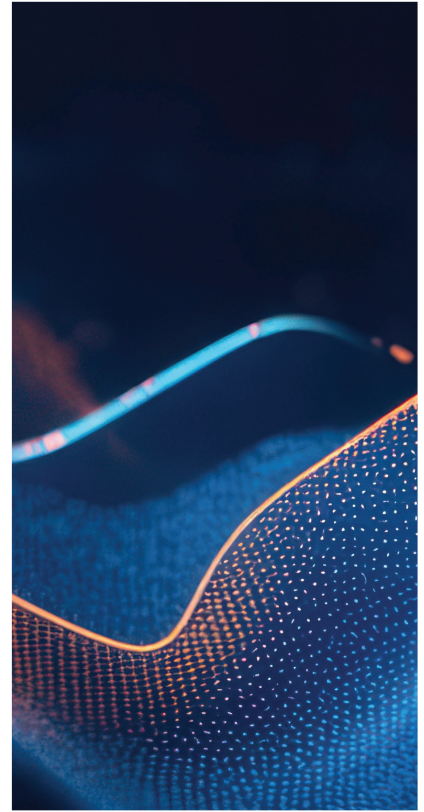
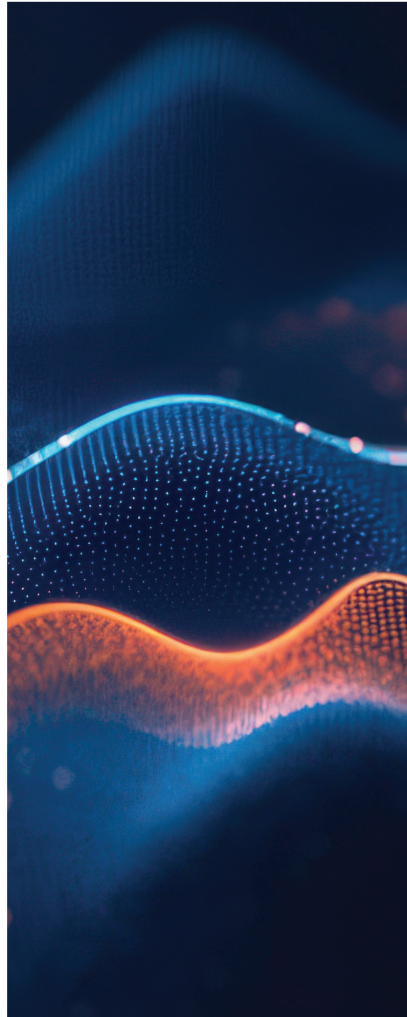


FROST & SULLIVAN
BEST PRACTICES



2026

MALAYSIAN
DATA CENTER SERVICES

**COMPETITIVE STRATEGY
LEADERSHIP**



Table of Contents

Best Practices Criteria for World-Class Performance	3
The Transformation of the Data Center Services Industry	3
Executing Vision at Market Scale	4
Powering Advantage through Ecosystem Leadership	4
Enabling Customer Success at Every Stage	5
Building Malaysia's Digital Infrastructure Future	6
Conclusion	7
What You Need to Know about the Competitive Strategy Leadership Recognition	8
Best Practices Recognition Analysis	8
Strategy Innovation	8
Customer Impact	8
Best Practices Recognition Analytics Methodology	9
Inspire the World to Support True Leaders	9
About Frost & Sullivan	10
The Growth Pipeline Generator™	10
The Innovation Generator™	10

Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each recognition category before determining the final recognition recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. AIMS excels in many of the criteria in the data center services space.

RECOGNITION CRITERIA	
<i>Strategy Innovation</i>	<i>Customer Impact</i>
Strategy Effectiveness	Price/Performance Value
Strategy Execution	Customer Purchase Experience
Competitive Differentiation	Customer Ownership Experience
Executive Team Alignment	Customer Service Experience
Stakeholder Integration	Brand Equity

The Transformation of the Data Center Services Industry

Malaysia's data center industry is undergoing a period of continued growth as accelerating cloud adoption and artificial intelligence (AI)-driven workloads fuel demand for digital infrastructure. Demand for capacity is increasing rapidly, particularly as AI applications require substantially higher power densities than traditional enterprise workloads. Simultaneously, operators face longer development cycles and mounting pressure to secure access to power, water, and suitable sites capable of supporting next-generation data centers. Industry stakeholders are also being challenged to balance rapid capacity expansion with evolving sustainability requirements, resource constraints, and future energy-security considerations.

Growth increasingly depends on operators' ability to navigate power availability, grid readiness, water management requirements, and stricter sustainability standards while continuing to support hyperscale and AI-related demand. In this environment, success requires more than adding capacity; it demands a distinguished strategy that combines scalable infrastructure, ecosystem connectivity, operational excellence, and long-term sustainability focus.

It is against this backdrop that AIMS distinguishes itself as one of Malaysia's most strategically positioned data center providers. Founded in 1990 and headquartered in Kuala Lumpur, Malaysia, AIMS is one of the country's leading carrier-neutral digital infrastructure providers, serving enterprises, cloud providers, hyperscalers, and emerging AI-focused organizations through a highly interconnected ecosystem. Over

more than three decades, the company has evolved from a pioneering interconnection hub into a next-generation data center platform, combining scalable AI-ready infrastructure, ecosystem-centric connectivity, and customer-focused innovation to support Malaysia's rapidly growing digital economy. AIMS differentiates itself through its unique combination of carrier neutrality, strategic execution, and future-ready structure, enabling customers to scale cloud, AI, and digital transformation.

Executing Vision at Market Scale

As one of the country's leading carrier-neutral interconnection providers, AIMS builds a digitally connected environment that enables customers to access telecommunication providers, cloud platforms, internet exchanges, content networks, and enterprise partners through a single interconnection ecosystem. This connectivity-rich foundation creates tangible business value by simplifying deployment, improving network performance, reducing complexity, and accelerating digital transformation initiatives.

Rather than focusing exclusively on large single-tenant deployments, the company developed scalable facilities that accommodate a diverse community of cloud providers, enterprises, digital platforms, and emerging AI organizations. This balanced strategy allows customers to benefit from infrastructure scale and ecosystem density, creating a distinguished competitive position.

The company's portfolio further strengthens its competitive advantages. Its Kuala Lumpur facilities serve as premium connectivity hubs where interconnection density and carrier neutrality deliver substantial value for enterprises, while its purpose-built Cyberjaya campuses provide the scalability, power availability, and operational flexibility required by cloud, hyperscale, and AI-focused customers. Together, these environments provide customers with access to high-performance connectivity and expansion-ready capacity that supports extensive workload requirements.

Recognizing that customers require current operational efficiency and future scalability, the company incorporates higher-density rack support, advanced cooling architectures, enhanced power systems, and provisions for future liquid-cooling integration into its newest facilities. Rather than designing framework solely around niche AI requirements, AIMS prioritizes flexibility, enabling customers to support enterprise, cloud, AI, and high-performance computing workloads within a common operating environment. This adaptability provides customers with a platform that accommodates evolving computing requirements while maximizing investment efficiency.

Powering Advantage through Ecosystem Leadership

AIMS' recent success reflects the disciplined execution of a long-term growth strategy that effectively aligns investors, customers, regulators, technology partners, and operational teams around a shared vision for advancing Malaysia's digital ecosystem. As Malaysia's data center industry experiences demand from cloud providers, hyperscalers, enterprises, and AI-driven organizations, the company demonstrates an exceptional ability to anticipate market shifts and proactively position itself for growth.

This success is the result of a deliberate strategic evolution. The company's early focus on connectivity and interconnection services established a strong market foundation. A critical milestone in this transformation was the integration with DigitalBridge Group Inc as a strategic investor. The partnership provided access to capital, global expertise, and growth resources that accelerates AIMS' expansion while

maintaining the operational discipline and ecosystem strengths that had historically differentiated the company.

Moreover, its ability to rapidly deploy new infrastructure while maintaining strong market alignment reflects this strategy's effectiveness. New facilities significantly expand operational capacity and strengthen the company's ability to serve larger and more complex customer requirements. Most notably, AIMS recently acquired 10 acres in Cyberjaya, Malaysia to support the development of a planned RM4 billion (\$1.01 billion), AI-ready hyperscale data center with up to 200 megawatt of capacity, reinforcing its strategy to expand digital infrastructure. Targeted for completion in 2027, the facility is designed for high power and water efficiency to support sustainable growth and increasing demand for AI and cloud services. The project is also expected to contribute to economic development through job creation, talent development, and by attracting global cloud, fintech, and AI companies to establish operations in Malaysia.¹

AIMS also demonstrates strong stakeholder integration through its ability to navigate increasingly

"AIMS continues to make strategic investments in Malaysia and demonstrates alignment with industry trends of sustainability and AI, thereby creating a compelling value proposition and differentiation in the competitive data center landscape."

- Nishchal Khorana
Associate Partner

complex regulatory, environmental, and development challenges. Site selection, expansion planning, and infrastructure design are informed by considerations such as power availability, fiber accessibility, environmental requirements, water management considerations, and local approval processes. By proactively incorporating these factors into decision-making, the company strengthens its ability to sustain long-term growth while reducing development risk.

Additionally, customer engagement plays an integral role in AIMS' planning process. Expansion priorities are informed by customer deployment strategies and evolving requirements, enabling the company to align investments closely with market demand. This

collaborative approach ensures that growth initiatives create value for multiple stakeholder groups simultaneously, reinforcing AIMS' reputation as a disciplined and forward-looking strategic leader within Malaysia's digital infrastructure sector.

Enabling Customer Success at Every Stage

AIMS develops a customer-centric operating model that extends beyond conventional colocation services to support organizations throughout their digital infrastructure journey. In a market where technology demands continue to increase and capacity constraints challenge adoption, the company focuses on creating a seamless experience that delivers immediate operational benefits and long-term strategic value.

AIMS' ability to provide access to capacity within a supply-constrained market is a key element of the company's reliable customer experience. As demand for data center resources continues to outpace available supply across Malaysia, organizations increasingly require infrastructure partners capable of supporting immediate requirements and future expansion plans. Through proactive development and

¹ <https://www.digitalnewsasia.com/business/aims-acquires-10-acres-cyberjaya-build-us1bil-200mw-ai-data-centre>

capacity planning, the company assists customers in securing access to critical resources needed to sustain growth and digital transformation initiatives.

The company further strengthens customer value through solutions that address emerging business priorities beyond performance alone. AIMS continues to make strategic investments in Malaysia and demonstrates alignment with industry trends of sustainability and AI, thereby creating a compelling value proposition and differentiation in the competitive data center landscape. For example, GreenREC, Malaysia's first environmental, social, and governance compliant renewable energy solution designed specifically for colocation customers, allows organizations to reduce Scope 2 emissions through rack-level renewable energy allocation and auditable reporting.

Building Malaysia's Digital Infrastructure Future

The strength of the company's brand is reflected in its exceptional growth performance. AIMS significantly increased operational capacity while achieving approximately threefold growth in constructed and booked capacity. The company reports revenue growth approaching 50% and EBITDA growth of 57%, demonstrating that expansion efforts are translating into commercial momentum and financial performance.² These metrics provide compelling evidence of market confidence in AIMS' strategy and capabilities. The company also enhances its reputation through sustainability leadership. Its participation in the Green Rewards Programme, a community-based renewable energy initiative by Time Energy and introduction of GreenREC demonstrate a commitment to supporting both corporate sustainability objectives and broader community engagement. By connecting renewable energy initiatives with customer requirements, AIMS strengthens its standing among customers, regulators, investors, and sustainability stakeholders while reinforcing its role as a responsible industry leader.

Supported by strong financial performance, continued market investments towards a robust expansion pipeline, and an increasingly important role within Malaysia's digital economy, AIMS is exceptionally well positioned for continued growth. Its focus on operational excellence, strategic foresight, and long-term relevance towards shifting industry trends creates a compelling case for the company's continued success and reinforces its position as one of the country's most influential digital infrastructure providers.

² Provided by AIMS during interview.

Conclusion

AIMS' transformation into a next-generation digital infrastructure leader reflects a rare combination of strategic vision, disciplined execution, customer-centric innovation, and sustained market relevance. By leveraging its unparalleled carrier-neutral ecosystem, rapidly scaling artificial intelligence-ready infrastructure, and aligning growth investments with evolving customer and industry demands, the company establishes a highly differentiated position within Malaysia's increasingly competitive data center landscape. Its exceptional operational and financial performance, coupled with a strong commitment to ecosystem development, sustainability, and long-term digital enablement, showcases its ability to create a market differentiation and shape the future of Malaysia's digital economy. With its strong overall performance, AIMS earns Frost & Sullivan's 2026 Malaysia Competitive Strategy Leadership Recognition in the data center services industry.

What You Need to Know about the Competitive Strategy Leadership Recognition

Frost & Sullivan's Competitive Strategy Leadership Recognition identifies the company with a standout approach to achieving top-line growth and a superior customer experience.

Best Practices Recognition Analysis

For the Competitive Strategy Leadership Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Strategy Innovation

Strategy Effectiveness: Effective strategy balances short-term performance needs with long-term aspirations and overall company vision

Strategy Execution: Company strategy utilizes best practices to support consistent and efficient processes

Competitive Differentiation: Solutions or products articulate and display unique competitive advantages

Executive Team Alignment: Executive team focuses on staying ahead of key competitors via a unified execution of its organization's mission, vision, and strategy

Stakeholder Integration: Company strategy reflects the needs or circumstances of all industry stakeholders, including competitors, customers, investors, and employees

Customer Impact

Price/Performance Value: Products or services offer the best ROI and superior value compared to similar market offerings

Customer Purchase Experience: Purchase experience with minimal friction and high transparency assures customers that they are buying the optimal solution to address both their needs and constraints

Customer Ownership Excellence: Products and solutions evolve continuously in sync with the customers' own growth journeys, engendering pride of ownership and enhanced customer experience

Customer Service Experience: Customer service is readily accessible and stress-free, and delivered with high quality, high availability, and fast response time

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty, which is regularly measured and confirmed through a high Net Promoter Score®

Best Practices Recognition Analytics Methodology

Inspire the World to Support True Leaders

This long-term process spans 12 months, beginning with the prioritization of the sector. It involves a rigorous approach that includes comprehensive scanning and analytics to identify key best practice trends. A dedicated team of analysts, advisors, coaches, and experts collaborates closely, ensuring thorough review and input. The goal is to maximize the company's long-term value by leveraging unique perspectives to support each Best Practice Recognition and identify meaningful transformation and impact.

VALUE IMPACT			
STEP		WHAT	WHY
1	Opportunity Universe	Identify Sectors with the Greatest Impact on the Global Economy	Value to Economic Development
2	Transformational Model	Analyze Strategic Imperatives That Drive Transformation	Understand and Create a Winning Strategy
3	Ecosystem	Map Critical Value Chains	Comprehensive Community that Shapes the Sector
4	Growth Generator	Data Foundation That Provides Decision Support System	Spark Opportunities and Accelerate Decision-making
5	Growth Opportunities	Identify Opportunities Generated by Companies	Drive the Transformation of the Industry
6	Frost Radar	Benchmark Companies on Future Growth Potential	Identify Most Powerful Companies to Action
7	Best Practices	Identify Companies Achieving Best Practices in All Critical Perspectives	Inspire the World
8	Companies to Action	Tell Your Story to the World (BICEP*)	Ecosystem Community Supporting Future Success

*Board of Directors, Investors, Customers, Employees, Partners

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at <http://www.frost.com>.

The Growth Pipeline Generator™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fueled by the Innovation Generator™.

[Learn more.](#)

Key Impacts:

- **Growth Pipeline:** Continuous Flow of Growth Opportunities
- **Growth Strategies:** Proven Best Practices
- **Innovation Culture:** Optimized Customer Experience
- **ROI & Margin:** Implementation Excellence
- **Transformational Growth:** Industry Leadership



The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- Megatrend (MT)
- Business Model (BM)
- Technology (TE)
- Industries (IN)
- Customer (CU)
- Geographies (GE)

