

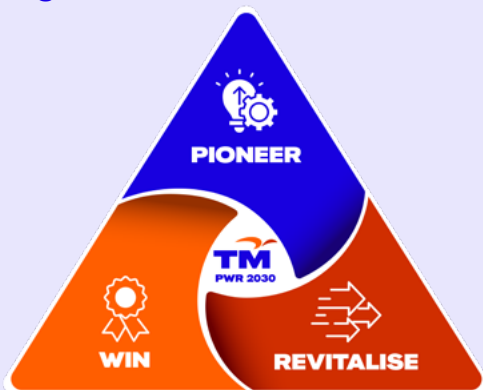
STRATEGY IN ACTION

DEFENDING CORE BUSINESS. SCALING DIGITAL CAPABILITIES

In 2023, we introduced our aspiration to become a Digital Powerhouse by 2030, while positioning Malaysia as the digital hub for the region. Our roadmap is structured into three (3) phases. Phase I: Defend and Build focuses on strengthening core foundations while advancing our digital solutions and platform ecosystem. Phase II: Grow and Replicate scales proven platforms and solutions to expand value creation across Malaysia and ASEAN, before culminating in our 2030 ambition. This journey is anchored in our sustainability Triple Bottom Line of Prosperity, Planet and People (3Ps), embedded across the roadmap to align growth priorities with responsible execution.

Throughout 2025, we advanced Phase I with disciplined execution and growth momentum. We reinforced our market position in convergence leadership, enterprise and government solutions, as well as regional connectivity. At the same time, we continued scaling digital solutions, such as data centres, cloud, GPUaaS, smart services and AI, as part of our growth catalysts and new revenue streams.

PWR 2030: Digital Powerhouse for Malaysia and the Region



Pioneer

P Pioneering industry growth through digitalisation and sustainability by pushing the boundaries of innovation and setting new industry standards.

Win

W Winning the infrastructure leadership position in high-impact areas serving communities, businesses and the government by becoming the go-to provider for high-end infrastructure and services, including 5G.

Revitalise

R Revitalising digital talent and the innovation ecosystem, positioning Malaysia as a digital advancement hub by supporting entrepreneurs and innovators.

DEFEND AND BUILD

2024 – 2026

- Defending and growing the core business
- Building digital solutions and TM's platform ecosystem
- Reforming the current business

GROW AND REPLICATE

2027 – 2029

- Growing integrated platforms by harnessing data to enhance value propositions
- Replicating successful ventures across the nation and region

2030

- **Pioneering** industry growth through digitalisation and sustainability
- **Winning** infrastructure leadership in high-impact areas (communities, businesses and government)
- **Revitalising** talent and the innovation ecosystem for Malaysia and the region

JOURNEY TOWARDS DIGITAL POWERHOUSE

SUSTAINABILITY 3Ps – Prosperity, Planet, People
are integrated within the Group's strategy and across operations

STRATEGY IN ACTION

2025 marked our second year in **Phase I: Defend and Build**. We continued to sharpen our focus around the three (3) strategic goals:



1 Protecting Core Business

We continued strengthening our core connectivity services through network modernisation and investments in resilient, high-capacity digital infrastructure to support growing demand for reliable, high-speed connectivity. These efforts enhanced network performance and reinforced the operating foundation that advances our digital solutions and platform ecosystem.

A stronger connectivity foundation enables convergence adoption for consumers and MSMEs, supports secure and scalable connectivity for enterprises and government and strengthens regional infrastructure links. Together, these capabilities sustain reliable service quality, deepen customer relationships and position the Group to capture long-term digital growth opportunities.

Key Highlights

Remained Malaysia’s Convergence Champion with the only quad-play services, expanding customer value through home, mobile, content and lifestyle solutions.



UniVerse bundle offering

For more information, please refer to Unifi on pages 74 to 79.

Strengthened partnerships while expanding next-generation connectivity solutions for enterprises and public sectors.



SD-WAN and Enterprise 5G

For more information, please refer to TM One on pages 80 to 85.

Invested in strategic digital infrastructure to strengthen high-capacity connectivity requirements and border-to-border connectivity to meet the requirement of hyperscalers’ demand.

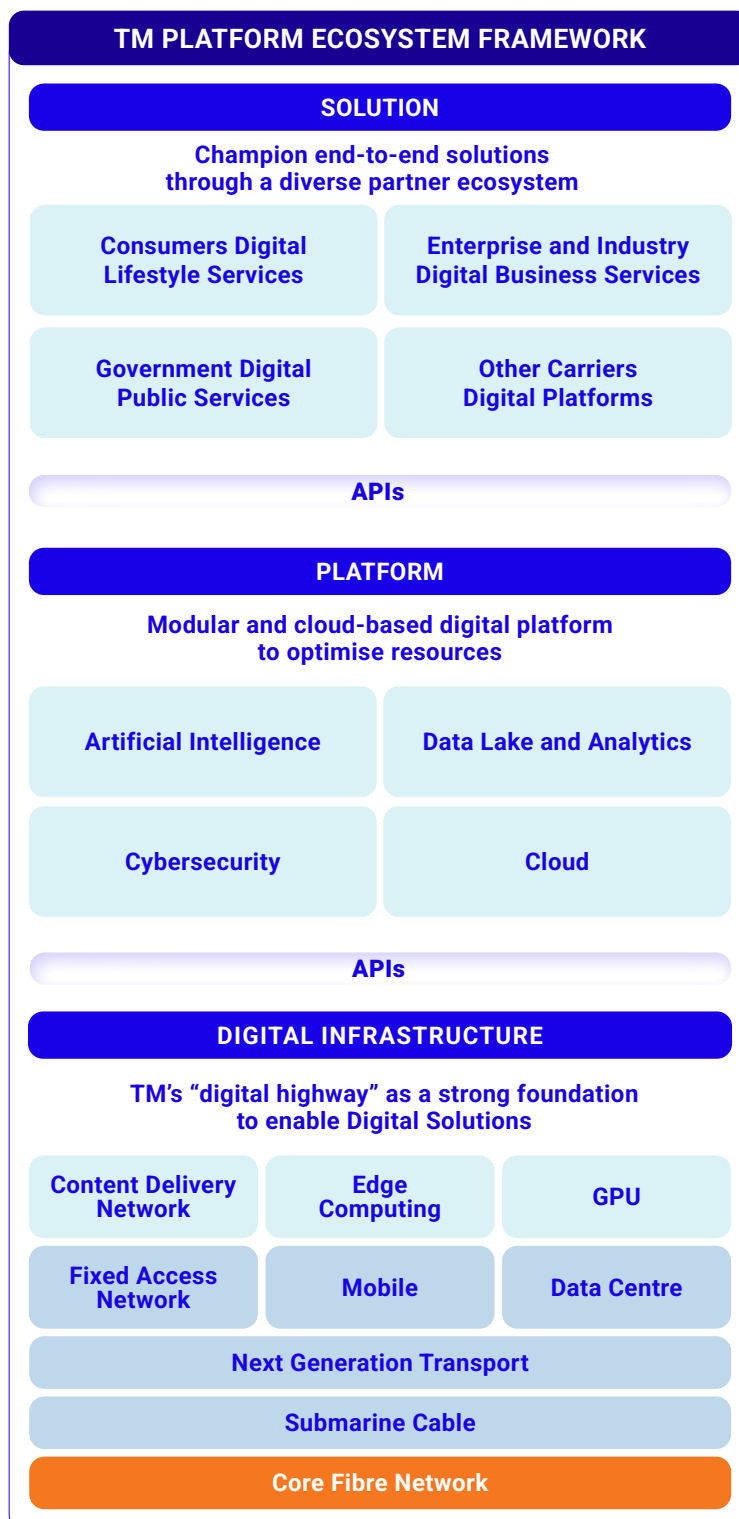


Participation in CANDLE submarine cable system consortium

For more information, please refer to TM Global on pages 90 to 94.

2 Advancing Digital Solutions and Building the Platform Ecosystem

The TM Platform Ecosystem, launched in 2024, aims to capture digital market opportunities and deepen customer engagement by expanding into adjacent markets and developing differentiated solutions. In 2025, progress continued across the digital solutions, platform and infrastructure layers, with initiatives spanning across consumer, enterprise and government use cases. By integrating digital infrastructure, platforms and solutions within a unified architecture, the ecosystem enables TM to scale digital solutions more efficiently while accelerating innovation and supporting Malaysia’s digital economy.



Key Highlights

- Smart Home**
 Scaled up in-home connectivity focusing on home security
 For more information, please refer to Unifi on pages 74 to 79.
- Enterprise digitalisation**
 Enabled the transition to digital readiness for Smart Industrial Park, Smart Port and Smart Urban Forestry
 For more information, please refer to TM One on pages 80 to 85.
- GPUaaS**
 Scaled up GPUaaS offerings
 For more information, please refer to TM Global on pages 90 to 94.

- Unifi TV 2.0 Platform**
 Accelerated platform adoption with stronger digital engagement
 For more information, please refer to Unifi on pages 74 to 79.
- Cloud Alpha Edge**
 Enabled government and enterprise customers to securely migrate to national cloud
 For more information, please refer to TM One on pages 80 to 85.
- MYNE (MY Network Engine)**
 Enhanced partners to procure bandwidth with real-time provisioning and transparent pricing
 For more information, please refer to TM Global on pages 90 to 94.

- TM Nxera**
 Advanced the development of a hyperconnected AI-ready data centre that supports cross-border digital integration
 For more information, please refer to TM Global on pages 90 to 94.
- Submarine Cable Systems**
 Expanded submarine cable systems, including participation in the CANDLE consortium
 For more information, please refer to TM Global on pages 90 to 94.

We remain committed to advancing our Platform Ecosystem while advancing digital solutions to drive greater momentum for the Group.

STRATEGY IN ACTION

3 Evolution of Current Business


Progressing our transformation requires changes in how we operate, partner and build capabilities. During FY2025, we continued evolving our business model, strengthening strategic partnerships and developing critical digital capabilities across the workforce. These shifts were intended to improve agility and operational efficiency, while positioning the organisation to compete in an increasingly dynamic digital landscape.

Together, these shifts strengthened organisational resilience and expanded our ability to scale new capabilities and opportunities. By combining stronger partnerships with a future-ready workforce, the Group is better positioned to innovate, respond to market shifts and sustain long-term growth in the evolving digital economy.

Key Highlights


Formed strategic partnerships and joint ventures based on a risk-sharing model, leveraging shared expertise and capabilities.

TM Data Centres and GPUaaS

 For more information, please refer to TM Global on pages 90 to 94.

Reinforced a performance-driven culture and instilled an Innovative, Bold and Entrepreneurial mindset among employees

Spark the PWR Programme

 For more information, please refer to TM Global on pages 90 to 94.

PROGRESS IN 2025

The second year of the Defend and Build phase delivered meaningful progress as we continued strengthening our core foundations while advancing key digital capabilities. These efforts reflect steady execution across our strategic priorities and reinforce the operating base required to support the next phase of growth. A dashboard summary of our key achievements is presented on pages 72 to 73.

WHAT'S NEXT

2026 will mark a transition year towards **Phase II: Grow and Replicate**. We are strengthening our position as Malaysia's trusted digital backbone while scaling platform-led growth through monetising data and digital solutions, orchestrating partner ecosystems, as well as expanding our AI, cloud, cybersecurity and smart services capabilities.

We translate these priorities into tangible value across stakeholder segments. We aim to enrich consumers through seamless, converged digital experiences, enable businesses through integrated solutions that improve productivity and resilience and support government priorities through trusted infrastructure and platforms. Together, this ecosystem strengthens adoption, deepens collaboration and reinforces long-term value creation as we progress towards our Digital Powerhouse aspiration.



Business-to-Consumer (B2C)

Strengthening Convergence Leadership for Consumers and MSMEs

Unifi as Malaysia's only true quad-player provider will fortify its position in Broadband leadership through Converged Digital Services.

We will make our digital services of mobile, content, devices and Smart Home services integral to daily life through personalised offerings that enrich customer lifestyles.

Unifi Business will strengthen its role as the preferred digital partner for MSMEs with a high-impact digital ecosystem to expand productivity-led digital solutions and sustain structured enablement programmes to support resilient and inclusive growth.

For more information, please refer to Unifi on pages 74 to 79.



Business-to-Business (B2B)

Maintaining Leadership Position in Enterprise and Government

We will focus on reinforcing our leadership in government and enterprise connectivity while accelerating growth across digital solutions, including cybersecurity, cloud, data centres and smart services.

Through deeper engagements across sectors, we aim to deliver secure, scalable and future-ready digital platforms that support mission-critical operations and national digital priorities.

By integrating connectivity with advanced digital solutions, TM One will continue enabling businesses and public sector institutions to drive digital transformation, enhance operational efficiency and unlock new growth opportunities.

For more information, please refer to TM One on pages 80 to 85.



Carrier-to-Carrier (C2C)

Powering Malaysia as a Regional Digital Hub

We will continue to strengthen Malaysia's position as a trusted regional digital gateway through resilient infrastructure, platform-led innovation and strategic ecosystem partnerships.

We will focus on expanding our global footprint for future digital growth through AI-ready data centres, edge data centres and submarine cable systems. GPUaaS will be expanded to meet the rising demand of AI-driven applications.

Connectivity remains foundational as we increase capacity, diversity and resilience to support data centre interconnected and AI-driven traffic growth, domestically and globally.

For more information, please refer to TM Global on pages 90 to 94.

The following key enablers are fundamental to realising our Digital Powerhouse aspiration, providing the operational backbone to enable seamless performance, support sustainable scale and ensure robust execution.



AI Foundry

Powering next-gen capabilities to deliver end-to-end AI capabilities across every industry and community that we serve



Platform Ecosystem

Building new capabilities in strategic domains and expanding market presence to strengthen the overall Platform Ecosystem



Cyber Resilience

Moving towards a unified AI-powered SOC operations to enhance cyber resilience and security controls



TM BSS Modernisation

Accelerating time-to-market, reducing costs and improving customer experience with platform consolidation



Network Modernisation and Automation

Harnessing digital infrastructure to fortify our core, power future growth and drive intelligent efficiency



Future-Ready Workforce

Upskilling employees with digital capabilities through structured training in building a digitally competent workforce

Together, these efforts guide our disciplined execution across all business segments while ensuring the best customer experience in line with our aspiration to become a Digital Powerhouse by 2030, while positioning Malaysia as the digital hub for the region.

STRATEGY IN ACTION

EMPOWERING THE NATION THROUGH AI A YEAR OF EXECUTION

In 2024, we articulated a vision for a national network that transcends simple connectivity - a network designed to think, learn and empower. This vision positioned Artificial Intelligence (AI) as the cornerstone of Malaysia's next digital phase, anchored in AI-ready digital infrastructure, solutions and talent development.

In 2025, we successfully transitioned from ambition to execution. We moved beyond exploratory phases into full-scale operationalisation, establishing the foundational platforms required to integrate AI into internal operations and industry use-cases. What began as experimental prototypes has matured into a coherent, locally hosted ecosystem engineered to serve Malaysia's AI aspiration.

Powering Malaysia's AI Ecosystem

AI requires a resilient and secure foundation. Throughout the year, we strengthened the three (3) pillars areas of our digital infrastructure: Compute, Cloud and Connectivity. By investing in a locally hosted backbone, we ensure sensitive data remains within our borders while supporting high-performance AI workloads.

Key Infrastructure Milestones:



GPU-as-a-Service (GPUaaS)

We launched high-performance NVIDIA GPU clusters hosted within our Tier-III Malaysian data centre. This service gives organisations instant access to high-performance AI compute without expensive upfront hardware investment.



Cloud Alpha Edge (CAE)

As Malaysia's national cloud provider, CAE supports highly regulated industries, ensuring data residency and compliance while providing the agility needed for AI adoption.



Next-Generation Data Centres

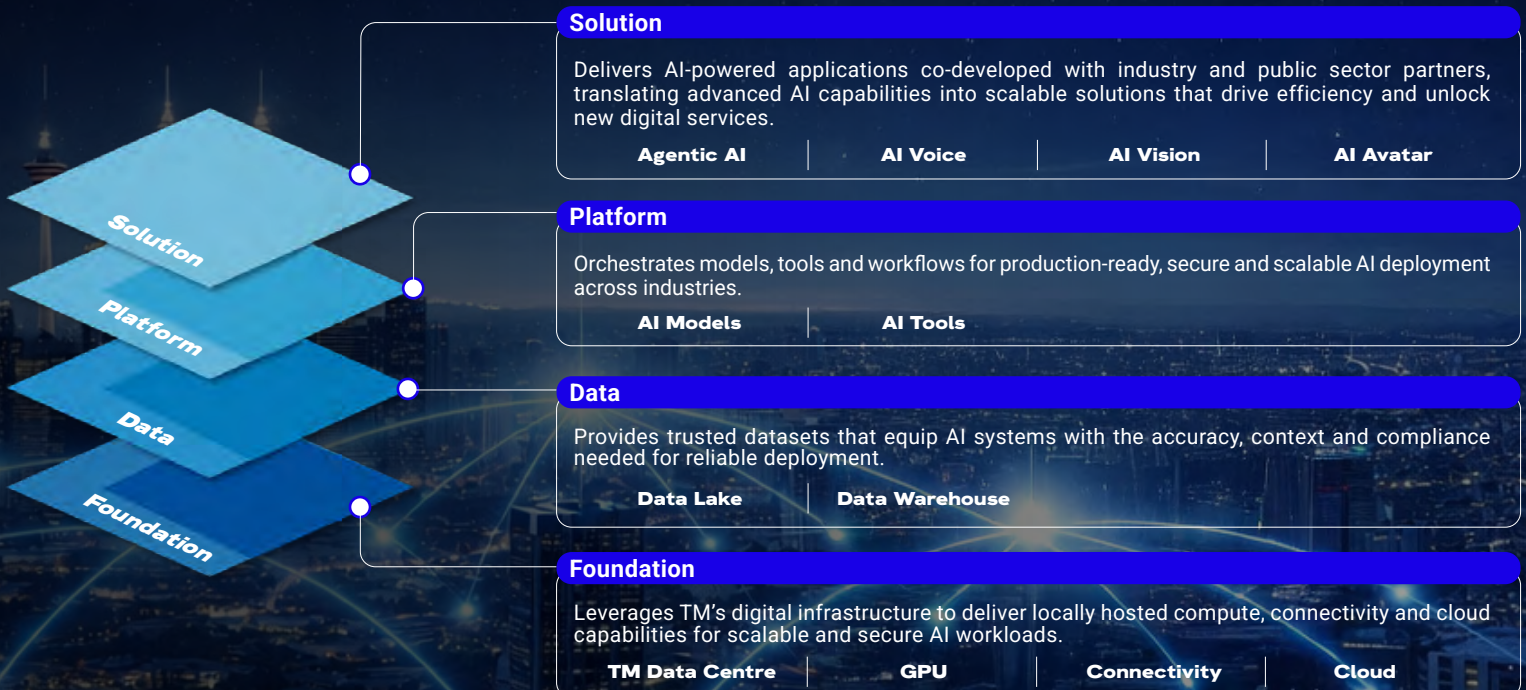
Our expanded Klang Valley (KVDC) and Iskandar Puteri (IPDC) data centres, together with the development of TM Nxera as a hyperconnected and AI-ready data centre, are positioned to meet the growing demand for AI workloads. Featuring advanced liquid-cooling technologies, these facilities support large-scale high-performance computing (HPC).

TM AI Foundry: Commercialising AI at Scale

The TM AI Foundry is our innovation engine, purpose-built to unlock the full value of our digital backbone and translate advanced AI capabilities into scalable, real-world solutions.

Designed to bridge the gap between AI innovation and commercial deployment, the Foundry is now operational and integrates capabilities across a structured four-layer architecture. This framework accelerates the journey from concept to production, enabling faster development, deployment and monetisation of AI-driven services.

Each layer is tightly integrated with TM's digital ecosystem, ensuring solutions are secure, scalable and ready to support enterprise and national-level AI adoption.



Solidifying National and Global Leadership

In 2025, we reinforced our role as a key national enabler and a credible global participant in the AI economy.

- **National Alignment:** We strengthened our partnership with the Government through the 'Temu Anwar' programme at Multimedia University (MMU). As Malaysia's first private university to launch a Faculty of Artificial Intelligence and Engineering (FAIE), MMU has set a national milestone in advancing AI education. Together with the establishment of the AI Transformation Centre (AIX), this achievement cements our shared commitment to building a future-ready workforce.
- **Global Presence:** At Mobile World Congress (MWC) 2025 in Barcelona, we showcased Malaysia's AI capabilities to an international audience, positioning the nation as a regional leader in digital infrastructure.
- **Internal Capability:** To ensure AI fluency across our employees, we launched the TM AI LLM League in collaboration with AWS. This gamified talent development initiative has successfully identified and nurtured a pipeline of applied AI expertise across all business units.

Scaling with Trust and Governance

As we accelerate AI adoption, maintaining public trust remains paramount. We have proactively aligned with the National AI Office (NAIO) and the MTSFB AI Standards Task Force to translate policy into technical benchmarks.

Responsible AI Frameworks

We strengthened our commitment to responsible AI by becoming the first telecommunications company in Malaysia to be certified under ISO/IEC 42001:2023, the world's first international standard for Artificial Intelligence Management Systems.

This milestone was achieved through the leadership of TM's AI Centre of Excellence (AI CoE), which led the certification programme and embedded enterprise-wide governance, risk management and lifecycle controls to ensure AI is developed and deployed responsibly across the organisation.

Internal Value

This certification strengthens governance across our AI initiatives, ensuring deployments operate with clear accountability, ethical safeguards and auditable controls throughout the AI lifecycle.

External Value

For customers and partners, the certification provides assurance that TM's AI-enabled solutions are developed and delivered in accordance with internationally recognised standards, supporting trusted adoption, regulatory readiness and scalable innovation.

Data Integrity

We have expanded our Data Governance Policy across all subsidiaries, aligned with DM-BOK guidelines, to ensure consistent accountability and ethical data usage. This complements our AI governance framework by ensuring that AI solutions are built on reliable, transparent and responsibly managed data foundations.

An Invitation to Co-Create the Future

We believe sustainable shareholder value is inseparable from building a resilient digital foundation for the nation. Malaysia's AI transformation is a collective journey. While TM provides critical infrastructure with secure, locally hosted environments, on-demand high-performance compute and trusted datasets, the full potential of AI will be realised through strong ecosystem collaboration.

We invite innovators, enterprises and Government agencies to build and scale meaningful solutions on our platform. Our value proposition includes

- **Data Resilience** – keeping data local, secure and aligned with national standards.
- **Scalable Innovation** – providing the compute, connectivity and digital infrastructure required to accelerate AI adoption at scale.
- **Trusted Governance** – enabling responsible, ethical and transparent deployment of AI across industries.

Through this collaborative ecosystem, we are strengthening Malaysia's competitiveness in the global digital economy while positioning TM as a trusted digital infrastructure and AI innovation partner for the nation.

We welcome forward-looking organisations to partner with us in shaping Malaysia's next chapter of intelligent growth. For collaboration enquiries, please contact the AI Centre of Excellence via:



Email: aicoe@tm.com.my