

# BUSINESS-TO-CONSUMER (B2C)



## ACCELERATING GROWTH AS MALAYSIA'S CONVERGENCE CHAMPION

### CONTEXT

Malaysia's connectivity market is well established and increasingly shaped by rising demand for higher-quality, converged services. Fixed and mobile access are broadly available nationwide, with 5G adoption and usage continuing to deepen. As households seek more integrated digital experiences, convergence has become a key driver of value, reinforcing Unifi's position as the country's convergence champion. As such, Unifi continues to enhance its convergence proposition by integrating home, mobile, content and lifestyle solutions while ensuring seamless customer experience.

Competition is intensifying as growth shifts from first-time connectivity to delivering stronger value within an already well-served market. The competitive focus now centres on service quality, depth of convergence, experience consistency and customer value creation. Providers that excel in retention, loyalty and expanding wallet share are best positioned for sustainable long-term performance in this evolving landscape.

### PRIORITIES

PWR Alignment: **P** **W** **R**

In 2025, the strategic priorities for our Business-to-Consumer (B2C) segment were centred on strengthening convergence leadership and reinforcing earnings resilience in a structurally mature market. Unifi remains as Malaysia's Convergence Champion with the only quad-play services, anchoring TM's consumer business through the UniVerse ecosystem while reinforcing our role as a core earnings pillar within TM Group. By integrating convergence into our strategy, we catalyse TM's evolution to becoming a Digital Powerhouse by 2030.

These priorities are translated into resilient performance throughout the year, delivering 0.7% year-on-year revenue growth despite intensified competition in a structurally mature and highly penetrated market, demonstrating earnings stability under the Defend and Build mandate. Performance was supported by value-based monetisation, higher convergence adoption and improved customer mix.

**STRATEGIC HIGHLIGHTS**

Our 2025 growth was driven by reinforcing strategic levers designed for a mature market by deepening household engagement and unlocking more value across our connected customer base:

**Strengthening Value Proposition to Drive Net Additions**

PWR Alignment: **W**

Affected Stakeholders: **C CO** UN SDGs: 

We continued enhancing our broadband offerings, enabling Unifi to capture a meaningful share of new customer additions and reinforcing our leadership in home connectivity. Net additions stabilised in the second half of the year, reflecting disciplined acquisition strategies, stronger retention management and improved service reliability through operational enhancements.

**Strengthening Broadband and Convergence Leadership**

PWR Alignment: **W**

Affected Stakeholders: **C** UN SDGs: 

We strengthened our convergence leadership by integrating home, mobile, content and lifestyle solutions into a unified ecosystem that enhances household stickiness and long-term value.

Convergence penetration continued to rise, supported by the expansion of UniVerse bundles and increased adoption of triple-play and quad-play solutions. These households demonstrated stronger monetisation potential and improved retention, underscoring the structural advantage of deeper integration across services.

Our convergence strategy remained focused on increasing share of wallet within our existing base through aligned sales, distribution and monetisation levers. Device-led propositions further supported convergence adoption and loyalty, while value-based upgrades and bundled offerings reinforced stability and protected overall revenue quality.

**Accelerating Mobile for Seamless Connectivity**

PWR Alignment: **W**

Affected Stakeholders: **C** UN SDGs: 

Mobile growth was closely integrated into our UniVerse convergence strategy with enhanced device bundle proposition, supporting increased FMC penetration and strengthening cross-sell opportunities within the fixed broadband base. The expansion of our sales channel proved highly effective, delivering significant acquisition and sales contributions. This multi-channel approach ensured broader reach, improved accessibility and consistent presence in key market segments.

Value-driven bundles, such as the introduction of Malaysia's first postpaid mobile plan bundle with Netflix in 2025, further enhanced the value proposition delivered to our mobile customers.

**Investing in Platform Modernisation for Unifi TV**

PWR Alignment: **P R**

Affected Stakeholders: **C** UN SDGs: 

The rollout of Next-Generation TV (NGTV) powered the refreshed Unifi TV 2.0 launch. Unifi TV 2.0 recorded 1 million app downloads within the first month of launch, signalling strong customer adoption and accelerated digital engagement within the refreshed content ecosystem, including enhanced app-based capabilities for multiscreen viewing, on-demand consumption, supported by ongoing platform upgrades.

**Driving Smart Home Adoption Through an Integrated IoT Platform**

PWR Alignment: **P R**

Affected Stakeholders: **C CO** UN SDGs: 

Our new IoT platform supported the introduction of upgraded Smart Home plans, positioning Unifi to deliver scalable, future-ready digital services. Smart Home scaled significantly, increasing in-home connectivity and focusing on home security.

**Sustainability through Consumer Operations**

PWR Alignment: **P R**

Affected Stakeholders: **E C** UN SDGs: 

Operational efficiency remained central to our sustainability agenda. Expanded adoption of digital billing, self-care channels and remote support reduced the need for printed materials and physical dispatches, lowering cost-to-serve while improving customer convenience and contributing to TM's broader sustainability aspirations.

**Customer Experience as a Competitive Advantage**

PWR Alignment: **W R**

Affected Stakeholders: **E C** UN SDGs: 

In 2025, improved operational consistency and AI-enabled service optimisation contributed to the stabilised net additions in the second half of the year and strengthened retention performance. Our CX commitments focused on zero broken-promise commitment, scaling the Elite Crew service standards and transforming the Unifi Contact Centre. Digitisation and automation strengthened the end-to-end customer journey, while experience quality remained a key driver of retention and win-backs.

As a result of our initiatives, we scored 45 in overall customer satisfaction or Net Promoter Score (NPS).

BUSINESS-TO-CONSUMER (B2C)

**AI in Everyday Life to Deliver Smarter Support and Better Experiences for Millions**

In a mature connectivity market, trust is earned through consistent experience. We apply AI to make services more responsive, inclusive and intuitive, enabling customers to spend less time resolving issues and more time benefiting from a reliable digital lifestyle.

Through Unifi, AI-driven service optimisation enhances operational consistency and strengthens customer retention, supported by initiatives such as the transformation of the Unifi Contact Centre. Here, AI moves from abstract capability to everyday impact: faster issue resolution, more consistent service delivery and digital-first customer journeys that reduce friction for households while improving cost-to-serve efficiency for the Group.

This customer-facing progress is built on the same AI foundations that power national and enterprise use cases. Our conversational AI capabilities – designed to support multilingual chat and voice interactions – enable always-on engagement and broader inclusion.

All these efforts reflect our unified AI strategy, where the value of AI flows seamlessly from Government services to industry and ultimately into the daily experiences of millions of Malaysians.

PERFORMANCE HIGHLIGHTS

<p><b>Revenue</b></p> <p>2025 <b>RM5,674.2 million</b> 2024 RM5,633.3 million</p>	<p><b>Fixed Broadband Subscribers</b></p> <p>2025 <b>3.2 million</b> 2024 3.18 million</p>	<p><b>Convergence</b></p> <p><b>&gt; 1.1 million</b></p>	<p><b>Unifi TV 2.0 Adoption</b></p> <p><b>1 million downloads within a month</b></p>
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↑ 0.7 YoY growth

Broadband customers subscribing to mobile and content services

Achieved within one (1) month of launch

Looking ahead, Unifi will continue to deepen ecosystem integration, expand convergence penetration and accelerate digital adoption. As household digital consumption evolves, we remain focused on increasing lifetime customer value through disciplined execution of initiatives.

STRATEGIC EXECUTION

Initiative

Expanding Convergence

UN SDGs:  

What Changed

Adoption of combinations of home, Unifi Mobile, Unifi TV and lifestyle solutions

Outcome

Convergence customers grew year-on-year and ARPU was stable, demonstrating stronger household monetisation and retention resilience.

Initiative

Next-Generation TV (NGTV) rollout

UN SDGs:  

What Changed

Refreshed Unifi TV

Outcome

Unifi TV 2.0 recorded 1 million app downloads within one (1) month of launch, signalling accelerated platform adoption and stronger digital engagement.

Initiative

IoT platform and upgraded Smart Home plans

UN SDGs:  

What Changed

Introduction of scalable, future-ready digital services

Outcome

Smart Home expansion strengthened household stickiness and supported convergence monetisation.

Initiative

Transformation of the Unifi Contact Centre

UN SDGs:  

What Changed

AI enablement and operational best practices

Outcome

AI-enabled service optimisation and Elite Crew contributed to the stabilised net additions in the second half of the year with improved retention consistency.

**UNIFI BUSINESS: DRIVING MSME-LED DIGITAL AND ECONOMIC GROWTH**

**CONTEXT** PWR Alignment: **P**

Micro, small and medium enterprises (MSMEs) contributed approximately 39.5% of the national GDP and accounted for most business establishments and employment. While connectivity penetration among businesses in Malaysia is relatively high, digital maturity remains uneven.

In 2025, most MSMEs are still behind larger enterprises in their digitalisation journey, constrained by limited digital skills, resource capacity and the ability to adopt integrated business solutions. This creates a clear opportunity for us to lead in the MSME segment, positioning Unifi Business as a trusted partner through reliable connectivity, onboarding, training and scalable digital tools tailored to MSME realities.

**PRIORITIES** PWR Alignment: **P W**

In 2025, via Unifi Business, our priorities were centred on defending fixed broadband leadership while accelerating our evolution from a connectivity provider to a structured digital growth partner for MSMEs nationwide.

**STRATEGIC HIGHLIGHTS**

**Strengthening Our Position as Malaysia's Preferred Digital Partner for MSME**

PWR Alignment: **W**  
 Affected Stakeholders: **BP C** UN SDGs:

We continued to serve over 400,000 MSMEs nationwide with a strong Fixed Broadband market leadership, driving continued growth by scaling our MSME footprint while deepening account penetration and solution adoption. We accelerated fixed and mobile growth with convergence bundles combining digital solutions, devices and plans curated for MSMEs, supporting higher value per account and improved customer stickiness in a competitive SME connectivity market.

**Sustainability Through MSME Empowerment**

PWR Alignment: **P**  
 Affected Stakeholders: **BP CO C** UN SDGs:

Through programmes such as Usahawan Digital@TM, micro, B40 and underserved entrepreneurs gain access to connectivity, digital tools and structured guidance. In 2025, more than 100,000 MSMEs were supported, with tools, training and connectivity assistance, accelerating structured digital transformation across underserved segments. These initiatives reinforce Unifi Business' role as an inclusive growth enabler, strengthening economic participation while building long-term customer relationships grounded in capability development and trust.

**Strengthening Connectivity and Beyond**

PWR Alignment: **P R**  
 Affected Stakeholders: **BP C** UN SDGs:

We further strengthened our Fixed Broadband leadership through business plans and premium service experience, while expanding mobile growth through in-base penetration, coupled with value-focused business solution bundles.

Adoption of digital solutions such as Digital Marketing Solution, e-Commerce Hub, Cloud Storage, Go Bookit and cybersecurity has expanded during the year. This enabled MSMEs to move beyond basic connectivity towards integrated productivity tools that support revenue generation, operational efficiency and cyber resilience.

Beyond individual solutions, IMPAK Biz strengthened structured digital onboarding, offering complimentary digital maturity assessments and practical recommendations aligned to MSME operational realities. Ecosystem partnerships enhanced access to financing, advisory support and certification pathways, reinforcing coordinated enablement of digital solutions.

In support of Visit Malaysia 2026 (VM2026), we also enhanced our Hospitality Entertainment Solution (HOTES), equipping hotels and other accommodation providers with high-speed connectivity of up to 2Gbps, premium entertainment, cybersecurity and cloud services. HOTES strengthens our sector-focused vertical strategy, supporting hospitality operators with scalable digital infrastructure ahead of anticipated tourism growth under VM2026.

BUSINESS-TO-CONSUMER (B2C)

**Empowering MSME Growth with Practical Digital Tools**







Malaysia’s MSMEs are fundamental to inclusive economic growth, yet digital maturity remains uneven. We strengthen MSME resilience by combining reliable connectivity with practical digital solutions and structured onboarding, enabling more businesses to adopt digital ways of working without the need for large in-house IT teams.

Through Unifi Business, we support MSMEs nationwide with integrated solution bundles that extend digital solutions. These include digital marketing tools, e-commerce enablement, cloud storage and cybersecurity services, complemented by structured programmes such as IMPAK Biz that lower adoption barriers and accelerate digital uptake. The strategy is deliberate: by helping




MSMEs digitalise foundational workflows first, they are better positioned to adopt AI-enabled productivity tools next – from automated meeting intelligence and enhanced customer engagement to data-driven decision support – all built on trusted local infrastructure.

MSMEs gain new channels to reach customers, improve operational efficiency and strengthen cyber resilience. In parallel, Malaysia benefits from broader participation in the digital economy, reinforcing long-term competitiveness and inclusive growth. Through this approach, we translate advanced digital capabilities into practical, everyday business outcomes – enabling progress at scale across the nation.

**PERFORMANCE HIGHLIGHTS**

KPI / Indicator	FY2025 Performance	Strategic Outcome
MSMEs Served	>400,000 MSMEs	 Sustained nationwide footprint and inclusive growth at scale
Fixed Broadband Position	Strong market leadership	 Defended core connectivity dominance
Fixed-Mobile Penetration	Increased adoption within MSME base with smart device bundling	 Higher value per account and improved customer stickiness
Digital Solutions Adoption	Increased uptake of Digital Marketing, e-Commerce Hub, Cloud Storage, Go Bookit, Cybersecurity	 Expanded digital solution into productivity enablement, improved operational efficiency and cyber resilience
MSMEs Supported Through Programmes	>100,000 MSMEs	 Strengthened inclusive participation and enablement
Enablement Value Delivered	Training and connectivity assistance	 Accelerated structured digital transformation


**STRATEGIC EXECUTION**

<p><b>Initiative</b> Fixed Broadband leadership with convergence bundles</p> <p>UN SDGs: </p>	<p><b>What Changed</b> Scaled MSME footprint and strengthened account depth</p>	<p><b>Outcome</b> Expanded convergence adoption within the MSME base, increased account depth and supported stronger revenue resilience in a highly competitive SME connectivity market.</p>
<p><b>Initiative</b> Expansion of digital solutions portfolio</p> <p>UN SDGs: </p>	<p><b>What Changed</b> Rolled out Digital Marketing Solution, e-Commerce Hub, Cloud Storage, Go Bookit and cybersecurity</p>	<p><b>Outcome</b> Increased uptake of productivity-led digital solutions enabled MSMEs to improve online presence, operational efficiency and cybersecurity readiness, supporting longer-term business sustainability.</p>
<p><b>Initiative</b> IMPAK Biz and ecosystem partnerships</p> <p>UN SDGs: </p>	<p><b>What Changed</b> Delivered digital readiness assessments and ecosystem access</p>	<p><b>Outcome</b> IMPAK Biz strengthened structured onboarding pathways, combining digital maturity assessments, ecosystem partnerships and connectivity solutions to reduce adoption barriers and accelerate MSME's digital transformation journeys.</p>

**INDUSTRY RECOGNITION**

In 2025, we received dual accolades at the PC.com Readers’ Choice Awards for Best Home Broadband Service Provider and Best Fixed Business Service Provider, recognising our excellence in convergence, reliability and customer experience.

Overall, we received numerous industry recognitions across brand, marketing, digital commerce and customer experience in 2025. These recognitions reinforce our convergence leadership across both Consumer and MSME segments, validating the effectiveness of UniVerse integration, service reliability and customer experience transformation initiatives.

 For the full list of awards and accolades received by Unifi in 2025, please refer to pages 12 to 13.

**OUTLOOK 2026: SUSTAINING CONVERGENCE-LED GROWTH AND DIGITAL RELEVANCE** PWR Alignment: 

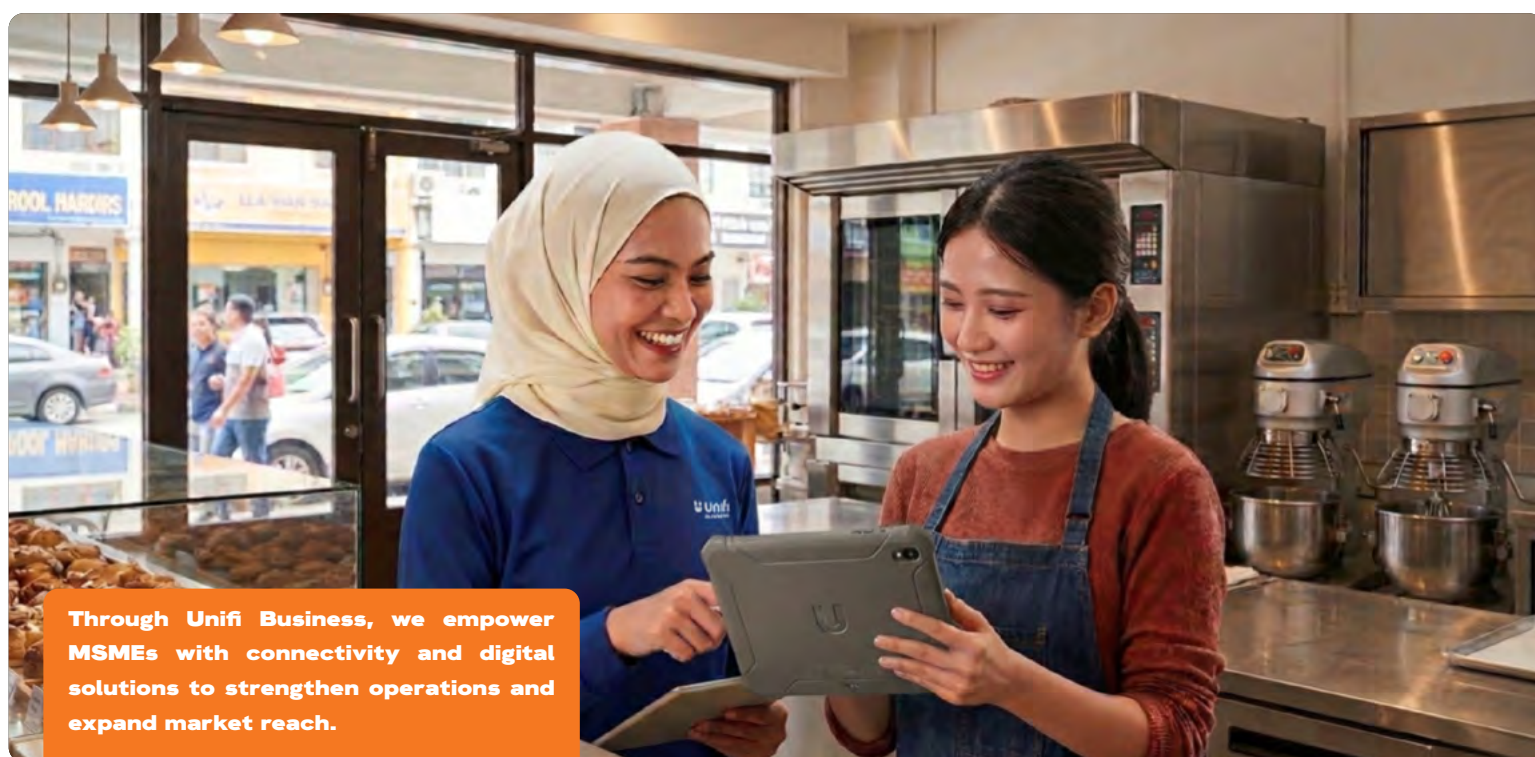
In 2026, we will continue executing our Defend and Grow mandate by strengthening convergence penetration and deepening multi-product adoption across households, building on our 2025 momentum, where convergence customers grew year-on-year. This focus ensures we continue expanding the value of our ecosystem and reinforcing the role of convergence as a core driver of household stickiness and long-term customer value.

Sustaining ARPU and maintaining disciplined value-based monetisation will remain central to protecting earnings quality and supporting long-term value creation in a mature and increasingly competitive market environment.

A core priority will be to expand services by strengthening bundled propositions, including continued optimisation of Unifi Mobile, expansion of device play and enhancement of content and entertainment experiences through Unifi TV 2.0. Smart Home solutions will position us at the centre of in-home connectivity, entertainment and security. These offerings are intended not only to diversify revenue streams, but also to strengthen our relevance to households as digital consumption patterns continue to evolve.

Customer experience will remain a defining competitive advantage in 2026. Increased adoption of digital self-care, automation and data-driven insights will reduce cost-to-serve while improving satisfaction and trust, reinforcing our role as a dependable digital partner in everyday life. In parallel, we will sustain our focus on network reliability, installation timeliness and service assurance, recognising that consistency of experience is a decisive differentiator in a mature connectivity market.

At the same time, we will focus on increasing convergence penetration within the Unifi Business base, expanding productivity-led digital solutions and strengthening structured enablement programmes to support long-term economic resilience and inclusive growth while reinforcing Unifi Business as a trusted digital growth partner. Sustainability will continue to be embedded through operational efficiency and inclusive enablement.



**Through Unifi Business, we empower MSMEs with connectivity and digital solutions to strengthen operations and expand market reach.**

# BUSINESS-TO-BUSINESS (B2B)



## CONTEXT

Malaysia's overall ICT market is projected to exceed RM190 billion by 2028, growing at a CAGR of more than 15%, with expansion driven primarily on cloud-based platforms and services. Enterprises and Government agencies are increasingly adopting hybrid and multi-cloud environments to modernise legacy systems and enhance security, compliance and data sovereignty.

AI adoption grew by 35% in 2025, with more organisations deploying AI to improve efficiency, reliability and decision-making. Uptake among large enterprises and the public sector remains focused on automation, predictive maintenance, analytics and citizen services, underscoring the need for secure and scalable AI deployment.

Enterprise interest in private 5G and advanced network solutions continues to rise, particularly in industrial and mission-critical environments. In parallel, the cybersecurity market is projected to grow at a CAGR of 7.25% between 2025 and 2030, driven by increasing threat exposure, regulatory developments and expanding digital footprints. These priorities are closely aligned with the Public Sector Digitalisation Strategic Plan (PSPSA), which emphasises cloud-first adoption, interoperable platforms, data governance and cyber resilience.

## PRIORITIES

PWR Alignment: **P** **W** **R**

In 2025, our Business-to-Business (B2B) segment continued advancing the structural transition of TM One from a connectivity-led portfolio to a more service-led, platform-driven digital solutions ecosystem. This evolution reflects growing demand from the enterprise and public sectors for integrated connectivity, digital platforms, and managed services. Our priorities focused on two (2) growth engines: strengthening core connectivity and accelerating the expansion of digital solutions.

We continued to defend our market position in enterprise and Government connectivity through partnership renewals such as the StateNet project, as well as the expansion of SD-WAN and enterprise 5G, ensuring organisations benefit from secure, high-performance networks that support increasingly digital and data-intensive operations. These capabilities are essential in enabling enterprises and Government agencies to modernise operations and support mission-critical digital services.

Building on this strong connectivity foundation, we advanced our digital solutions portfolio. This included smart services, data centre, cloud, AI, cybersecurity and managed services. We enabled enterprises and public sector organisations to accelerate digital transformation and adopt secure, AI-enabled platforms. Our focus included modernising public service delivery through secure cloud migration and digital platforms. We also accelerated enterprise digitalisation across sectors such as BFSI, manufacturing, energy, utilities, transport, and logistics. Additionally, we strengthened national cybersecurity through advanced cyber defence capabilities.

The disciplined execution of these priorities translated into measurable momentum during the year. Revenue for 2025 stood at RM2,782.8 million, with performance strengthening in the second half, including an 11.4% improvement in the fourth quarter compared to the third.

Digital solutions comprising IT services, data centre and cloud also recorded quarter-on-quarter growth during the year. This was partly driven by increased colocation demand from the banking sector and higher contributions from a global digital travel agency, reflecting renewed strength in our enterprise-focused data centre proposition. In addition, recurring revenue remained solid, supported by a deliberate shift towards longer-term contracts that enhance revenue

visibility, mitigate seasonality and strengthen portfolio resilience.

At the same time, demand for cybersecurity, cloud, smart services and managed services continued to rise as organisations increasingly prioritise integrated, outcome-based digital solutions. This supports longer-term service-based engagements that generate more stable and recurring revenue streams.

Taken together, these developments reflect the early phase of a broader structural shift towards a more client-centric, service-led portfolio, supporting our aspiration to become a Digital Powerhouse by 2030.

### STRATEGIC HIGHLIGHTS

Our 2025 strategic highlights include defending core connectivity while accelerating growth across cloud, cybersecurity, AI and smart services through a sector-led, outcome-driven model.

#### Advancing Government Digitalisation and National Resilience

PWR Alignment: **P W**

Affected Stakeholders: **G&R BP CO C** UN SDGs: 

We strengthened our position as a key partner in advancing Government digitalisation and national resilience by modernising legacy systems, expanding cloud adoption and strengthening cyber resilience.

**Cloud Alpha Edge (CAE)** supported the secure migration of sensitive workloads, while ensuring data residency, regulatory compliance and high availability.

Government engagements increasingly shifted from one-off infrastructure deployments to **integrated platforms and managed services**, enhancing transaction processing, interoperability and data-driven governance in line with PSPSA objectives.

**Cybersecurity capabilities** were also strengthened through the TM Cyber Defence Centre, which provides continuous threat monitoring, incident response and compliance-aligned controls across critical public-sector systems.

The nationwide deployment of Next Generation Emergency Response Services 999 (NG MERS 999) replaced the legacy MERS 999 platform with a fully digital, AI-enabled system hosted on sovereign cloud. It Integrates Advanced Mobile Location (AML), real-time analytics and unified inter-agency workflows to improve response times, situational awareness and coordination. Inclusive features such as SaveMe 999 and the Responder App further improved accessibility for all users. Beyond its national public safety impact, the platform establishes a scalable digital infrastructure that supports ongoing system operations, capability enhancements and inter-agency collaborations.

We also connected about 8,000 schools through SchoolNet programme and across four (4) states through the continuation of StateNet projects.

In parallel, our participation in MyCity Expo 2025 provided a strategic platform to showcase AI-powered city management solutions, enhancing stakeholder engagement and strengthening pipeline development across smart city initiatives.

#### Scaling Sector-Led Enterprise Modernisation

PWR Alignment: **W**

Affected Stakeholders: **BP C** UN SDGs: 

In 2025, engagements shifted from product-centric sales to solution-led delivery, integrating connectivity, cloud, cybersecurity and applied AI within operational workflows.

In banking and energy sectors, priorities centred on hybrid cloud adoption, managed security services and enterprise SD-WAN to strengthen resilience and regulatory compliance. Manufacturing, logistics and utilities continued to drive demand for Smart Industry solutions, including automation, predictive maintenance and enterprise 5G-enabled use cases. Tourism and transport deployments increasingly leveraged computer vision and data analytics to enhance safety, planning and experience management.

These industry priorities were reflected throughout several collaborations and partnerships:

- A collaboration with a major development-focused financial institution to deliver secure, scalable connectivity in urban, rural and semi-urban areas, supporting nationwide access to financial services.
- A partnership with a leading industrial developer to modernise operations and enhance customer experiences through advanced connectivity, smart solutions, cloud and ICT services at a next-generation industrial park.
- State-level tourism initiative to apply AI-driven analytics for better visitor insights, crowd management and destination planning.
- A digitalisation initiative with a key port operator to support its transition toward a fully digital and more sustainable port ecosystem.

These collaborations illustrate ongoing efforts to expand reliable digital connectivity, support AI adoption, and help organisations improve operations. By partnering across different sectors, the initiatives aim to deliver practical solutions, benefiting businesses and end users alike.

## BUSINESS-TO-BUSINESS (B2B)

### Strengthening Data Centre and Cloud Momentum

PWR Alignment: **W R**

Affected Stakeholders: **C** UN SDGs: 

Connectivity continues to anchor the business, while our new core offerings, including IT services, data centre colocation and cloud solutions, recorded meaningful quarter-on-quarter growth. This reflects strengthening traction in solution-led engagements, as customers increasingly adopt integrated connectivity and cloud propositions to support mission-critical operations.

Demand in 2025 was driven by rising data centre colocation requirements from the banking and tourism sectors. This renewed momentum underscores the resilience and competitiveness of our enterprise-focused data centre and cloud solutions portfolio.

Recurring revenue remained robust, supported by a deliberate shift towards longer-term, service-based contracts. This approach enhances revenue visibility, reduces seasonality and strengthens portfolio resilience, reinforcing TM One's position as a trusted digital transformation partner for Government and enterprise clients.

### Cybersecurity and Managed Services Expansion

PWR Alignment: **W R**

Affected Stakeholders: **G&R BP CO C S** UN SDGs: 

The product mix continues to shift towards cybersecurity and managed solutions as customers opt for longer-term, service-based engagements.

Cybersecurity and Managed Solutions, including the BPO–Budi MADANI project, gained traction during the year, reinforcing a transition towards stable, recurring service-led revenue streams and strengthening our sustainable business model.

Automation and AI were embedded into service assurance, incident management and customer experience processes; improving reliability and reducing time-to-value across complex programmes.

Capability building was reinforced through our partnership with SIRIM Academy, combining our managed cybersecurity capabilities with certification and training programmes aligned ISO/IEC 27001 and ISO/IEC 42001:2023.

### AI, Data and Smart Services Innovation

PWR Alignment: **P** UN SDGs:  Affected Stakeholders: **G&R BP CO**

Through applied deployments, we introduced AI solutions across public and private sectors. AI deployments and use cases are strong, particularly for the public sector. Deployments are in accordance with AI governance framework, data privacy safeguards and responsible AI control in compliance to regulatory requirements.

These included computer vision for industrial safety, transport and tourism; predictive maintenance for utilities and manufacturing; and digital twins for complex infrastructure environments.

In Government, advanced analytics platforms supported automated decision workflows, improved service planning and resource optimisation. These initiatives focused on enterprise-ready deployment rather than experimentation, reinforcing our role in advancing responsible and scalable AI adoption.

The performance momentum in the second half of the year signals the early phase of a structural transition. With clearer execution priorities, refreshed leadership and a more resilient portfolio mix, TM One enters 2026 on a stronger footing to support sustained, long-term growth.

### AI for Safer Workplaces and Smarter Operations, Turning Vision into Action

AI delivers real value when it enhances safety, consistency and productivity in real-world environments. We deploy applied AI solutions that help organisations reduce risk, strengthen compliance and accelerate decision-making – built on secure, resilient infrastructure designed for mission-critical operations.

Our Vision AI solution converts live camera feeds into actionable intelligence, enabling use cases such as PPE compliance detection, as well as people and object tracking across environments including retail, manufacturing, enforcement and agriculture. This transforms monitoring from a manual, retrospective review into a proactive, real-time detection – allowing teams to intervene earlier and prevent incidents before they escalate.

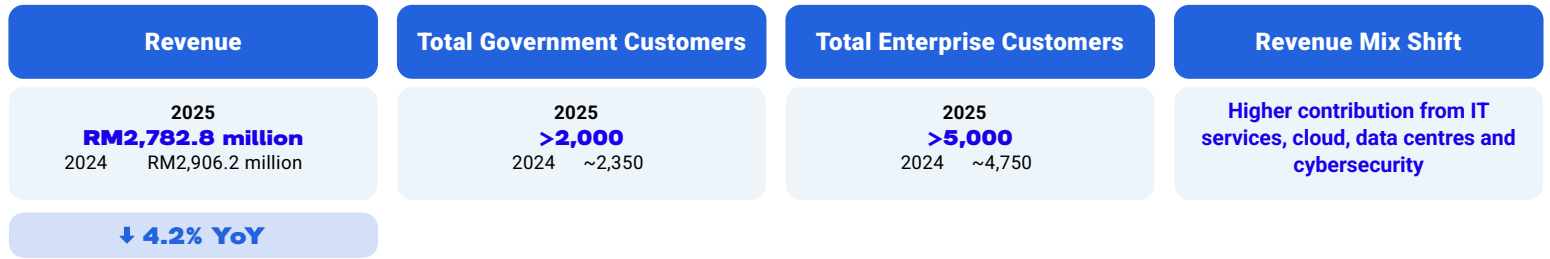
In parallel, we continue to scale applied AI across sectors through computer vision, predictive maintenance and embedded analytics integrated directly into operational workflows. The focus is clear, move beyond isolated pilots toward sustained deployment with measurable operational impact.

Regardless of scale, our strategic advantage lies with our strong foundation trusted foundations such as locally governed cloud infrastructure and scalable compute capacity. These allow us to deploy AI confidently in regulated or high-risk environments without compromising governance or oversight. For businesses, this translates into safer operations and improved efficiency. For Government agencies and regulators, it enables stronger compliance outcomes and more effective allocation of enforcement resources.

**PERFORMANCE HIGHLIGHTS**

In 2025, we delivered resilient performance aligned with the Defend and Build phase, supported by disciplined contract structuring, sector-led solution delivery and increased contributions from higher-value digital services.





We recorded a 4.2% decline year-on-year in revenue due to a one-off settlement recognised in the previous year (2024). However, revenue performance was further strengthened by sustained government sector project delivery, ongoing enterprise digitalisation initiatives and RM1.2 billion in new sales secured during the year. Recurring revenue also remained solid, supported by our deliberate shift towards longer-term, service-based engagements that enhance revenue visibility and reduce seasonality. The overall account base remained relatively stable. Variations between Enterprise and Government segments are attributed to reassignment of account ownership and business focuses.



**STRATEGIC EXECUTION**

<p><b>Initiative</b>                      NG MERS 999 Deployment                      UN SDGs: </p>	<p><b>What Changed</b>                      Replaced legacy emergency response system with an AI-enabled cloud platform</p> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>Strengthened national emergency capability and positioned Malaysia as a regional leader in digital emergency services</li> <li>Improved response times, situational awareness and inter-agency coordination</li> <li>Recognition from the European Emergency Number Association (EENA) and Global Social PPP Project of the Year further validates execution excellence at a national scale</li> </ul>
<p><b>Initiative</b>                      Agrobank ICT Modernisation                      UN SDGs: </p>	<p><b>What Changed</b>                      Integrated CAE, cybersecurity and managed services</p> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>Enhanced regulatory compliance and service reliability for over one (1) million customers</li> <li>Demonstrates a scalable banking sector</li> </ul>
<p><b>Initiative</b>                      NCT Smart Industrial Park (NSIP) Phase 2                      UN SDGs: </p>	<p><b>What Changed</b>                      Integrated connectivity, automation and smart services</p> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>Accelerated development of a digital-ready, energy-efficient industrial ecosystem</li> <li>Aligns digital transformation with ESG priorities</li> </ul>
<p><b>Initiative</b>                      Bintulu Port Smart Port Partnership                      UN SDGs: </p>	<p><b>What Changed</b>                      Established a long-term digitalisation roadmap for a major infrastructure operator</p> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>Enables transition towards a fully digital and sustainable port by 2030</li> <li>Reinforces TM One’s mission-critical infrastructure capabilities</li> </ul>
<p><b>Initiative</b>                      TM Cyber Defence Centre &amp; SIRIM Partnership                      UN SDGs: </p>	<p><b>What Changed</b>                      Enhanced threat monitoring, compliance controls and ISO/IEC alignment</p> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>Strengthened cyber resilience and regulatory readiness</li> <li>Reinforces trusted national digital partner positioning</li> </ul>


## BUSINESS-TO-BUSINESS (B2B)

<p><b>Initiative</b></p> <p><b>BPO – Budi MADANI Project</b></p> <p>UN SDGs:  </p>	<p><b>What Changed</b></p> <p>Expansion of managed service engagements</p> <hr/> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>Increased stable, recurring revenue contribution</li> <li>Supports structural shift towards service-led, sustainable revenue model</li> </ul>
<p><b>Initiative</b></p> <p><b>Enterprise Regional Data Centre &amp; Cloud Expansion</b></p> <p>UN SDGs:  </p>	<p><b>What Changed</b></p> <p>Increased data centre demand from the global banking sector and the global digital travel agency</p> <hr/> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>Quarter-on-quarter uplift in new core performance</li> <li>Re-strengthens enterprise-focused data centre proposition and supports recurring infrastructure revenue</li> </ul>

### INDUSTRY RECOGNITION

Throughout 2025, we actively participated in key regional and national platforms, including the ASEAN AI Summit, Smart City Expo Kuala Lumpur, Cyber Defence Symposium and Cloud Forum Asia. These engagements reinforced our role in shaping policy discourse on cloud, cybersecurity and AI governance, while demonstrating live, production-grade solutions at a national scale.

Our execution strength was recognised through multiple industry accolades and awards that we received throughout the year, affirming customer confidence in our enterprise and government solutions.

 Read more of the awards that we received in the year in recognition of our capabilities on pages 12 to 13.



### BUSINESS PROCESS OUTSOURCING: PT VADS INDONESIA

PWR Alignment: 

PT VADS Indonesia continued to strengthen its position in digital customer experience solutions across Southeast Asia, complementing TM One's enterprise portfolio with scalable, technology-enabled engagement services. The subsidiary serves as TM One's regional customer experience (CX) delivery arm, enabling integrated digital engagement capabilities that complement the Group's connectivity, cybersecurity and managed services offerings. In 2025, the subsidiary achieved improved record Net Promoter Score (NPS) and Customer Satisfaction (CSAT) performances, reflecting operational excellence and service quality improvements.

PT VADS received multiple industry recognitions, including Gold for Best Digital Service (TBCCI 2025), Silver for Technology Innovation (TBCCI 2025) and Best Execution Award (SPEX2 2025).

Investments in workforce development enhanced the capabilities of its contact-centre professionals, strengthening service delivery standards and reinforcing long-term customer retention. Through integration with TM One's managed services and cybersecurity capabilities, PT VADS enhances end-to-end enterprise engagement models, supporting recurring revenue growth and service-led portfolio expansion. The business continues to contribute to the our Group's enterprise services growth, while strengthening our TM One's regional delivery capabilities.

**OUTLOOK 2026: ADVANCING LEADERSHIP IN GOVERNMENT AND ENTERPRISE DIGITAL TRANSFORMATION**

PWR Alignment: **P W R**

In 2026, we will continue executing our Defend and Build mandate by maintaining leadership in Government and enterprise connectivity. Execution priorities will remain aligned with our infrastructure strengths, delivery governance and disciplined risk management frameworks.

In the public sector, our focus will remain on supporting increasingly complex workloads requiring assured data residency, security and compliance. We will continue advancing cloud adoption and evolving digital Government platforms towards integrated, consumption-based service models that improve efficiency, transparency and resilience.

Cybersecurity will remain a foundational pillar supporting national resilience. We will deepen managed detection and response capabilities, strengthen compliance-aligned controls and scale proactive threat intelligence across mission-critical environments.

Across enterprise segments, we will further embed sector-led strategies in BFSI, energy, manufacturing, transport, utilities, healthcare and tourism. Our approach integrates connectivity, cloud, cybersecurity, smart services and applied AI within operational workflows, enabling measurable performance outcomes rather than standalone infrastructure deployments.

Demand across cybersecurity, cloud, data centre and smart solutions continues to grow, providing visibility into our 2026 growth trajectory and reinforcing confidence in our structural portfolio transition.

ESG considerations will be embedded into solution design through energy-efficient platforms, digital monitoring systems and automation-led operational optimisation. Automation and AI-enabled operations will continue to strengthen end-to-end delivery excellence, improving time-to-value and service reliability.

The strengthened second-half performance in 2025 signals the early phase of a structural repositioning. With clearer execution priorities, refreshed leadership and a more resilient revenue mix anchored on recurring contracts, we enter 2026 on a more stable footing to support sustainable long-term growth and shareholder value creation.

Through these priorities, we will continue enabling secure, scalable and future-ready digital transformation, supporting Malaysia's economic competitiveness and digital resilience.



# CARRIER-TO-CARRIER (C2C)



## CONTEXT

Malaysia continues to strengthen its position as a strategic digital gateway, connecting the nation to the world while serving as a key hub for global traffic flowing across the region. Anchored by its central ASEAN location, competitive infrastructure ecosystem and rapidly advancing digital economy, the country continues to attract large-scale investments in next-generation digital infrastructure. Johor and Cyberjaya have emerged as priority clusters, serving as focal points for hyperscale data centre development and regional connectivity growth.

As AI workloads accelerate, the demand is shifting beyond traditional capacity provisioning towards high-density, GPU-optimised environments underpinned by scalable, high-bandwidth and ultra-low-latency data-centre interconnection. This evolution is driving exponential growth in cross-border traffic flows, reinforcing the need for resilient international routes, diversified submarine cable connectivity and programmable wholesale platforms capable of supporting distributed AI architectures across multiple regional hubs.

Malaysia's data centre market was valued at USD5.5 billion in 2025 and is projected to grow at nearly 20% CAGR through 2030, reaching USD13.6 billion. Meanwhile, 5G adoption is expected to grow at approximately 11.4% CAGR (2025–2030), backed by exponential mobile data growth.

International connectivity needs are intensifying as digital traffic grows. Key submarine cable systems—including Asia Link Cable (ALC), CANDLE and AUG East—are extending high-capacity routes linking Southeast Asia to major global markets, supporting seamless cross-border flows and bolstering east-west routing reliability.

Collectively, these developments are reshaping the wholesale telecommunications landscape, strengthening the strategic value of TM Global's integrated connectivity, hyperconnected data centre, infrastructure and platform-enabled services.

## PRIORITIES

PWR Alignment: **P** **W** **R**

TM Global is TM's domestic and international wholesale arm, anchoring the Group's Carrier-to-Carrier (C2C) segment and reinforcing Malaysia's role as a regional digital gateway. We underpin TM's digital infrastructure ecosystem through international connectivity, cross-border terrestrial fibre, 5G backhaul, carrier-neutral cable landing stations, hyperconnected data centres and platform-enabled wholesale services including GPU-as-a-Service (GPUaaS), Edge services and Edge gaming.

In 2025, we further strengthened our position as Malaysia's largest wholesale connectivity provider and Southeast Asia's leading international carriers. Our extensive submarine cable network connects Malaysia to major global digital hubs across Asia, the Middle East, Europe and the United States, while domestic fibre assets provide resilient and diversified traffic pathways.

**STRATEGIC HIGHLIGHTS**

Our 2025–2027 strategy prioritised infrastructure expansion, hyperscale-ready data centre development and platform-led wholesale transformation. Execution was anchored on strengthening regional connectivity, scaling AI-ready infrastructure and enhancing digital engagement across the wholesale ecosystem.

**Driving the Frontier of Edge, Platform-based Solutions and Carrier-neutral Infrastructure**

**PWR Alignment:**  **UN SDGs:**  **Affected Stakeholders:** 

In 2025, the Edge Facilities were renamed Edge Data Centres to reflect their evolution into fully equipped, hyperscale-ready sites. This transformation delivers greater value through advanced workspace solutions, on-demand smart-hands support and an expanded suite of operational services. The innovative distributed edge infrastructure brings content closer to the users and enables a seamless, high-quality internet experience.

At the same time, TM Global continues to scale its GPUaaS offerings, supporting the growth of local AI development and applications while providing AI-ready infrastructure aligned with hyperscaler demand.

Further strengthening the network backbone, the Morib Cable Landing Station (CLS), a carrier-neutral and open-access facility, became operational during the year. The new station enhances redundancy and route diversity for Trans Pacific connectivity while reinforcing the resilience of diversified east–west traffic routes.

**Strengthening Malaysia’s Connectivity and Regional Leadership**

**PWR Alignment:**  **Affected Stakeholders:**  **UN SDGs:** 

Domestic growth remained stable in 2025, supported by the continued expansion of 4G and 5G backhaul and rising demand for High-Speed Broadband Access (HSBA), driving stronger network utilisation and sustaining recurring wholesale revenue streams.

TM Global continued to play a key role in Malaysia’s 5G evolution, deploying a cumulative 7,600 5G backhaul sites for both 5G wholesale network providers, supporting the country’s dual 5G network strategy.

On the international front, cross-border capacity was upgraded to 16.2 Tbps and fully utilised by hyperscalers and OTT providers, reflecting sustained demand for high-capacity international routes and reinforcing Malaysia’s position within key regional traffic corridors.

Investments in the CANDLE and AUG East submarine cable systems progressed as part of strategic ASEAN-focused collaborations, expanding high-capacity links between Southeast Asia and major global markets.

Together, these investments positions us to capture the next phase of cross-border digital growth while reinforcing Malaysia’s role as a strategic connectivity gateway for the region.

**Upgrading Infrastructure, Enabling On-Demand Connectivity**

**PWR Alignment:**  **Affected Stakeholders:**  **UN SDGs:** 

To meet the growing requirements of cloud-native and AI workloads, capacity was expanded at the IPDC and KVDC, delivering a combined 20MW IT load. IPDC Block 2 was completed in October 2025 and achieved more than 40% immediate take-up, reflecting strong demand from hyperscalers and AI-driven platforms.

These enhancements revitalise existing data centre assets into more advanced, hyperscale-ready facilities capable of supporting sovereign hosting, multi-cloud environments and compute-intensive GPU workloads. The ongoing development of the TM Nxera data centre further strengthens Malaysia’s position as a regional digital infrastructure hub.

Sustainability remains integral to this infrastructure expansion. Our data centres incorporate energy-efficient cooling systems, renewable energy sourcing through the Green Electricity Tariff (GET) and water-efficiency initiatives, including rainwater harvesting.

In parallel, TM Global is rejuvenating how connectivity services are delivered through greater digitalisation and automation. In October 2025, the company launched MYNE (My Network Engine), Malaysia’s first fully digital infrastructure marketplace.

MYNE enables carriers and partners to procure bandwidth instantly through a fully digital platform with transparent pricing and real-time provisioning. By shifting from traditional manual processes to on-demand, consumption-based service subscriptions, the platform significantly accelerates service activation while enhancing operational efficiency and partner experience.

## CARRIER-TO-CARRIER (C2C)

### Making AI Accessible, Fast and Secure

Building and scaling AI should not be limited by hardware costs, infrastructure complexity, or compliance concerns. TM Global's GPUaaS removes these barriers, giving organisations instant access to high-performance AI compute that is local, secure and ready to integrate with existing digital workflows.

Teams can train, optimise and deploy models faster, turning experimentation into production-ready solutions without large capital investment. Sensitive workloads remain protected under cloud foundations, providing

compliance and governance confidence for regulated industries.

By connecting local AI compute to a broader regional ecosystem, TM's GPUaaS enables partners and customers to scale efficiently while maintaining control and security. We not only power the networks, we also unlock Malaysia's AI potential, provide accessible, reliable and agile compute that accelerate innovation and sustainable digital growth.

### PERFORMANCE HIGHLIGHTS

In 2025, we delivered another solid performance, underpinned by predominantly recurring revenue and disciplined infrastructure expansion. Revenue grew 7.6% year-on-year, supported by consistent domestic and international demand.

Revenue composition remains structurally resilient, with one-off revenue contributing approximately 15% of total C2C revenue, reinforcing earnings visibility and stable Group support.

Domestic growth was driven by continued 4G and 5G backhaul rollouts and HSBA demand, while international performance strengthened on rising cross-border traffic flows and growing demand across submarine cable routes. Expansion of KVDC and completed IPDC Block 2 added a total IT load capacity to 20MW, with more than 40% of new capacity immediately taken up, underscoring strong hyperscaler and AI-driven demand.

<b>Revenue</b> 2025 <b>RM3,292.6 million</b> 2024 RM3,061.4 million <b>↑ 7.6% YoY growth</b>	<b>Cross-Border Capacity</b> <b>16.2 Tbps</b>	<b>International Traffic Growth</b> <b>&gt;170TB YoY</b>									
<b>5G Backhaul Deployment</b> <b>7,600 sites</b>	<b>Data Centre Expansion</b> <b>+ 20MW</b>	<b>Total customers Domestic and International</b> <table border="1"> <thead> <tr> <th>Total customers</th> <th>Domestic</th> <th>International</th> </tr> </thead> <tbody> <tr> <td>2025 <b>774</b></td> <td>2025 <b>194</b></td> <td>2025 <b>580</b></td> </tr> <tr> <td>2024 ~800</td> <td>2024 193</td> <td>2024 557</td> </tr> </tbody> </table>	Total customers	Domestic	International	2025 <b>774</b>	2025 <b>194</b>	2025 <b>580</b>	2024 ~800	2024 193	2024 557
Total customers	Domestic	International									
2025 <b>774</b>	2025 <b>194</b>	2025 <b>580</b>									
2024 ~800	2024 193	2024 557									

### STRATEGIC EXECUTION

#### Initiative

#### Cross-Border Capacity Upgrade

UN SDGs:   

#### What Changed

Increased capacity to 16.2 Tbps; operationalised submarine cable systems

#### Outcome

- Grew international traffic by >170TB YoY, demonstrating monetisation of upgraded infrastructure and rising AI-driven cross-border demand.

#### Initiative

#### Submarine cable expansion

UN SDGs:   

#### What Changed

Invested in CANDLE and the AUG East submarine cable systems

#### Outcome

- Increased international capacity by >30 Tbps

#### Initiative

#### Introduce open Cable Landing Station (CLS) in Morib







UN SDGs:   

#### What Changed

Operationalised TM's first open cable landing station (CLS) in September 2025

#### Outcome


- Morib CLS is able to host multiple submarine cable providers

<p><b>Initiative</b> IPDC &amp; KVDC Expansion</p> <p>UN SDGs: </p>	<p><b>What Changed</b></p> <ul style="list-style-type: none"> <li>Expanded DC capacity with combined IT load up to 20MW</li> <li>Completed IPDC Block 2 expansion in October 2025</li> </ul> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>Achieved &gt;40% immediate take-up for IPDC Block 2</li> <li>Strengthened hyperscaler and AI workload positioning</li> </ul>
<p><b>Initiative</b> GPUaaS customer onboarding enhancement</p> <p>UN SDGs: </p>	<p><b>What Changed</b></p> <p>Explore a customer portal to automate the customer onboarding process</p> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>Customer can subscribe to the service through this self-serve portal once made available</li> </ul>
<p><b>Initiative</b> 5G Backhaul Deployment</p> <p>UN SDGs: </p>	<p><b>What Changed</b></p> <p>Deployed cumulatively 7,600 sites supporting both 5G network providers</p> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>Reinforced nationwide 5G resilience, supported mobile data growth and enhanced recurring domestic revenue base</li> </ul>
<p><b>Initiative</b> MYNE Marketplace Launch</p> <p>UN SDGs: </p>	<p><b>What Changed</b></p> <p>Introduced a fully digital, real-time provisioning platform for connectivity services</p> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>Automated, on-demand bandwidth with real-time provisioning and flexible, consumption-based pricing</li> </ul>
<p><b>Initiative</b> Automation &amp; AI-enabled monitoring</p> <p>UN SDGs: </p>	<p><b>What Changed</b></p> <p>Ramped up automation and AI-enabled monitoring</p> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>Strengthened uptime, predictive maintenance and service continuity across terrestrial and submarine cable routes</li> </ul>
<p><b>Initiative</b> Energy-Efficient Data Centre Operations</p> <p>UN SDGs: </p>	<p><b>What Changed</b></p> <ul style="list-style-type: none"> <li>Implemented IPDC Block 2 with PUE ≤1.4 target</li> <li>Sourcing of renewable energy via Green Electricity Tariff (GET)</li> <li>Implemented water efficiency initiatives such as rainwater harvesting</li> </ul> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>Reinforced responsible infrastructure expansion aligned to Sustainability commitments and long-term operational efficiency</li> </ul>

**GLOBAL RECOGNITION FOR LEADERSHIP, INNOVATION AND OPERATIONAL EXCELLENCE**

In 2025, our leadership in regional digital infrastructure and wholesale innovation was acknowledged through multiple international accolades, reinforcing its position as a trusted regional enabler of digital connectivity.

Our commitment to operational excellence continues to be validated through initiatives like the Zero Outage Approval Programme with T-Systems, ensuring resilience, uptime and seamless service continuity for global partners.

 For more information about awards that TM Global received, please refer to pages 12 to 13.

## CARRIER-TO-CARRIER (C2C)

### OUTLOOK 2026: ADVANCING REGIONAL LEADERSHIP AND PLATFORM-LED GROWTH

PWR Alignment: **P** **W** **R**

In 2026, we will continue executing our Defend and Build mandate, strengthening Malaysia's position as a regional digital gateway. This will be anchored on a disciplined infrastructure investment, platform-enabled innovation and high recurring revenue stability.

Connectivity remains a strategic cornerstone. We will expand and optimise international submarine cable and cross-border terrestrial networks across ASEAN and Indo-China, enhancing capacity, route diversity and resilience to meet rising data-centre-to-data-centre interconnect and AI-driven traffic flows.

Hyperconnected data centres will continue to scale to support growing cloud-native, GPUaaS and AI workloads, with capacity expansion aligned to secure demand and utilisation thresholds to ensure disciplined capital deployment and sustainable long-term returns.

The digital marketplace, MYNE, will continue to expand with enhanced automated provisioning, consumption-based models and value-added services, including network security and AI-enabled infrastructure orchestration, strengthening partner experience while enabling more agile, digitally driven wholesale engagement.

We are increasingly shifting towards cloud-based solutions to provide flexible, scalable digital services to complement these initiatives. This transition reduces reliance on physical nodes and points of presence, optimises infrastructure utilisation and enables the business to meet evolving customer demands for agile, cloud-native connectivity—showcasing our pioneering approach to next-generation service delivery.

Sustainability will remain embedded across all initiatives, with continued focus on energy efficiency, renewable sourcing and responsible capital deployment in line with international standards, ensuring future-ready, environmentally conscious operations.

The strong performance momentum in 2025 underscores our structurally resilient wholesale model, capable of supporting long-term, capital-intensive growth while delivering stable contributions to TM Group's overall performance.

Through sustained focus on resilience, innovation and execution excellence, we remain committed to powering the region's digital economy.

### Positioning Malaysia as a Digital Gateway for the AI Economy

As AI adoption accelerates, connectivity demands are evolving beyond mere bandwidth. Today, performance is defined by ultra-low latency, route resilience and high-performance data-centre interconnects capable of supporting dense AI workloads and GPU-ready infrastructure. We are strengthening Malaysia's role as a regional digital gateway by integrating international connectivity, hyperscale data centres and platform-enabled wholesale services into a cohesive, future-ready infrastructure strategy.

We have expanded cross-border terrestrial fibre capacity, enhanced submarine cable route diversity and strengthened cable landing capabilities to meet rising regional traffic flows and growing hyperscaler demand.

Simultaneously, data centre expansion at facilities such as IPDC and KVDC has added significant IT load, with new capacity achieving strong take-up — demonstrating that AI and cloud demand are driving tangible utilisation growth and disciplined infrastructure investment.

This is more than a story of wholesale connectivity. It is the foundational infrastructure layer that enables everything above it — from national cloud adoption to AI services delivered closer to enterprises and communities. By building resilient regional networks and scalable digital infrastructure, we aim to attracting investment into Malaysia, to position the nation as a trusted hub for the AI-driven economy.



## EMPOWERING MALAYSIA'S DIGITAL FUTURE THROUGH EDUCATION

### CONTEXT

Multimedia University (MMU), TM's education arm continues to contribute to nation building by developing digitally skilled, industry-ready graduates and strengthening Malaysia's research and innovation ecosystem. We play a strategic role in expanding the country's digital talent pipeline, advancing research excellence and supporting sustainable institutional and national digital growth.

In 2025, we demonstrated strong financial performance, record enrolment growth, higher global rankings and stronger graduate employability, reinforcing its position as a future-ready, research-led and an industry-driven university.

### PRIORITIES

PWR Alignment: **P** **W** **R**

Aligned with TM's PWR 2030 strategy pillars, we advance our institutional priorities through initiatives that strengthen academic excellence, support sustainable growth and enhance stakeholder value. Through the MMU PLUS U agenda, we ensure our growth remains purposeful, performance-driven and anchored in long-term institutional resilience.

- P** **Population & Popularity:**  
Being the preferred university, shaping future leaders and innovators

---

- L** **Learning & Research:**  
Creating transformative learning experiences and driving high-impact research

---

- U** **University Reputation:**  
Building exceptional collaborations, trust and impact in academia and research to enhance our university's reputation

---

- S** **Sustainability:**  
Promoting research commercialisation and diversifying revenue streams

---

- U** **Us (Unity & Teamwork):**  
Cultivating unity within the MMU community

MULTIMEDIA UNIVERSITY (MMU)

STRATEGIC EXECUTION

Our initiatives are translated into measurable institutional outcomes, supporting the PWR 2030 priorities and reinforcing how we bring value to our stakeholders. These initiatives help to strengthen our long-term competitiveness and sustainability.

We continue to strengthen our academic differentiation and research capabilities in high-impact digital domains. We introduced new digital learning programmes and industry-relevant curricula to prepare future-ready graduates.

**Initiative**

**Advancing academic and research leadership**

PWR Alignment: **P W R**



**Key Improvements**

- The first private university in Malaysia to launch the Faculty of Artificial Intelligence and Engineering (FAIE).
- Launch of the Bachelor of Science (Honours) in Applied Artificial Intelligence, designed to equip students with industry-aligned competencies.
- Secured RM32.0 million in funding to develop 13 advanced AI laboratories to enhance its research and innovation capacity.

**Outcome**

- The Faculty registered 364 undergraduate students intake, reflecting an uptick of interest in pursuing AI-learning.
- The Faculty and researchers benefited from advanced labs and funding to inculcate and increase innovation and knowledge transfer to the wider community.

**Why it Matters**

- Students' access to advanced facilities and industry-relevant programmes prepares them for careers in AI and high-demand digital fields.
- Faculty and researchers enhance research capabilities through advanced AI laboratories supporting industry-driven innovation.

Collectively, these efforts position us at the forefront of AI-driven education and research in Malaysia, reinforcing our position to produce future-ready digital talents and drive Malaysia's digital transformation.

**Initiative**

**Expanding market penetration to local and international market segments**

PWR Alignment: **W R**



**Key Improvements**

- Strengthened school outreach initiatives through increased engagement with local schools.
- Expanded presence at international education fairs.
- Improved brand visibility across key local and international markets where we are positioned as a competitive choice.

**Outcome**

- Record intake of 8,080 students.
- Growth in international enrolment to 1,293 students.
- Increased postgraduate intake to 709 students.

**Why it Matters**

- Supported record enrolment growth among local and international students.
- Increased the University's appeal to a broader student base.
- Enhanced financial stability through enrolment expansion.
- Strengthened our position as a more competitive global institution.

**Initiative**

**Strengthening research publications**

PWR Alignment: **W**



**Key Improvements**

- Sponsored page charges for Scopus-indexed publications.
- Recognised and rewarded high-performing researchers.
- Expanded post doctoral appointments to boost research capacity.
- Strengthened research visibility and performance through support for indexed journals.

**Outcome**

- Increased Scopus publications to 1,217.
- Citations rose to 35,315.
- Strengthened our global academic reputation.
- Attracted greater research collaborations and funding opportunities.
- Enhanced performance in international university rankings.

**Why it Matters**

- Enhances global academic reputation.
- Attracts collaborations and funding.
- Strengthens international ranking performance.

We enhance graduate employability, strengthen student engagement, build future skills and reinforce long-term institutional sustainability.

**Initiative**

**Enhancing Employability and Student Experience**

PWR Alignment: 



**Key Improvements**

- Expanded industry partnerships to strengthen internships and industry-on-campus experiences.
- Introduced career readiness programmes and digital skill certifications aligned with evolving workforce needs.

**Outcome**

- Achieved 99.5% graduate employability rate.

**Why it Matters**

- Graduates gain enhanced employability and clearer career pathways.
- Employers benefit from access to highly skilled, industry-ready talent.
- Industry partners deepen collaboration through joint initiatives.
- The economy gains from a digitally capable workforce that drives innovation and growth.

**Initiative**

**Transforming customer experience through enhanced stakeholder engagement**

PWR Alignment: 



**Key Improvements**

- Expanded tNPS usage across frontline teams to capture real-time student feedback.
- Introduced a centralised dashboard for Heads of Department to monitor service delivery as part of the student experience.
- Strengthened student-centric service monitoring and response mechanisms.

**Outcome**

- Improved student satisfaction and enhanced service delivery, with tNPS scores increasing from 90% in 2024 to 93% in 2025.

**Why it Matters**

- Strengthened a culture of accountability across all departments.
- Ensured that student feedback directly drives service enhancements.
- Contributed to higher student retention and increased positive advocacy.
- Reinforced our position as a student-centred institution.

We remain committed to ensuring that financial constraints do not prevent capable students from accessing higher education. Through a comprehensive ecosystem of scholarships, financial assistance and collaborative funding programmes, the University continues to widen access to quality tertiary education for students from diverse socio-economic backgrounds.

**Initiative: Enabling Accessible Education**

**What We Did**

**Strengthened MMU-funded scholarships and financial assistance**

We continue to offer a broad range of scholarships and financial assistance schemes to recognise academic excellence and support students in need. These include the MMU President’s Awards Scholarship, Merit Scholarship, High Achievers Scholarship, Talent Scholarship and International Student Rebate, as well as Alumni and Siblings Discounts that help reduce the financial burden for families pursuing higher education.

**Outcome**

**Scholarships and financial assistance disbursed**

- Disbursed RM14.4 million in scholarships and financial aid, benefitting 5,531 students across multiple levels of study.

Recipients by level of studies	Total
Diploma	316
Foundation	580
Undergraduate (UG)	4,188
UG Open and Distance Learning (ODL)	43
Postgraduate	404

## MULTIMEDIA UNIVERSITY (MMU)

### What We Did

#### Expanded scholarship opportunities through Yayasan Universiti Multimedia (YUM) and partners

We strengthen collaborations with industry and institutional partners through Yayasan Universiti Multimedia (YUM) to provide additional financial assistance opportunities.

Key programmes include:

- Eight (8) scholarship and financial assistance programmes such as the Ibnu Haitham Scholarship and the Fisabilillah Scheme for Foundation Studies; and
- Industry-supported scholarships from organisations including ZTE, Huawei, Government-Linked Universities (GLU) and Yayasan Tunku Abdul Rahman (YTAR) and SO AlHabshi.

### Outcome

#### Scholarships supported through YUM and partners

- Benefitted 143 students through targeted scholarship programmes:

Scholarship	Total
Ibnu Haitham Scholarship	114
Fisabilillah Scheme for Foundation Study	11
ZTE Scholarship	5
Huawei Scholarship	6
YTAR Scholarship	3
GLU Scholarship	2
Chancellor's Scholarship	1
SO AlHabshi Scholarship	1

### What We Did

#### Broadened financial access through Government and industry collaborations

We expanded financial access by providing scholarships, convertible loans and funding programmes in collaboration with Government agencies, corporate partners and initiatives such as the Penang Future Foundation and OCBC Bank Scholarship.

### Why it Matters

- Scholarships and financial aid help talented students overcome financial barriers, promoting social mobility and workforce readiness.
- Initiatives support inclusive education, student success and the development of future-ready graduates.
- Contributes to UN Sustainable Development Goal 4: Quality Education by improving equitable access to tertiary education and expanding lifelong learning opportunities.

### Outcome

#### External scholarships facilitated through strategic partnerships

- RM11.3 million in external scholarships facilitated through Government and corporate partners benefitting 939 students.

Scholarship	Total
Diploma	112
Foundation	98
Undergraduate (UG)	562
Postgraduate	167

## PERFORMANCE HIGHLIGHTS

Financial performance improved steadily, reflecting enrolment expansion and operational discipline. Research output and citations increased significantly, strengthening our academic standing and global visibility.

PWR Alignment: **W** **R**

### FINANCIAL

Revenue

**RM362.2 million**

↑ 4.0% YoY growth

(2024: RM348.2 million)

### NON-FINANCIAL

#### 6-star ratings

Employers' Choice of University recognition from Talentbank

#### Ranked 148

in QS Asia University Rankings 2026 (2025: 207)

**Ranked 124** in the Times Higher Education (THE) Interdisciplinary Science Rankings 2026 (2025: 401–500 band) position MMU among the top three (3) universities in Malaysia and as the leading private institution in the country.

**Graduate Employability**  
**99.5%**  
(2024: 98%)

**Total Student Population**  
**17,989**  
(2024: 16,938)

**Scopus Publications**  
**1,217**  
(2024: 1,025)

**Citations**  
**35,315**  
(2024: 23,006)

 For more information about awards that MMU received, please refer to pages 12 to 13.