

Value Creation Model

Capitals	Input	Strategy + Business Activities
 Financial	~RM1.2b total capex invested - Short-term borrowings - Cash and cash equivalents	 Differentiator: Innovative and the first to market best products and services to customer
 Manufactured	~10,000 mobile sites 93% 4G LTE population coverage ~RM256m spent on network as part of RM1b capex growth investment	 Differentiator: The quality of our network, IT technology and our customers' digital and personalised experience as our top priorities
 Intellectual	- New brand purpose - Refreshed and refined leadership team to support convergence ambition - Skilled, technical and expert teams in all fields - Rights and licenses for mobile and spectrum - Big data and analytics	 Differentiator: World-class and efficient organisation that creates new and effective ways of working
 Human	3,748 employees (including acqui-hire 2 companies) - MaxisWay 2.0 culture rollout ~RM8m invested in learning and development, and employee engagements activities	Double down in 5 areas: - Accelerated fibre penetration through Breakthrough Team approach - Enterprise as a digitalisation Partner for Malaysian businesses - Expand Digital channels for sales, distribution and services - Maintain leadership in Network and Technology - Accelerate by building critical capabilities to ensure results are sustainable
 Social and Relationship	588 vendors engaged - Proactive engagements with stakeholders especially with the government and community due to COVID-19 - Enterprise and industry partnerships - Technology solutions partner (TSP) with MDEC 9.7m mobile subscribers 369k broadband connections	
 Natural	- Radio spectrum (900, 1,800, 2,100, 2,600MHz) - Average energy consumption of 36.2MWh per BTS	Enabled by M&A Supported by COVID-19 plan

Value Creation Model

Output	Outcomes	Key UN SDGs Contributed
- Revenue: RM8,966m - EBITDA: RM3,759m - Cash generated from operations - Market Capitalisation: ~RM39.5b	Shareholders & Investors - Revenue growth of +3.7% - Dividend of RM0.17 Customers - Touchpoint Net Promoter Score of +1% YoY - Enhanced customer's experience - Improved engagement with customer to facilitate their growing digital appetite Employees - Seamless WFH transition 86% Employee engagement and 93% of employees feel productive in remote working conditions 93% of employees understand and embrace Maxis' culture and values - Health and wellbeing of employees throughout the COVID-19 pandemic Community 20 local universities provided free access to learning systems during lockdowns 14m Malaysians reached via #KitaSapotKita campaign to spread positivity and inspiration during the MCO 37k GB of Internet data provided for free access to critical websites combating COVID-19 4 months of free connectivity to support 2 major public hospitals during the pandemic - RM500k contributed to YKN for food distribution to communities impacted by the floods 195m GB of free mobile Internet data for customers during the pandemic, in line with the Government Stimulus Package - Improved engagement and positive relationship with stakeholders - Empowered rural communities with digital learning Government & Regulators - JENDELA contributions/targets: >150 new sites; >5.k site upgrades - Fibre expansion to >6.5k premises Suppliers & Partners - Promoting the development of the local ecosystem Maxis - Mobile network leadership - Largest converged fixed and mobile network - Highest Return on Equity over three years by The Edge Billion Ringgit Club 2020 - Recognised as Specialist Agency of the Year and Local Hero at the A+M Agency of the Year and MARKies Awards 2020 - First Malaysian telco to achieve accreditation as an Amazon Web Services (AWS) Advanced Consulting Partner - Telco of the Year (including Best 4G coverage and Best Enterprise Telco) by PC.com for Best Product of the Year 2020	    
91% 4G LTE population coverage 90% 4G LTE speed >3Mbps ~4m homes have access to fibre services ~19k touchpoints with customers (include modern trade, etc.) - Tailored products and solutions to all our customers		
- Expert solutions to Enterprise customers with major technology partners & acquisitions - High app penetration rate by +58.1% of MyMaxis and +73.2% of our Hotlink RED App		
- Diverse, skilled and engaged workforce - Benefits and remunerations for employees ~68,000 of training hours taken by employees - Ambassadors of culture and leadership transformation 291 employee engagement activities organised		
- RM356m of tax contribution - RM2.075b spent on vendors/suppliers - Delivered social benefits through CSR activities - Flagship eKelas programme reached out to over 26k students in rural communities in Malaysia via online portal - Quantitative information on COVID-19 related community aid programmes (e.g. donated food packages for 300 families during COVID-19) 15 scholarships awarded to support individuals on their academic aspirations 3.5k SMEs assisted through the MDEC grant		
- Remove energy consumption 237k tonnes of CO₂ emissions 442kg office waste recycled		