

Value Creation Model

The diagram below illustrates how we utilise our business capitals to create value for our business and stakeholders. Further details of the inputs and outputs of our six business capitals are explained in the following pages.

UTILISING OUR BUSINESS CAPITALS

Business Capitals

Our Inputs



Financial Capital

- **RM1.11 billion total commercial capex** invested in line with our growth strategy
- Focused on **working capital** initiatives



Manufactured Capital

- More than **2,000 upgrades** and **new sites** for 4G
- Fibre and fixed wireless broadband access to more than **7 million** premises nationwide
- More than **400 Maxis stores** and over **4,500 Hotlink stores**



Intellectual Capital

- **Skilled technical and expert teams** in all fields
- **Digital self-service** capabilities and **Digital Care** programme
- **Rights, licenses, and partnerships** for Consumer and Enterprise solutions
- **Advanced analytics** and **machine learning**



Human Capital

- More than **5,800 Maxis colleagues** serving the nation
- Continuous employee **learning and development** via **Maxis Academy**
- Integrated **talent development and leadership** programmes
- **Women** at Maxis, **Youth** at Maxis, **Maxis Graduate** and **Maxis Scholarship** programmes
- **Maxis Digital Citizen** programme for employee digital upskilling
- **Health, Safety and Environment (HSE)** training and management
- **Maxis Anti-Bribery and Corruption (MABC)** system certification



Social & Relationship Capital

- Proactive engagements with **non-governmental organisations (NGOs)**, **learning institutions** and **underserved communities**
- Constant engagement with our **Government** and **regulators** (e.g. MCMC)
- Effective management of our **suppliers** and **vendors**
- Formation of the **Maxis 5G Alliance** to catalyse the development of 5G use-cases and IoT solutions



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
- **Upgraded data and switch centres** with deployment of on-grid solar energy systems
- Enhanced **office waste management**

Corporate Strategy

M
MAXIS FOR ALL

Converged Solutions Leader for Individuals, Homes & Businesses

A
ACHIEVE UPE

Differentiated & Digital “Unmatched Personalised Experience” (UPE)

X
MAXIS WAY

World Class Effective & Efficient Organisation

Sustainability Strategy

M+
MAXIS FOR ALL

Digitally Inclusive Society

A+
ACHIEVE UPE

Green Operations & Sustainable Living

X+
MAXIS WAY

People Empowerment & Organisational Integrity

Value Creation Model



CREATING SUSTAINABLE VALUE FOR OUR BUSINESS AND STAKEHOLDERS

Our Outputs

Our Value Creation Outcomes

Key UN SDGs contributed



- 4.0% increase in **Service Revenue** to **RM8.3 billion**
- 1.6% increase in **EBITDA** to **RM3.9 billion**
- **Dividends** increased to **20 sen** per share



- >**3.3 million** **Postpaid** subscribers
- >**5.7 million** **Prepaid** subscribers
- >**750k** **home and business connections** (fibre, wireless & home broadband)
- **95%** 4G LTE population coverage
- **95.4%** of mobile speed >3 Mbps
- **74%** of **voice traffic** conducted over Voice over LTE (VoLTE) service



- Strong **NPS** of **+66**
- **6%** YoY growth in **Digital Care** adoption
- **2.5x** YoY increase in **Digital Sales**
- **2%** YoY increase in **Digital Recontracting**



- **44%** female representation in Maxis
- **Voice of Maxis** employee engagement score of **83%**
- >**130,000** hours of employee **blended training** conducted
- >**190** sessions conducted on health and safety
- Offered **19 Maxis scholarships** and **20 Graduate** positions
- Awarded with multiple **ISO 37001:2016 Anti-Bribery Management System** certifications
- **100%** completion of Maxis **Code of Business Practice (MCOBP)** training



- Leveraged the SME Digitalisation Grant to support >**25,000 SMEs** as of 2022
- Supported >**73,000** students and >**1,700** entrepreneurs through eKelas and eKelas Usahawan respectively
- Supported vulnerable communities through **humanitarian relief efforts** and **festive charity**
- >**1,300** volunteering hours by employees
- **14** training sessions on anti-bribery and corruption conducted for **third parties**



- Total emissions of **225,205 CO₂** tonnes
- 263 kg of office waste recycled

Creating A Digitally Inclusive Society

- **Our Consumer Products:** Delivered winning mobile and home connectivity through convergence
- **Our Enterprise Solutions:** Trusted partner for digital transformation of businesses
- **Our Network:** Expanded our leading converged network to serve more Malaysians
- **Our Innovation:** Fostered innovation through strategic investment in new growth areas

Enhancing Our Omnichannel Customer Experience

- **Our Customers:** Delivered unmatched personalised experience across customer touchpoints

Empowering Our People and Transforming Our Organisation

- **Our People:** Developed a diverse and inclusive workforce with strong employee engagement
- **Our Digital Transformation:** Enhanced systems and capabilities to strengthen our digital and online presence

Caring for Our Community and Environment

- **Our Community:** Empowered communities by driving greater access to quality education and fulfilling our social responsibilities
- **Our Environment:** Minimised our environmental footprint through efficient emission and resource management

Embedding Responsible Business Practices

- **Our Integrity & Governance:** Upheld ethical business practices through robust integrity governance
- **Our Supply Chain:** Improved supply chain management with responsible procurement
- **Our Cybersecurity:** Strengthened cybersecurity to support digital transformation, ensuring cyber resiliency and responsible digital citizenship

