

OUR VALUE CREATION MODEL

OUR VISION
THE LEADING INTEGRATED
TELCO IN MALAYSIA

OUR CAPITALS...

ENABLE VALUE-ADDING ACTIVITIES...

INPUTS



Financial Capital

- RM22.5 billion total assets
- RM6.1 billion total equity
- Invested RM986 million total Capex
- Focused on working capital initiative



Manufactured Capital

- >11.8k mobile network sites supporting 96.9% nationwide 4G LTE population coverage
- Expanded fibre network footprint to >23k km
- Implementation of the Network Quality Enhancement Programme to strengthen nationwide connectivity performance



Intellectual Capital

- Skilled technical and expert teams in all fields
- Launch of Maxis AI, a generative AI-powered in-app assistant
- Development and enhancement of proprietary digital platforms and solutions including Maxis Business Hub and Maxis IoT Connect



Human Capital

- >3k Maxis colleagues serving the nation
- 43% female representation in Maxis
- Continuous employee learning and development through Maxis Core Curriculum, Executive Education and GenAI Academy
- Sustained engagement and holistic well-being via "Because You Matter" programme
- Company-wide flu vaccination programme, impacting >1.5k employees and their families
- Health, Safety and Environment (HSE) training and management
- Maintained adequate corporate liability procedures through quarterly reporting of the Maxis Anti-Bribery and Corruption (MABC) system to the Board
- Employees:
 - 98% Malaysians
 - 2% Non-Malaysians



Social and Relationship Capital

- Proactive engagements with Non-Governmental Organisations (NGOs), learning institutions and underserved communities
- Acknowledged as a reliable and credible Malaysian industry player by our Government and Regulators
- Launched the Vendor Performance Evaluation to assess supplier contracts and enhance supplier collaboration
- Forged strategic partnerships to advance 5G, AI Networking, Enterprise Innovation and National Economic Growth



Natural Capital

- Total energy consumption: 1,740 TJ
- Total water consumption: 53,000 m³
- Enhanced internal monitoring mechanisms and integrating biodiversity considerations more systematically into planning and operational processes

STRATEGIC PILLARS



Sustainable and Predictable Growth



Consistently Good Customer Experience



Operational Excellence



High Performing Organisation

OPERATING CONTEXT



Economic Landscape



Government Initiatives & Regulations



Technological Advancements



Growing Focus on Sustainability



Cybersecurity

KEY RISKS



Vendor/Supply Chain



Regulatory



Competition



Network Failure



Economic



People



Information Technology

MATERIAL MATTERS



M1 Climate Change



M2 Environmental Management



M3 Sustainable Business Growth



M4 Employee Development



M5 Equal Opportunity Workforce & Employment



M6 Employee Health, Safety & Well-being



M7 Network Quality & Coverage



M8 Customer Experience & Satisfaction



M9 Digital Inclusion & Innovation



M10 Community Development



M11 Crisis Management & Response



M12 Data Privacy & Protection



M13 Ethical Business Practice

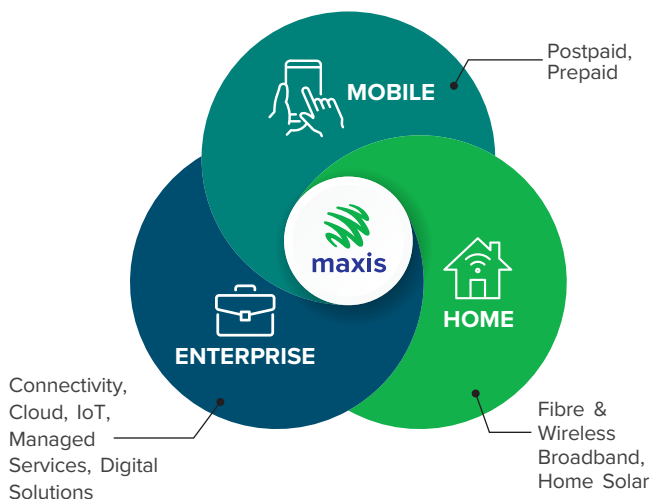


M14 Supply Chain Management



M15 Regulatory Compliance

BUSINESS ACTIVITIES



OUR OVERARCHING GOVERNANCE



OUR PURPOSE

WE CONNECT PEOPLE AND BUSINESSES TO A WORLD OF POSSIBILITIES

THAT CREATE VALUE...

FOR OUR STAKEHOLDERS

OUTPUTS

PRODUCTS & SERVICES



Mobile and Fixed
Connectivity



Enterprise Digital
Solutions and
Nationwide
Connectivity



AI, IoT, Digital
Service Capabilities
and Green Energy
Solutions



Content and
Digital Services

VALUE CREATION OUTCOMES

**Financial Capital**

- 0.5% increase in Service Revenue to RM8.9 billion
- 5.0% increase in EBITDA to RM4.3 billion
- 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
- Dividend of 17.5 sen per share

**Manufactured Capital**

- 10.0 million total consumer mobile RGS
- 799k total home connections
- >100k business customers served

**Intellectual Capital**

- Strong Touchpoint NPS of +71 (2024: +70)
- Increased digital self-service adoption and automation across consumer and enterprise platforms
- 88% first contact resolution achieved through enhancements to customer service platforms and processes

**Human Capital**

- >120k hours of employee blended training conducted
- Employee Engagement Score of 90%
- Robust Young Talent development with 10 Maxis scholarship offers, 16 hired for Maxis Graduate Programme and 120 interns
- Awarded with multiple ISO37001:2016 Anti-Bribery Management System (ABMS) Certifications
- Committed to sustaining robust anti-bribery practices and successfully recertified under ISO37001:2025 ABMS
- Top Voted Employer (GOLD) for Telecommunications in both SEEK People & Purpose Awards and Talentbank Graduates' Choice Awards (GCA)
- 100% completion of Maxis Code of Business Practice (MCOBP) training
- 100% completion of ABMS Training for Maxis Directors
- 100% completion of Maxis Integrity Corporate Advocacy Programme (MICAP)

**Social and Relationship Capital**

- Leveraged the SME Digitalisation Grant to support 36k SMEs as of 2025
- Supported >180k students to access digital learning through eKelas® since 2016
- Supported vulnerable communities through humanitarian relief efforts and festive charity
- 3.9k volunteering hours by employees
- eKelas® Usahawan trained >4.7k entrepreneurs and youth in digital marketing, partnering with 14 organisations as well as MCMC for Smart Services at NADI to boost digital inclusion
- Upskilled >22k students and teachers nationwide in the topic of Generative Artificial Intelligence (GenAI)
- 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
- Uphold stakeholder trust through enhanced data privacy and security controls
- Increased social inclusion and community participation through targeted initiatives
- Enhanced operational integrity and compliance through responsible and ethical business practices

**Natural Capital**

- Decreased direct emissions from fuel by 8% to 3,554 tonnes CO₂e
- A reduction of TOC emission intensity by 6.7% due to enhanced consolidation, optimisation and decommissioning of TOC infrastructure

UN SDGs

