees		20,834 per month
Chairman of Audit and Risk Committee Fees		10,000 per month
Chairman of Transformation Committee Fees		10,000 per month
Chairman of Nomination and Remuneration Committee Fees		4,167 per month
Member of Audit and Risk Committee Fees		4,167 per month
Member of Transformation Committee Fees		4,167 per month
Member of Nomination and Remuneration Committee Fees		1,667 per month
Chairman's Benefits *Company car and driver*		5,600 per month
Directors' Benefits comprising Meeting Allowances	Board Meetings	2,000 per meeting
	Committee Meetings	2,000 per meeting
Directors' Benefits (other than Meeting Allowances)		Up to 100,000

Notes:
1. *The only changes to the remuneration structure being proposed since the last Annual General Meeting are:*
   (a) *the removal of the fees payable to the Chairman and members of the Government and Regulatory Affairs Committee which was dissolved on 1 April 2025; and*
   (b) *the introduction of meeting allowances for Directors of RM2,000 per Board and Committee meeting.*
2. *The Chairman's benefits comprise company car and driver benefits. Directors' benefits (which will also be made available to the Chairman) comprise meeting allowances and the aggregate amount provided for telecommunication-related facilities.*

If passed, this shareholders' approval will allow the Company to make payment of fees monthly and meeting allowances to the Non-Executive Directors of the Company and to make available the benefits as and when incurred, in accordance with the remuneration structure set out above within the Mandate Period.

Any Non-Executive Director who is a shareholder of the Company will abstain from voting on Ordinary Resolution 5 in respect of the Remuneration to the Non-Executive Directors of the Company at the 16^{th} AGM.

D. The Audit and Risk Committee ("ARC") and the Board have considered the re-appointment of PricewaterhouseCoopers PLT ("PwC") as Auditors of the Company and collectively agreed that PwC meets the criteria prescribed by Paragraph 15.21 of the MMLR.

The ARC, at its meeting held on 11 February 2025, had assessed the suitability and independence of the external auditors, PwC in accordance with the External Auditor Independence Policy of the Group and the criteria under Paragraph 15.21 of the MMLR. It had also considered the information presented by PwC in its 2024 Audit Transparency Report as per Guidance 9.3 of the MCCG.

The ARC was satisfied with the suitability of PwC based on the quality of audit, performance, competency, experience and sufficiency of resources the external audit team provided to the Maxis Group. The ARC was also satisfied in its review that the provisions of non-audit services by PwC to the Company and the Group for the financial year ended 2024 did not impair their objectivity and independence as external auditors of the Maxis Group.

The Board, at its meeting held on 12 February 2025, approved the ARC's recommendation for shareholders' approval to be sought at the 16^{th} AGM for the re-appointment of PwC as external auditors of the Company for the financial year ending 2025, in accordance with Rule 90 of the Constitution of the Company, Section 340(1)(c) and Section 274(1)(a) of the CA 2016.

NOTICE OF ANNUAL GENERAL MEETING

E. Dato' Hamidah binti Naziadin ("DHN") was appointed as Independent Director on 1 February 2014 and has exceeded a cumulative tenure of nine (9) years. Pursuant to the shareholders' approval obtained at the Company's 15th Annual General Meeting held on 16 May 2024, DHN was authorised to continue serving on the Board as Independent Director until 17 May 2025.

In accordance with the MCCG, the Board, through the NRC, undertook relevant assessments and recommended for DHN to continue to serve as Independent Non-Executive Director from 18 May 2025 until 31 January 2026, after which she will reach her twelve (12)-year tenure as an Independent Director and would no longer be regarded as an Independent Director pursuant to the MMLR.

DHN has abstained from deliberation and voting at the relevant NRC and Board meetings in respect of the recommendation on DHN's continuation to act as an Independent Director of the Company.

The NRC and Board's recommendations are based on the following justifications:

(a) DHN has fulfilled the criteria of an Independent Director as stated in the MMLR. She has demonstrated her objectivity and independence both in substance and form. DHN is not hesitant to challenge the rest of the Board members and Management team while discharging her responsibilities as a Director and previously as Interim Chairman (from 1 July 2024 to 28 February 2025), and when considering Board/Committee matters.
(b) DHN is free from any conflicts of interest. As an Independent Director, Chairman of the NRC, and Member of the ARC, DHN provides constructive independent counsel to the Board Committees and Board, and guidance to Management in the best interests of Maxis.
(c) DHN with her expertise in human resources, people management, governance, and corporate social responsibility, brings invaluable insights to the Board. Her extensive cross-industry experience enables her to offer practical counsel, oversight, and strategic guidance in Board and Committee matters. Her impartial insights are crucial for the deliberations of the Board and its Committees. DHN also has experience mentoring and coaching young talent and women.
(d) The length of time that DHN has remained in her role has not interfered with her ability to exercise independent judgement as an Independent Director and she has continued to contribute to the performance and positive dynamics of the Board Committees and Board.
(e) DHN together with the other Independent Directors, each function as a check and balance to the Board and in the exercise of objectivity as Directors.
(f) DHN has devoted sufficient time and attention to her professional obligations to Maxis required for informed and balanced decision making.

DHN served as Interim Chairman from 1 July 2024 until 28 February 2025 and resumed her role as Independent Non-Executive Director following the appointment of Datuk Johan bin Idris as Chairman on 1 March 2025.

The Board continues to dedicate its efforts in searching the market for suitably qualified Independent Directors, including women directors who fulfil the required attributes and who can contribute to Maxis in its growth strategy. Board appointments are based on merits, skills, experience, gaps in Board composition and requirements of Maxis.

The NRC and Board are satisfied that DHN consistently demonstrates independent judgement and acts in the best interests of the Company.

DHN's profile is set out on page 60 of the Company's Integrated Annual Report for the financial year ended 31 December 2024. DHN does not hold any shares in Maxis, has no family relationship with any Director and/or major shareholder of Maxis, has no conflict of interest or potential conflict of interest including any interest in any competing business with Maxis or its subsidiaries, has not been convicted of any offence within the past five (5) years and has not been imposed with any penalty by the relevant regulatory bodies during the financial year ended 2024.

F. Authority to allot and issue shares pursuant to Sections 75 and 76 of the CA 2016.

Ordinary Resolution 8 is for the purpose of renewing the general mandate for issuance of shares by the Company pursuant to Sections 75 and 76 of the CA 2016.

The Company did not issue any shares pursuant to Sections 75 and 76 of the CA 2016 under the general mandate sought at the 15th Annual General Meeting held on 16 May 2024, which will lapse upon the conclusion of the forthcoming 16th AGM to be held on 15 May 2025.

The proposed resolution, if passed, will give authority to the Directors of the Company, from the date of this Annual General Meeting, to allot and issue shares or to make or grant offers, agreements, rights or options in respect of shares to such persons in their absolute discretion, including to make or grant offers, agreements, rights or options which would or might require shares in the Company to be issued after the expiration of the approval, without having to convene a

NOTICE OF ANNUAL GENERAL MEETING

general meeting, provided that the aggregate number of shares issued does not exceed 10% of the total number of issued shares of the Company for the time being. This authority, unless revoked or varied at a general meeting, will expire at the conclusion of the next Annual General Meeting of the Company.

The general mandate sought will enable the Directors of the Company to allot and issue shares, including but not limited to making placement of shares for the purposes of raising funding for investment(s), working capital and general corporate purposes as deemed necessary.

Notes:

1. Proxy

(i) A member of the Company is entitled to appoint a proxy or proxies to attend, participate, speak and vote in his stead, subject to the following provisions:
  (a) save as provided for in Note 1(ii), the CA 2016 and any applicable law, each member shall not be permitted to appoint more than two (2) proxies; and
  (b) where a member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of the member's shareholdings to be represented by each proxy.

(ii) For the avoidance of doubt, and subject always to Note 1(i)(b), the CA 2016 and any applicable laws:
  (a) Where a member is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account (omnibus account), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
  (b) Where a member of the Company is an authorised nominee, it may appoint at least one (1) proxy in respect of each securities account it holds to which ordinary shares in the Company are credited. Each appointment of proxy by an authorised nominee may be made separately or in one (1) instrument of proxy and shall specify the securities account number and the name of the beneficial owner for whom the authorised nominee is acting.
  (c) A member who is a substantial shareholder (within the meaning of the CA 2016) may appoint up to (but not more than) five (5) proxies.

(iii) A proxy may but need not be a member of the Company. There shall be no restriction as to the qualification of the proxy.

(iv) The appointment of proxy may be made via hardcopy Proxy Form pursuant to Rule 111 of the Constitution of the Company or electronically pursuant to Rule 89 of the Constitution of the Company. The instrument appointing a proxy shall be as follows:

  (a) In Hardcopy Form
  The hardcopy Proxy Form shall be in writing under the hands of the appointor or of his/her attorney duly authorised in writing, or if the appointor is a corporation, either under its common seal or the hand of its officer or its duly authorised attorney. An instrument appointing a Proxy to vote at a meeting shall be deemed to include the power to demand or join in demanding a poll on behalf of the appointor.

  The hardcopy Proxy Form shall be deposited at the office of the Share Registrar of the Company, Boardroom Share Registrars Sdn. Bhd., at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia no later than Wednesday, 14 May 2025 at 2.30 p.m.

  (b) By Electronic Means
  The Proxy Form may be submitted electronically no later than Wednesday, 14 May 2025 at 2.30 p.m. as follows:
    (i) via e-mail to the Share Registrar of the Company, Boardroom Share Registrars Sdn. Bhd. at bsr.helpdesk@boardroomlimited.com; or
    (ii) via electronic means ("e-Proxy") through the Boardroom Smart Investor Portal ("BSIP") at https://investor.boardroomlimited.com by logging in and selecting "Submit e-Proxy Form" (please refer to the Administrative Details available at https://maxis.listedcompany.com/general_meetings.html for further information on electronic submission).

(v) If no name is inserted in the space provided for the name of your proxy, the Chairman of the meeting will act as your proxy.

(vi) The lodging of a Proxy Form does not preclude a member from attending and voting at the meeting should the member subsequently decide to do so.

NOTICE OF ANNUAL GENERAL MEETING

2. Voting

(i) Pursuant to Paragraph 8.29A(1) of the MMLR, all the resolutions at the 16th AGM of the Company shall be put to vote by way of poll.
(ii) Please refer to the voting procedures as specified in the Administrative Details for the 16th AGM.
(iii) Upon completion of the voting session for the 16th AGM, the Independent Scrutineers will verify and announce the poll results followed by the Chairman of the meeting's declaration whether the resolutions are duly passed.

Members Entitled to Attend
For purposes of determining the entitlement of a member to attend the 16th AGM, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd., in accordance with Rule 92 of the Constitution of the Company and Section 34(1) of the Securities Industry (Central Depositories) Act 1991, to issue a General Meeting Record of Depositors as at 7 May 2025. Only a depositor whose name appears on the General Meeting Record of Depositors as at 7 May 2025 shall be entitled to attend the said meeting or appoint a proxy(ies) to attend and/or vote on such depositor's behalf.

Personal Data Protection Measures
By attending the 16th AGM and/or registering via the BSIP and/or submitting the instrument appointing a proxy(ies) and/or representative(s) to attend, participate, speak and vote at the 16th AGM and/or any adjournment thereof, a member of the Company:
(i) consents to the processing of the member's personal data by the Company (or its agents) for the 16th AGM and matters related thereto, including but not limited to:
  (a) for processing and administration of proxies and representatives appointed for the 16th AGM;
  (b) for preparation and compilation of the attendance lists, minutes and other documents relating to the 16th AGM (which includes any adjournments thereto); and
  (c) for the Company's (or its agents') compliance with any applicable laws, listing rules, regulations, codes and/or guidelines (collectively, the "Purposes"),
(ii) undertakes and warrants that he/she has obtained such proxy(ies)' and/or representative(s)' prior consent for the Company's (or its agents') processing of such proxy(ies)' and/or representative(s)' personal data for the Purposes, and
(iii) agrees that the member will fully indemnify the Company for any penalties, liabilities, legal suits, claims, demands, losses and damages as a result of the member's failure to provide accurate and correct information of the personal data or breach of the member's undertaking and/or warranty as set out herein.

Notes:
1. The terms "processing" and "personal data" shall have the same meaning as defined in the Personal Data Protection Act 2010.
2. This statement should be read in conjunction with Maxis' Privacy Notice for Shareholders which is also accessible at https://maxis.listedcompany.com/general_meetings.html.
3. For the avoidance of doubt, a member of the Company refers to a registered shareholder of Maxis and includes a personal representative or trustee of an estate (in the case of a deceased individual shareholder).
4. The Company's Compliance with the Personal Data Protection Act 2010 statement is found in the Maxis Integrated Annual Report 2024.

Maxis Integrated Annual Report 2024, Corporate Governance Report 2024, Circular to Shareholders, Proxy Form, Administrative Details, Privacy Notice for Maxis' 16th AGM Attendees and queries related to 16th AGM

1. Maxis Integrated Annual Report 2024, Corporate Governance Report 2024, Circular to Shareholders, Proxy Form, Administrative Details and Privacy Notice for Maxis' 16th AGM Attendees may be downloaded at this link https://maxis.listedcompany.com/general_meetings.html.

2. Members are advised to refer to the Company's announcements on Bursa Malaysia Securities Berhad's website and the Company's website at www.maxis.com.my from time to time for any updates on the 16th AGM subsequent to the issuance of this Notice.

3. Any queries relating to the 16th AGM including the lodgment of Proxy Form may be directed to bsr.helpdesk@boardroomlimited.com. For the avoidance of doubt, save for making the foregoing queries, you may not use the said e-mail address to communicate with the Company for any other purposes. Any queries relating to the resolutions to be tabled at the 16th AGM may be submitted prior to the 16th AGM via the BSIP at https://investor.boardroomlimited.com or e-mail to ir@maxis.com.my.

4. Please refer to the Administrative Details at this link https://maxis.listedcompany.com/general_meetings.html for further details on the 16th AGM.

Dear Shareholders,

We are pleased to inform you that as a Shareholder, you have the option to submit your Proxy Form via electronic means (e-Proxy) in paperless form. Once you have successfully submitted your e-Proxy Form, you are no longer required to complete and submit the physical Proxy Form to the office of the Share Registrar of the Company.

To assist you on how to engage with e-Proxy, kindly refer to the guidance as set out in the Administrative Details.

Maxis Berhad [Registration No. 200901024473 (867573-A)] (Incorporated in Malaysia)

Proxy Form

*I/*We____*NRIC (new & old)/*Passport/*Company No.__________________________
(FULL NAME OF A MEMBER IN BLOCK LETTERS AS PER *IDENTITY CARD/*PASSPORT/*CERTIFICATE OF INCORPORATION) (COMPULSORY)

of____
(ADDRESS)

Telephone No. and E-mail Address____being a member of Maxis Berhad ("the Company"), hereby appoint

____*NRIC/*Passport No__________________________________
(FULL NAME OF A PROXY IN BLOCK LETTERS AS PER *IDENTITY CARD/*PASSPORT) (COMPULSORY)

of____
(ADDRESS)

Telephone No: ______________________________ E-mail Address: ____

and/or____*NRIC/*Passport No___________________________
(FULL NAME OF A PROXY IN BLOCK LETTERS AS PER *IDENTITY CARD/*PASSPORT) (COMPULSORY)

of____
(ADDRESS)

Telephone No: ______________________________ E-mail Address: ____

or failing *him/her, THE CHAIRMAN OF THE MEETING as *my/our *proxy/proxies to vote for *me/us and on *my/our behalf at the Sixteenth Annual General Meeting ("16th AGM") of the Company to be held on Thursday, 15 May 2025 at 2.30 p.m. and at any adjournment thereof.

Day and Date	:	Thursday, 15 May 2025
Time	:	2.30 p.m.
Venue	:	Nexus, Connexion Conference & Event Centre, Grand Nexus Ballroom (Level 3A), Bangsar South City, No. 7, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia

*I/We indicate with an "✓" or "X" in the spaces below how *I/we wish *my/our vote to be cast:

AGENDA

1 To receive the Audited Financial Statements and the Reports of the Directors and Auditors thereon.

	ORDINARY RESOLUTIONS		FOR	AGAINST
2	Re-election of Datuk Johan bin Idris who retires pursuant to Rule 116 of the Constitution of the Company	Resolution 1		
3	Re-election of the following Directors who retire pursuant to Rule 131.1 of the Constitution of the Company:			
	(a) Uthaya Kumar A/L K Vivekananda	Resolution 2		
	(b) Ooi Huey Tyng	Resolution 3		
	(c) Lim Ghee Keong	Resolution 4		
4	Approval for Directors' Remuneration for Non-Executive Directors of the Company from the conclusion of this Annual General Meeting until the conclusion of the next Annual General Meeting of the Company	Resolution 5		
5	Re-appointment of PricewaterhouseCoopers PLT (LLP0014401-LCA & AF 1146) as Auditors of the Company	Resolution 6		
6	Approval for Dato' Hamidah binti Naziadin to continue to act as an Independent Director of the Company from 18 May 2025 until 31 January 2026	Resolution 7		
7	Renewal of authority to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016 ("CA 2016")	Resolution 8		
8	To obtain shareholders' mandate for the Company and/or its subsidiaries to enter recurrent related party transactions of a revenue or trading nature with:			
	a) Astro Malaysia Holdings Berhad and/or its affiliates	Resolution 9		
	b) Usaha Tegas Sdn. Bhd. and/or its affiliates	Resolution 10		
	c) MEASAT Global Berhad and/or its affiliates	Resolution 11		
	d) Maxis Communications Berhad and/or its affiliates	Resolution 12		
	e) Saudi Telecom Company and/or its affiliates	Resolution 13		
	f) SRG Asia Pacific Sdn. Bhd.	Resolution 14		
	g) Malaysian Landed Property Sdn. Bhd. and/or its affiliates	Resolution 15		
	h) ZenREIT Sdn. Bhd.	Resolution 16		
	i) Bumi Armada Automation International Sdn. Bhd.	Resolution 17		

Subject to the above stated voting instructions, *my/our proxy may vote or abstain from voting on any resolution as *he/she/*they may think fit.

If appointment of proxy is under hand

.... Signed by *individual member/officer or attorney of member/authorised nominee of	No. of shares held:	The proportions of *my/our holding to be represented by *my/our proxies are as follows:
	Securities Account No.: .... (CDS Account No.) (Compulsory)	**First Proxy** No. of Shares: ....
.... (beneficial owner)	Date:	Percentage: .... %

If appointment of proxy is under seal

The Common Seal of was hereto affixed in accordance with its Constitution in the presence of:	No. of shares held:	**Second Proxy** No. of Shares: ....
.... Director *Director/Secretary	Securities Account No.: .... (CDS Account No.) (Compulsory)	Percentage: .... %
in its capacity as *member/attorney of member/authorised nominee of	Date:	
.... (beneficial owner)	Seal	

Notes:

1. **Proxy**
   (i) A member of the Company is entitled to appoint a proxy or proxies to attend, participate, speak and vote in his stead, subject to the following provisions:
   (a) save as provided for in Note 1(ii), the CA 2016 and any applicable law, each member shall not be permitted to appoint more than two (2) proxies; and
   (b) where a member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of the member's shareholdings to be represented by each proxy.
   (ii) For the avoidance of doubt, and subject always to Note 1(i)(b), the CA 2016 and any applicable laws:
   (a) Where a member is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account (omnibus account), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
   (b) Where a member of the Company is an authorised nominee, it may appoint at least one (1) proxy in respect of each securities account it holds to which ordinary shares in the Company are credited. Each appointment of proxy by an authorised nominee may be made separately or in one (1) instrument of proxy and shall specify the securities account number and the name of the beneficial owner for whom the authorised nominee is acting.
   (c) A member who is a substantial shareholder (within the meaning of the CA 2016) may appoint up to (but not more than) five (5) proxies.
   (iii) A proxy may but need not be a member of the Company. There shall be no restriction as to the qualification of the proxy.
   (iv) The appointment of proxy may be made via hardcopy Proxy Form pursuant to Rule 111 of the Constitution of the Company or electronically pursuant to Rule 89 of the Constitution of the Company. The instrument appointing a proxy shall be as follows:
   (a) In Hardcopy Form
   The hardcopy Proxy Form shall be in writing under the hands of the appointor or of his/her attorney duly authorised in writing, or if the appointor is a corporation, either under its common seal or the hand of its officer or its duly authorised attorney. An instrument appointing a Proxy to vote at a meeting shall be deemed to include the power to demand or join in demanding a poll on behalf of the appointor.

   The hardcopy Proxy Form shall be deposited at the office of the Share Registrar of the Company, Boardroom Share Registrars Sdn. Bhd., at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia no later than Wednesday, 14 May 2025 at 2.30 p.m.

   (b) By Electronic Means
   The Proxy Form may be submitted electronically no later than Wednesday, 14 May 2025 at 2.30 p.m. as follows:
   (i) via e-mail to the Share Registrar of the Company, Boardroom Share Registrars Sdn. Bhd. at bsr.helpdesk@boardroomlimited.com; or
   (ii) via electronic means ("e-Proxy") through the Boardroom Smart Investor Portal ("BSIP") at https://investor.boardroomlimited.com by logging in and selecting "Submit e-Proxy Form" (please refer to the Administrative Details available at https://maxis.listedcompany.com/general_meetings.html for further information on electronic submission).
   (v) If no name is inserted in the space provided for the name of your proxy, the Chairman of the meeting will act as your proxy.
   (vi) The lodging of a Proxy Form does not preclude a member from attending and voting at the meeting should the member subsequently decide to do so.

2. **Voting**
   (i) Pursuant to Paragraph 8.29A(1) of the MMLR, all the resolutions at the 16th AGM of the Company shall be put to vote by way of poll.
   (ii) Please refer to the voting procedures as specified in the Administrative Details for the 16th AGM.
   (iii) Upon completion of the voting session for the 16th AGM, the Independent Scrutineers will verify and announce the poll results followed by the Chairman of the meeting's declaration whether the resolutions are duly passed.

Members Entitled to Attend
For purposes of determining the entitlement of a member to attend the 16th AGM, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd., in accordance with Rule 92 of the Constitution of the Company and Section 34(1) of the Securities Industry (Central Depositories) Act 1991, to issue a General Meeting Record of Depositors as at 7 May 2025. Only a depositor whose name appears on the General Meeting Record of Depositors as at 7 May 2025 shall be entitled to attend the said meeting or appoint a proxy(ies) to attend and/or vote on such depositor's behalf.

Personal Data Protection Measures
By attending the 16th AGM and/or registering via the BSIP and/or submitting the instrument appointing a proxy(ies) and/or representative(s) to attend, participate, speak and vote at the 16th AGM and/or any adjournment thereof, a member of the Company:

(i) consents to the processing of the member's personal data by the Company (or its agents) for the 16th AGM and matters related thereto, including but not limited to:
(a) for processing and administration of proxies and representatives appointed for the 16th AGM;
(b) for preparation and compilation of the attendance lists, minutes and other documents relating to the 16th AGM (which includes any adjournments thereto); and
(c) for the Company's (or its agents') compliance with any applicable laws, listing rules, regulations, codes and/or guidelines (collectively, the "Purposes"),
(ii) undertakes and warrants that he/she has obtained such proxy(ies)' and/or representative(s)' prior consent for the Company's (or its agents') processing of such proxy(ies)' and/or representative(s)' personal data for the Purposes, and
(iii) agrees that the member will fully indemnify the Company for any penalties, liabilities, legal suits, claims, demands, losses and damages as a result of the member's failure to provide accurate and correct information of the personal data or breach of the member's undertaking and/or warranty as set out herein.

Notes:
1. The terms "processing" and "personal data" shall have the same meaning as defined in the Personal Data Protection Act 2010.
2. This statement should be read in conjunction with Maxis' Privacy Notice for Shareholders which is also accessible at https://maxis.listedcompany.com/general_meetings.html.
3. For the avoidance of doubt, a member of the Company refers to a registered shareholder of Maxis and includes a personal representative or trustee of an estate (in the case of a deceased individual shareholder).
4. The Company's Compliance with the Personal Data Protection Act 2010 statement is found in the Maxis Integrated Annual Report 2024.

Maxis Integrated Annual Report 2024, Corporate Governance Report 2024, Circular to Shareholders, Proxy Form, Administrative Details, Privacy Notice for Maxis' 16th AGM Attendees and queries related to 16th AGM
1. Maxis Integrated Annual Report 2024, Corporate Governance Report 2024, Circular to Shareholders, Proxy Form, Administrative Details and Privacy Notice for Maxis' 16th AGM Attendees may be downloaded at this link https://maxis.listedcompany.com/general_meetings.html.
2. Members are advised to refer to the Company's announcements on Bursa Malaysia Securities Berhad's website and the Company's website at www.maxis.com.my from time to time for any updates on the 16th AGM subsequent to the issuance of this Notice.
3. Any queries relating to the 16th AGM including the lodgment of Proxy Form may be directed to bsr.helpdesk@boardroomlimited.com. For the avoidance of doubt, save for making the foregoing queries, you may not use the said e-mail address to communicate with the Company for any other purposes. Any queries relating to the resolutions to be tabled at the 16th AGM may be submitted prior to the 16th AGM via the BSIP at https://investor.boardroomlimited.com or e-mail to ir@maxis.com.my.
4. Please refer to the Administrative Details at this link https://maxis.listedcompany.com/general_meetings.html for further details on the 16th AGM.

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maxis

Maxis Berhad [Registration No. 200901024473 (867573-A)]

STAMP

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