CHAIRMAN'S STATEMENT

DEAR STAKEHOLDERS,

2025 marked a defining moment in our history as we celebrated 30 years of homegrown excellence. As we reflect on our growth, we recognise our enduring role in the fabric of the nation. Over three decades, Maxis has evolved alongside Malaysia, transforming from a connector of calls to a connector of possibilities.

As Chairman, I am proud to report that Maxis stands today as a pillar of strength and stability. In a year of evolving market dynamics, we have delivered strong financial performance, underpinned by disciplined execution and a relentless focus on creating long-term value for our shareholders.

Total Dividend Payout

RM1.37 billion

2024 Achievement
RM1.33 billion

Dividend Per Share

17.5 sen

2024 Achievement
17 sen

10.8 million

Consumer Mobile RGS and Home Connections

DRIVING MALAYSIA'S DIGITAL AGENDA

Our purpose has always been closely aligned with the national agenda. As Malaysia accelerates towards becoming a high-income digital economy, Maxis is steadfast in its role as a key enabler of this vision.

We view our investments in our mobile and fibre network infrastructure as a contribution to national competitiveness, going beyond capital expenditure. By strengthening our digital backbone and ensuring robust connectivity, we are laying the foundation for an inclusive digital society. This includes our commitment to bridging the digital divide, as we continue to bring JENDELA Universal Service Provision (USP) sites into service across rural areas.

In this regard, we express our sincere appreciation to the Ministry of Communications and the Malaysian Communications and Multimedia Commission (MCMC) for the assignment of the 2x10 MHz spectrum block in the 2100 MHz band in October 2025. The allocation of this critical national resource will support our mission to provide world-class connectivity to the *rakyat* and businesses.

Our fast, reliable, and secure network infrastructure enables us to deliver impact at scale, serving millions of mobile and fibre broadband customers nationwide. As we continue to grow our customer base and converged offerings, we are firmly reinforcing our position as the leading choice for Malaysian households.

In the enterprise segment, we continue to be the partner of choice for digital transformation, serving thousands of Malaysian businesses from SMEs to large corporations. A key highlight this year was our success in connecting major data centres, positioning Maxis as a critical connectivity partner for the booming digital economy.

Most recently, we are also proud to be named the telco partner for the East Coast Rail Link (ECRL), ensuring robust connectivity along this critical national infrastructure project.

Whether it is facilitating the influx of digital investments by powering connectivity for data centres and hyperscalers, or empowering local SMEs and manufacturers, Maxis is committed to driving Malaysia's digital ambitions forward.

A HIGH-PERFORMANCE CULTURE: BUILDING THE LEARNING MUSCLE

The Board recognises that our transition into a technology-driven powerhouse requires a workforce that is agile, skilled, and constantly evolving. In 2025, we prioritised building the learning muscle of the organisation, ensuring our people possess the core capabilities necessary to execute our strategy.

This focus generated a significant shift in our learning culture, with our workforce dedicating over 120,000 hours to upskilling. To ensure a strong, unified foundation, we rolled out the Maxis Core Curriculum, with over 1,100 employees certified across critical modules in data, finance, and telecommunications.

We accelerated our readiness for the digital economy, equipping over 720 employees with advanced training in Data, AI, Cloud, and Cybersecurity. This directly supports our pivot towards enterprise innovation and tech solutions. We also invested in our future leadership pipeline through a strategic collaboration with the Asia School of Business, where our top talents are currently driving innovation through high-impact capstone projects.

CHAIRMAN'S STATEMENT

CHAMPIONING SUSTAINABILITY AND INTEGRITY

Governance remains the bedrock of our business. The Board is uncompromising in its commitment to the highest standards of integrity, ensuring that our growth is achieved ethically and responsibly. We continue to operate with strict adherence to anti-corruption laws, reinforced by our Maxis Integrity and Compliance Framework. We ensure that leadership at every level is aligned with our zero-tolerance stance on corruption.

Our sustainability agenda continues to drive social equity, and we remain deeply committed to nurturing the nation's future leaders through the Maxis Scholarship Programme. In 2025, we awarded scholarships to 10 outstanding students to pursue studies in critical fields such as engineering, technology, and data science. Since the programme's inception, we have awarded a total of 359 scholarships to young Malaysians, helping to build a skilled workforce for the nation's future.

We also actively champion digital inclusion through initiatives like eKelas®, equipping the next generation with AI & Science, Technology, Engineering and Mathematics (STEM) skills required for the future economy. This year, we upskilled over 22,000 students and teachers in Generative AI and launched Menuju Gemilang, our new long-term programme to support underprivileged students in their pursuit of academic success and tertiary education. We continue to expand our support for entrepreneurs, upskilling over 4,700 entrepreneurs and youth nationwide through eKelas® Usahawan.

We are also proud to see our commercial strategies aligning with our environmental goals, as we empower customers to adopt renewable energy solutions, contributing to a greener Malaysia.

DELIVERING VALUE TO SHAREHOLDERS

We remain committed to rewarding our shareholders for their continued trust and confidence in our strategy. In recognition of our strong profitability and healthy cash flow, the Board has declared a fourth interim dividend of 4.0 sen and a one-time interim dividend of 1.5 sen. This brings the total dividend for the year to 17.5 sen per share, maintaining our consistent track record of returns.

This payout reflects our balanced approach to capital allocation, rewarding our shareholders today while retaining sufficient capital to invest in the critical infrastructure and technologies that will drive our growth tomorrow.

LOOKING AHEAD: BEYOND CONNECTIVITY

Looking ahead to 2026, the Board has endorsed a strategic roadmap designed to future-proof the organisation. We are expanding beyond core connectivity to become Malaysia's leading integrated telco, focusing on sustainable growth and value creation.

Our strategy is anchored on strengthening our core Consumer Business, moving beyond connectivity with comprehensive digital lifestyle offerings that drive customer lifetime value. At the same time, we are transforming our Enterprise Business by extending our core capabilities, positioning Maxis as a trusted partner for corporate digitalisation. To support these ambitions, we remain committed to growing our integrated network infrastructure and wholesale business to meet the exponential data, cloud, and AI demands of the future.

Critical to this evolution is our aggressive adoption of digitalisation and AI, which we will leverage to fundamentally enhance customer experience and drive operational efficiency.

ACKNOWLEDGEMENTS

I would like to thank the Board of Directors for their wisdom and guidance during this pivotal year. Their diverse expertise has been invaluable in steering the Group through a complex operating landscape.

The Board wishes to express its profound gratitude to Dato' Hamidah Naziadin, as she prepares to retire at the conclusion of our Annual General Meeting. Throughout her distinguished 12-year tenure, Dato' Hamidah has provided exemplary leadership both as a Board member and as Chairman of the Nomination and Remuneration Committee. Her contributions as Interim Chairman of the Board from July 2024 to February 2025 and as a member of the Audit and Risk Committee have been equally vital, ensuring a legacy of excellence that will benefit the organisation for years to come.

My deepest appreciation goes to our management team and all Maxis employees – your dedication, resilience, and passion are the driving force behind our success. You have truly embodied the "Maxis Spirit" in delivering for our customers every single day.

To our customers, business partners, shareholders and regulators, thank you for walking this journey with us. Driven by our belief that 'Tomorrow Begins Today', Maxis is energised, focused, and ready to lead Malaysia into the next era of connectivity and innovation.

Sincerely,

DATUK JOHAN BIN IDRIS
Chairman