

SUSTAINABILITY STATEMENT PART TWO

Impact Materiality

This part of the Sustainability Statement centres on Impact Materiality, ensuring our sustainability initiatives remain transparent. Aligned with Bursa Malaysia's Sustainability Reporting Guide (3rd Edition), this section details the outcomes of our enhanced Double Materiality Assessment, demonstrating how our 14 material matters are now streamlined under three (3) strategic pillars: Prosperity, Planet and People.

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Part 2 of this report presents supplemental information not covered in Part 1. This section has been prepared to allow for a phased implementation of ISSB standards.

PROSPERITY

M1 INNOVATION & TECHNOLOGY

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Innovation and Technology is TM’s Priority 1 material matter, driving our ambition to build a future-ready, low-carbon digital Malaysia. As the nation builder, we harness innovation and emerging technologies to strengthen our operational capabilities while extending these advancements to the people and businesses we serve. This focus forms the core of our growth strategy, strengthening operational performance while unlocking new low carbon revenue opportunities across our digital ecosystem. In 2025, we deliver impact through three (3) priorities:

Operation Efficiency and Optimisation

Transforming TM’s operations through innovative technologies, with smarter, integrated tools

Future-ready Digital Infrastructure

Strengthening TM as a future-ready organisation by transforming from infrastructure builder to digital economy enabler

Sustainable Digital Solutions

Enabling sustainable growth for customers through innovative digital solutions

Capitals Deployed:



Affected Stakeholders:



Sustainability Pillar:



Priority:



UN SDGs:



Note: A complete list of our priority levels and detailed explanations of each can be found on page 107. This provides further context on how we classify and manage material matters across the organisation.

Why It Matters

At TM, we deliver our stakeholders' expectations by:

Improving operational efficiency while optimising costs and resources

Innovating continuously to stay competitive, financially resilient and socially relevant

Scaling into new, high-value business domains that unlock new revenue streams

Investing in research and development to drive transformative discoveries

Together, these expectations strengthen our foundation and enable us to proactively pursue new opportunities ahead. These are practical steps in sharpening how we operate, supporting new growth areas and staying aligned with our Digital Powerhouse 2030 ambitions.

Our Approach

Our approach to innovation and technology is anchored on three (3) core priorities:

Operation Efficiency and Optimisation

We strengthen efficiency and productivity across our operations by embedding smarter technologies including:

- Advanced analytics technologies (machine learning, AI-driven automation and predictive analytics)
- Integrated platforms
- Automated workflows

Future-ready Digital Infrastructure

We build the advanced infrastructure required to support high-performance, scalable and sustainable digital services for our stakeholders. This includes:

- Data centres
- Edge data centres
- Smart D-RAN
- GPU-as-a-Service (GPUaaS)
- Cloud platforms

Sustainable Digital Solutions

We design our products and services to help our customers, including MSMEs to grow sustainably. Our digital solutions integrate measurable sustainability metrics (e.g carbon emission avoidance, cost avoidance and sales lead generated), enabling customers to track performance, manage impact and achieve their goals with confidence.

Policy and Guideline

To ensure consistent governance, the following policies have been adopted across the organisation.

<p>Mandatory Standard of Quality of Service (MSQoS) Regulatory requirement issued by MCMC that sets the minimum service performance standards telcos must meet</p>	<p>TM Business Planning & Performance Outlines the general guidelines together with the required policies to govern the management on the Business Planning process in TM</p>
<p>TM Product Governance Framework Manages the product creation and product management activities which is known as Product Life Cycle Management (PLCM)</p>	<p>TM Intellectual Property Manual Details a practical guide to the protection and management of intellectual property in TM</p>
<p>TM AI Governance Policy Ensures TM's compliance with the ethical and responsible practices as outlined in the National Guidelines on AI Governance & Ethics (AIGE) by the Government of Malaysia</p>	<p> For details on our common sustainability policies, see page 106.</p>

How We Create Value

At TM, we create value by turning innovation and technology into practical solutions that make our operations smarter and our services stronger. We embed innovation and technology into our business strategy, creating long-term value for both our organisation and our stakeholders.

Operation Efficiency and Optimisation

We foster a culture of innovation among our employees, shifting from manual, reactive work to proactive, data-led operations. By embedding this culture across the Group, we enhance operational efficiency and optimise resources through initiatives enabled by advanced data analytics and AI. Among the key initiatives implemented in 2025 are:

Initiatives	Description
<p>Increased operational automation</p>	<p>Description</p> <ul style="list-style-type: none"> We accelerated operational automation through the deployment of scaled automation initiatives and customised AI solutions, significantly elevating productivity and customer experience. These solutions streamlined end-to-end Group Network Technology (GNT) operations, reduced manual intervention and improved process accuracy and turnaround time, further enhancing the overall customer experience. <p>Impact Story</p> <ul style="list-style-type: none"> We improve task life cycle efficiency by more than 50% across initiatives by automating day-to-day operational tasks Ultimately, we enhance productivity, customer experience and achieve cost avoidance through improvements in service quality and delivery
<p>Network Assistance Tool</p>	<p>Description</p> <ul style="list-style-type: none"> We accelerated our shift to automation and predictive analytics, a unified platform that integrates several enterprise systems to streamline workflows and enable faster, data-driven decisions across our operations. <p>Impact Story</p> <ul style="list-style-type: none"> The implementation has delivered measurable improvements: <ul style="list-style-type: none"> - 87% reduction in handling time for multi-system analysis, significantly enhancing service responsiveness - Improved operational efficiency, customer experience and service reliability across the network

PROSPERITY

M1 Innovation & Technology

Future-ready Digital Infrastructure

At TM, we do not designate products as 'sustainable' by intent alone; we categorise them based on measurable impact. Since 2025, we have systematically benchmarked our digital portfolio against defined sustainability metrics, assessing each solution through an evidence-based lens. Only products that demonstrate clear, quantifiable outcomes are recognised as Sustainable Digital Solutions. Our selection framework aligns with the three (3) pillars of the TM Sustainability Framework:

 <p>Prosperity</p> <p>Solutions that strengthen economic value, enhance productivity and improve business resilience</p>	 <p>Planet</p> <p>Solutions that deliver measurable environmental benefits, including energy efficiency, carbon avoidance and resource optimisation</p>	 <p>People</p> <p>Solutions that enhance social outcomes, improve accessibility and safety and elevate quality of life</p>
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We work closely with customers to measure these outcomes, ensuring sustainability is embedded in performance, rather than positioned as a narrative. Through this disciplined approach, we transform sustainability from aspiration into accountable value creation, reinforcing TM's role in enabling a low-carbon, digitally progressive Malaysia.

Solutions	
<p>TM Data Centres</p>	<p>Description</p> <ul style="list-style-type: none"> To meet customers' growing demand for scalable cloud and AI capabilities, we power next-generation workloads through our hyperconnected data centres Built for performance and resilience, our facilities operate at peak energy efficiency and meet world-class standards, including LEED, ISO 50001:2018 and ISO 14001:2015 certifications, delivering reliable, sustainable and future-ready infrastructure our customers can trust <p>Impact Story</p> <p>In 2025, our data centre ecosystem avoided over 190,000 MWh of energy consumption through intelligent load optimisation and resource sharing across facilities. This resulted in the prevention of more than 149,000 tCO₂e in annual emissions, generating measurable avoided emissions beyond our operational boundary, lowering customers' carbon intensity and enabling more sustainable digital growth across the wider ecosystem.</p>
<p>TM Edge Data Centres</p>	<p>Description</p> <ul style="list-style-type: none"> We extend our data centre capabilities nationwide through edge data centres, bringing computing closer to end users. These sites enable real-time processing and support high-demand, latency-sensitive applications such as AI inference, smart cities and autonomous system, ensuring faster performance, lower latency and greater reliability. <p>Impact Story</p> <p>Our TM Edge Data Centres deliver measurable environmental and performance gains through efficient resource sharing and distributed architecture:</p> <ul style="list-style-type: none"> Enabled customers to avoid over 3,600 MWh of energy consumption Prevented over 2,800 tCO₂e in annual emissions across the ecosystem Brought content and applications closer to end users, enhancing latency-sensitive services, strengthening network performance and elevating overall digital experience <p>Together, these outcomes demonstrate how edge infrastructure can simultaneously optimise efficiency, reduce environmental impact and accelerate next-generation digital services.</p>

Solutions

Smart D-RAN

Description

- TM has deployed approximately 60 smart poles across Putrajaya to enhance mobile connectivity and shared infrastructure. Powered by Smart D-RAN, each pole can host multiple mobile operators, expanding 4G and 5G coverage while integrating fiberised CCTV and WiFi to reduce material use and visual clutter.
- Recognised as a 3-Star Select List solution by the UN Global Compact Network Malaysia and Brunei, this initiative expands connectivity enhances public safety and delivers a seamless, high-quality digital experience for communities.

Impact Story

Our Smart D-RAN deployment drives significant environmental and social gains by:

- Avoiding approximately **47 tonnes** of material, the equivalent of preventing more than **73 tCO₂e** in carbon emissions through resource sharing.
- Reduced visual clutter on buildings and structures through a sleek pole design, preserving Putrajaya's aesthetic.
- Enabling authorities to safeguard infrastructure and communities through real-time CCTV feeds connected directly to the council's Integrated Operations Centre.

GPU-as-a-Service (GPUaaS)

Description

- We enable high-performance, low-latency AI computing through our GPU-as-a-Service offering. Powered by NVIDIA GPUs and hosted in energy-efficient, Uptime Tier III-certified data centres, the solution accelerates AI model training, shortens deployment cycles and delivers secure, scalable computing capacity, all within national borders.
- By leveraging shared, on-demand GPU resources, customers avoid significant upfront capital investment while gaining immediate access to enterprise-grade AI infrastructure.

Progress

- As AI adoption accelerates nationwide, TM's GPUaaS is rapidly gaining momentum, positioning us at the forefront of Malaysia's AI ecosystem. Built on shared, energy-efficient infrastructure, the platform not only unlocks scalable growth opportunities but also reduces duplication of computing resources, delivering both commercial value and measurable environmental efficiencies across the digital economy.

Smart Industry Transformation

Description

- TM is accelerating industrial transformation by embedding advanced connectivity, AI and IoT into our Smart Industrial Park Blueprint. We are powering the industrial township in Forest City, setting a new benchmark for intelligent manufacturing ecosystems.
- We continue to develop and plan smart industrial parks across Malaysia, including:
 - NCT Smart Industrial Park (NSIP), Sepang, Selangor
 - NCT Innosphere, Kedah

Progress

- NSIP is set to become Malaysia's first fully managed smart industrial park, targeted for completion in Q2 2026.
- NCT Innosphere builds on the NSIP blueprint, expanding the smart industrial park model to support industrial growth in the northern region.

Through these developments, TM is not just enabling industrial parks; we are shaping the digital backbone of Malaysia's next-generation manufacturing economy.

PROSPERITY

M1 Innovation & Technology

CASE STUDY: Sustainable Smart Port Digitalisation with Bintulu Port Holdings Berhad (BPHB)

The Vision:

BPHB aims to become a digital, intelligent and sustainable port by 2030. To achieve this, BPHB is extensively modernising its digital infrastructure. Through this partnership, TM is deploying hyperconnected networks and intelligent analytics to drive operational efficiency and power data-driven decision making across the entire port ecosystem.

The Strategy:

TM actively supports BPHB’s journey to:

Accelerate Techno-Digital Transformation

Transition legacy systems into agile platforms

Increase Operational Efficiency

Reduce bottlenecks and optimise resource allocation through real-time data

Introduce Innovative Digital Solutions

Implement cutting-edge tech to streamline maritime logistics

Improve Customer Experience

Modernise touchpoints ensure a seamless, transparent journey for all port users



Progress:

While the project focuses on long-term 2030 goals, the modernisation of the core network serves as the foundation for all upcoming AI and IoT integrations.

Sustainable Digital Solutions

Through our robust digital infrastructure, TM empowers customers and businesses to progress responsibly and sustainably together. We achieve this by embedding measurable sustainability outcomes into our solutions. In doing so, we turn sustainability from a statement into measurable value. In 2025, we have integrated sustainability-related metrics into our identified digital solutions.

Solutions	
Unifi Cloud Storage (UCS)	<p>Description</p> <p>UCS offers a secure, scalable and cost-efficient way to store and manage data while supporting more sustainable digital practices. By enabling remote access, seamless collaboration and reliable data protection, it helps businesses operate more efficiently, reduce physical storage needs and strengthen compliance and continuity.</p> <ul style="list-style-type: none"> • UCS offers an affordable price per TB enabling customers to achieve up to 24% cost savings. • For every 1TB of storage, customers avoid 0.42kg of e-waste to the landfill. <p>Impact Story</p> <ul style="list-style-type: none"> • In total, UCS has helped customers avoid approximately 34.4 tonnes of e-waste equivalent to 688.8kgCO² emissions, enhancing the seamless user experience through secured cloud sharing. By extending device lifecycles and reducing hardware disposal, the solution not only lowers environmental impact but also delivers a secure, seamless cloud sharing experience that supports more sustainable digital adoption.
Digital Marketing Solutions (DMS)	<p>Description</p> <p>We empower MSMEs to achieve sustainable income with cost-efficient solutions. Through DMS, we enable MSMEs to access, structured financing that unlocks their full advertising potential upfront, while spreading costs into manageable low instalments over a 12-month period.</p> <p>These digital-first approaches reduce reliance on printed materials and traditional media, allowing MSMEs to run targeted, measurable online campaigns. Structured payment plans also support better financial planning, enabling MSMEs to scale marketing sustainably and make data-driven decisions for long-term growth.</p> <p>Impact Story</p> <ul style="list-style-type: none"> • As of 2025, DMS has generated approximately 1 million sales leads, empowering customers to scale revenue efficiently while reducing reliance on resource-intensive traditional marketing, enabling more sustainable, digitally driven growth. • Through DMS, one (1) of our retail customers achieved up to an 80% savings in advertising costs by outsourcing their digital marketing activities. • A pest control company reduced printed advertising materials by approximately 70% by shifting to digital marketing.

TM Received Google Premier Partner Status

On 3 May 2025, TM through Unifi Business, became a Google Premier Partner, an exclusive recognition awarded to the top 3% of digital agencies in Malaysia. This milestone strengthens TM’s credibility in delivering exceptional digital marketing solutions to MSMEs, driving digital adoption, business growth and competitiveness. Furthermore, the achievement reinforces our leadership in innovation and our role in empowering Malaysian businesses in the digital economy.

Solutions

Kaspersky Small Office Solutions (KSOS)

Based on a recent study, 85% of Malaysian SMEs have experienced cyberattacks, with nearly 75% facing multiple incidents.

Description

SMEs face alarming cyberattack threats and this underscores the importance of KSOS in helping MSMEs strengthen their cyber resilience. Through this cybersecurity solution that protects devices, workforces and file servers, KSOS helps businesses strengthen data privacy, governance and regulatory compliance while safeguarding stakeholders from rising cyber threats.

Impact Story

- Protected over **20,000 customers** since inception.
- Detected and neutralised more than **1 million** malicious files and URLs since early 2024.
- Through KSOS, we are not only strengthening cyber resilience, but also enabling safer digital growth and building greater trust across Malaysia's SME ecosystem.

Smart Workforce: Digital Field Workforce Management Tool

Description

At TM, we offer an intelligent mobile workforce management system, aimed at improving operational efficiency by automating day-to-day tasks of the field teams. Smart Workforce enhances operations management through a platform that manages field worker schedules, assigns remote tasks based on skill sets and enables seamless communication. This solution captures and processes real-time data on workforce activities, leveraging automation and algorithms to enable the organisation to track and monitor the progress and resolution time of trouble tickets.

Impact Story

- Delivered over **RM43,000** in operational cost savings.
- Eliminated approximately **2,190 kg** of paper usage, significantly reducing administrative waste.
- Reduced an estimated **2,740 kgCO₂e** in carbon emissions through paper and process optimisation.
- Smart Workforce demonstrates how digitalisation can simultaneously drive operational excellence, cost efficiency and measurable environmental impact.

Smart Traffic Analytics and Recognition System (STARS)

In 2025, Malaysia's automotive sector recorded a four-year growth streak and reached an all-time high, with 38.7 million registered cars as of end-2024, indicating that the number of vehicles exceeds the population.

Description

As automotive demand grows, we address rising carbon emissions through our Smart Traffic Analytics and Recognition System (STARS). The system uses real-time data from cameras and sensors to optimise traffic signals and improve traffic flow, while engineers monitor and control intersections remotely through the STARS IoT dashboard powered by TM's mobile network.

Impact Story

- In 2025 alone, STARS avoided **113.36 tCO₂e** in emissions by significantly reducing vehicle idling time and improving traffic efficiency for daily road users.
- STARS demonstrates how intelligent mobility solutions can deliver tangible climate benefits while improving everyday urban life. By cutting idle time and smoothing traffic flow at scale, the system reduces fuel consumption, lowers emissions and creates a cleaner, more efficient city experience for commuters each day.

Use Case: *Majlis Bandaraya Ipoh (MBI)*

MBI successfully deployed STARS at four (4) key intersections along Jalan Sultan Idris, a major arterial route carrying over 170,000 vehicles daily. By optimising traffic flow and reducing congestion, the system avoids an average of 9.44 tCO₂e in emissions each month.

PROSPERITY

M1 Innovation & Technology

Solutions

Smart Urban Forestry

Description

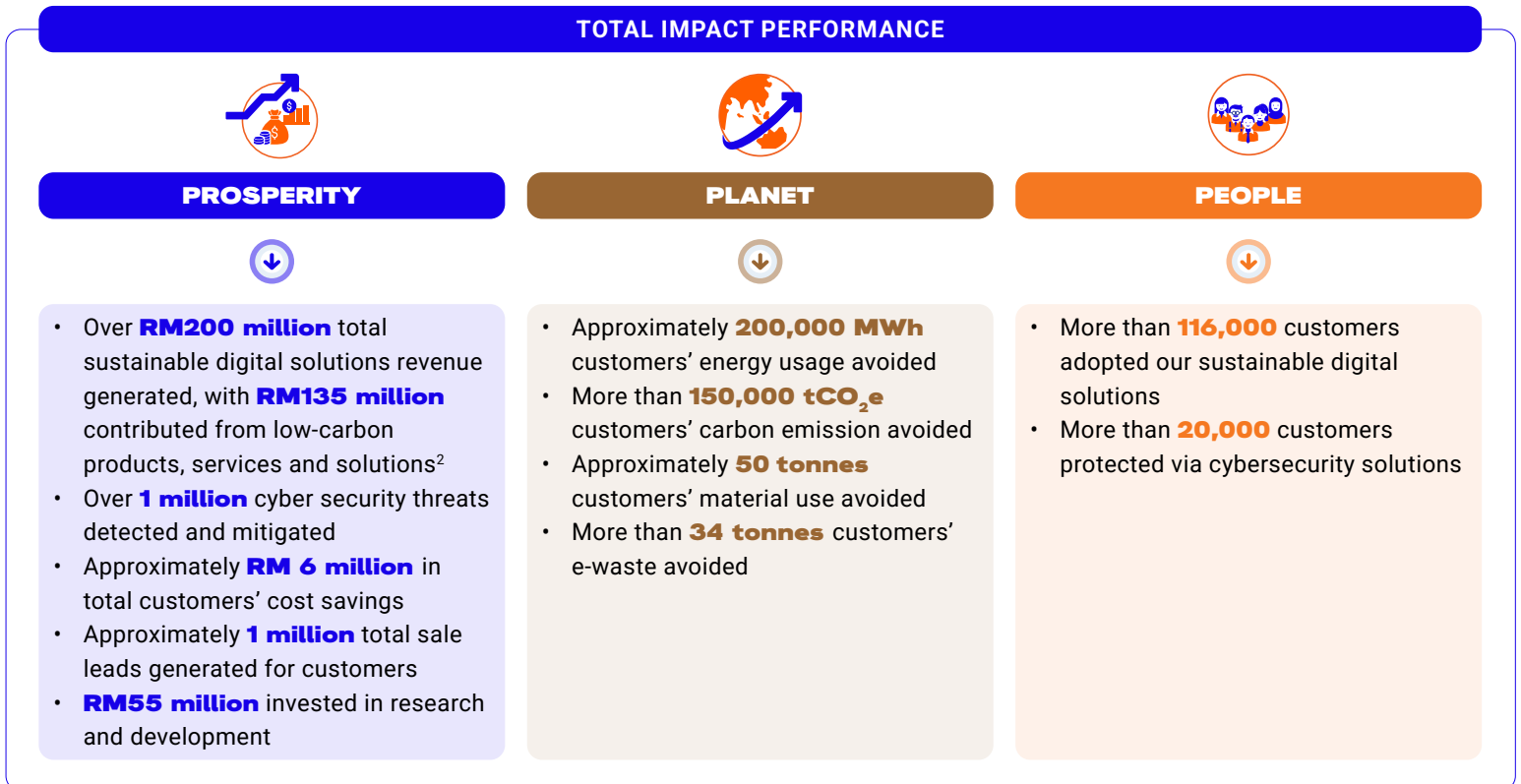
To strengthen climate resilience and protect biodiversity, TM delivers an AI-enabled environmental monitoring and forest carbon assessment solution. Developed in partnership with the Forest Research Institute Malaysia (FRIM) and supported by a research grant from the Government, the platform transforms how green assets are measured, monitored and managed. Further strengthening its impact value, the solution received national recognition when it was identified as one (1) of the UNGCMYB ESG Select List in 2025.

Progress

- Digitised **1,200** green assets in hours instead of weeks, accelerating environmental data collection and enabling real-time visibility of urban biodiversity and carbon assets for more precise planning and maintenance.
- Strengthened cross-agency coordination through a shared, data-driven platform, developed with local councils and environmental experts to ensure scientific accuracy, regulatory alignment and transparent decision-making.
- Transformed environmental data into actionable insights, enabling faster, smarter and more accountable climate and biodiversity management.

Total Impact Performance

As we continue scaling these advancements across our operations and customer ecosystems, their collective impact becomes increasingly evident. This consolidated impact is reflected in the following Total Impact Performance¹, which details the specific, evidence-based and combined results of our innovation and technology journey, mapped against our triple bottom line approach:



Notes:

¹ Eight (8) digital solutions measured and tracked with sustainability-related metrics

² Refer to page 138 for the Sustainability-related Financial Information Report 2025 on low-carbon products, services and solutions.

Moving Forward

In the short-term, we will continue to strengthen Innovation and Technology through a phased approach, starting with establishment of Low-carbon Products and Digital Solutions Policy and Guidelines in 2026, as well as measuring and tracking our Total Impact Performance through our Prosperity, Planet and People sustainability dimensions based on these policy and guidelines.

Baselining for Category 11 (Use of Sold Products) Scope 3 emissions will be a priority in 2026, contributing to our efforts to measure and implement Scope 3 emission reductions. Moreover, we will continue to scale proven AI-enabled and autonomous solutions to support growing demand for cloud, AI and low-latency services, alongside continued growth in sustainable and low-carbon solutions. Our B2C business will continue to broaden sustainable solutions for business customers, while C2C will continue to drive near-term infrastructure and digital platform expansion. B2B will play a central role as the architect of Malaysia's digital future by delivering secure, trusted and sustainable digital solutions for enterprise and public sector customers.

In the medium-term, we will strengthen institutional innovation capabilities through enhanced research leadership and deeper local and international collaborations to support higher-impact outcomes and expand towards generating low carbon revenue streams.

In the long term, we will continue to explore emerging innovations and the evolving technology landscape to build a hyperconnected, secure and resilient digital ecosystem. At the core of our growth strategy, we remain committed to advancing future-ready digital infrastructure and solutions that strengthen connectivity, enhance security and support Malaysia's transition toward a low-carbon digital economy.



State-of-the-art precision mobile LiDAR scanner and 3D imaging system applied in Smart Urban Forestry to enable high-fidelity urban tree mapping

ARTICLE: EMBEDDING SUSTAINABILITY BY DESIGN: TM NXERA DATA CENTRE

Malaysia's Data Centre Expansion: Growth Meets Constraint

Malaysia is emerging as a regional data centre hub, supported by national digital policies, hyperscaler investments and ASEAN connectivity advantages. The opportunity is significant and so are the infrastructure implications.

Malaysia's Energy Transition and Water Transformation Ministry (PETRA) projects that data centre electricity demand could reach approximately 12.9 GW by 2030 and 20.9 GW by 2040¹, reflecting the rapid growth of digital infrastructure across the country.

Data centre water demand is emerging as a material sustainability consideration. Reports suggest that combined demand across major states such as Johor, Selangor and Negeri Sembilan could amount to hundreds of millions of litres per day, highlighting the importance of efficient cooling and resource planning in new facilities².

An approximate industry benchmark for large scale data centres is that a 100 MW deployment can require around 4.2 million litres of water per day for cooling, depending on cooling technology and system design³.

These figures define the structural realities of Malaysia's digital expansion.

For operators, sustainability is no longer a corporate narrative. It is an infrastructure constraint, a regulatory consideration and increasingly a capital allocation discipline.

- ¹ Putrajaya: Data centres could need more power by 2040 than Malaysia uses annually now
- ² Malaysia water regulator to set strict water rules for data centres as number grows
- ³ Investments in water need to keep pace with influx of data centres

Sustainability as Infrastructure Design

Data centres are energy-intensive, long-lived assets. As AI workloads, cloud migration and sovereign data localisation accelerate, demand for compute density and resilient power supply continues to rise.

The industry question is no longer whether demand will grow, but whether infrastructure can scale responsibly within grid, water and regulatory limits.

TM Nxera's approach is grounded in Sustainability by Design, Build and Operation, embedding environmental performance into asset architecture from the outset. Key performance targets include:



A Power Usage Effectiveness (PUE) of ≤ 1.30 at full load, compared to industry estimates of approximately 1.80 for many existing facilities



Integration of air and liquid cooling technologies for enhanced thermal efficiency



Renewable energy integration and smart Li-ion UPS systems to optimise energy management

On water stewardship, TM Nxera is targeting a Water Usage Effectiveness (WUE) of ≤ 2.11 L/kWh/year, supported by rainwater harvesting, condensate reuse and circular water strategies.

In construction, sustainability extends to embodied carbon management through the use of low-carbon concrete such as GGBFS, RCA and WCS, as well as embodied carbon tracking across steel, concrete and glass, while targeting LEED certification with the ambition of becoming the first GreenRE Platinum data centre in Malaysia.

These measures are designed to align operational resilience with environmental discipline, strengthening long-term asset viability.

ARTICLE: EMBEDDING SUSTAINABILITY BY DESIGN: TM NXERA DATA CENTRE

Enabling Sustainable Digital Growth for Enterprises

The sustainability impact of TM Nxera extends beyond its own footprint.

As enterprises accelerate cloud adoption, AI deployment and digital platform integration, many face a structural choice between building their own proprietary server infrastructure or leveraging centralised facilities.

Purpose-built, high-efficiency data centre infrastructure can reduce the need for enterprises to allocate capital to land acquisition, cooling systems, power redundancy and security infrastructure. It lowers operational complexity and improves energy efficiency, compared with fragmented server environments and enables faster access to cloud, AI platforms and infrastructure.

For smaller and mid-sized organisations, access to secure, sovereign-grade infrastructure within TM Nxera facilities enables them to readily participate in digital and AI initiatives without significant upfront investment.

By centralising compute, storage and AI workloads within energy-optimised facilities, TM Nxera reduces duplication of physical infrastructure across industries and supports a more efficient digital ecosystem overall. This shared infrastructure model strengthens sustainability outcomes while improving capital efficiency for customers.

Market Discipline and Long-Term Value

For capital markets, data centres are capital-intensive assets with long operating horizons. Their resilience depends on grid stability, renewable integration, regulatory alignment, energy and water efficiency and their ability to support next-generation AI and cloud workloads.

Malaysia's ambition to become a regional data centre hub must therefore be matched by infrastructure that is efficient, accountable and scalable.

By embedding sustainability into measurable design parameters such as PUE, WUE, embodied carbon management and renewable integration, TM Nxera positions itself to operate within tightening environmental frameworks while supporting national digital growth.

This approach strengthens TM's ability to partner with hyperscalers, Government agencies and enterprises that increasingly require infrastructure aligned with sustainability and compliance standards.

Supporting PWR 2030: Infrastructure Leadership Beyond Connectivity

Under PWR 2030, TM is in the Defend and Build phase from 2024 to 2026, strengthening core connectivity while expanding into digital platforms and infrastructure. Data centres form part of TM's Next Leap initiatives to accelerate growth and diversify revenue streams.

The aspiration is to position TM as a Digital Powerhouse by 2030, pioneering industry growth through digitalisation and sustainability while establishing infrastructure leadership in high-impact segments.

TM Nxera supports this ambition by anchoring hyperscaler partnerships, enabling sovereign cloud capabilities for Government and enterprise and providing AI-ready infrastructure that supports GPU-intensive workloads.

As hyperscalers deepen their presence in Malaysia and ASEAN digital integration advances, sustainable and resilient infrastructure becomes a key differentiator in reliability, compliance and long-term cost efficiency.

Through Sustainability by Design, TM reinforces its role as a responsible enabler of Malaysia's AI-driven economy, aligning growth, resilience and environmental discipline under PWR 2030.

PROSPERITY

M2 CUSTOMER EXPERIENCE

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Customer Experience (CX) is our core service differentiator, serves a Priority 1 material matter for TM and critical enabler of our Digital Powerhouse by 2030 aspiration, to be the best-in-class service provider in Malaysia and the region. Customer Experience is built on trust and consistent delivery of positive experiences across the entire customer journey. Hence, it is critical for TM to ensure that Customer Experience is managed proactively, creating meaningful and positive interaction at every touchpoint. To deliver this ambition, TM prioritises these focus areas for Customer Experience:

Enriching Customer Experience

We implement improvement initiatives across customers' interfaces

Proactive Service Management

We deploy proactive resolutions to enhance overall satisfaction

Digital and AI Adoption

We accelerate customers' digital adoption with AI-driven self-service capabilities

Capitals Deployed:



Affected Stakeholders:



Sustainability Pillar:



Priority: 1

UN SDGs:



Note: A complete list of our priority levels and detailed explanations of each, can be found on page 107. This provides further context on how we classify and manage material matters across the organisation.

Why It Matters

At TM, we deliver our stakeholders' expectations by:

Fostering positive customer experiences and upholding high service standards

Digitalising the customer journey to provide a seamless self-service experience

Strengthening brand loyalty and active customer advocacy

Ultimately, we aim to make every interaction effortless, ensuring customers are supported and confident in choosing TM. This focus directly fuels our Digital Powerhouse 2030 aspiration by strengthening customers' trust in our brand.

Our Approach

We drive our approach to customer experience through a customer-first mindset. This mindset integrates digital and human-centred elements across the entire customer journey. We ensure every touchpoint remains seamless and reflects evolving customer expectations.

Our CX strategic approach covers these three (3) key elements:

B2C

Data-Driven Performance

We drive consistent performance using customer feedback mechanisms like the Net Promoter Score (NPS) and CSAT (Customer Satisfaction AT) as well as key operational metrics.

Proactive Experience Management

We ensure continuous service availability through proactive programmes and monitoring.

Empowering Customers through Digital Channels

We enable customers to manage their accounts via digital touchpoints, ensuring convenient experience.

B2B

Embed Customer Success as a Differentiator

We transition from reactive support to Customer Success-led approach through proactive network monitoring, early risk identification, continuous service improvement and timely customer engagement.

Industry Best Practice Ways of Working

We execute through clear charters, structured playbooks, service onboarding frameworks and preventive maintenance to deliver consistent performance and ensuring strong adherence to Service Level Guarantees (SLG).

Serving with Empathy

We cultivate a service culture grounded in empathy and accountability to deliver fit-for-purpose solution to address customers' needs.

C2C

Personalised Customer Care

We delight customers through personalised and deep engagement.

Reinforce Fulfilment and Restoration

We streamline delivery steps and speed up restorations to minimise downtime and provide clearer timelines and updates throughout restoration.

Leverage AI and Expertise

We combine AI-assisted monitoring and specialist expertise to diagnose issues quickly, route cases effectively and maintain responsive, consistent support across channels.

Policy and Guideline


At TM, we are guided by customer experience policies and guidelines to ensure consistency and disciplined execution. They are:

Mandatory Standard of Quality of Service (MSQoS)
Regulatory requirement issued by MCMC that sets the minimum service performance standards telcos must meet

Contact Centre Services
Process and guidelines for complaint, enquiry and request handling related to service disruption, account management, billing, access to digital platform and others

Business Continuity Plan and Procedures
A collection of plans that form TM’s overall Business Continuity Plan, detailing the required operational and recovery processes and procedures

TM AI Governance Policy
Ensures TM’s compliance with the ethical and responsible practices as outlined in the National Guidelines on AI Governance & Ethics (AIGE) by the Government of Malaysia

 For details on our common sustainability policies, see page 106.

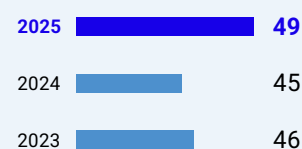
How We Create Value

We adhere to the standards and guidelines outlined above to ensure that our customers receive the best service from TM. In 2025, we achieved full compliance for all seven (7) elements of the MSQoS (Customer Service) quarterly report submitted to the MCMC. Our NPS score increased by four (4) points, rising from 45 in 2024 to 49 in 2025. The improved NPS score validates our standing as a top-tier service provider in the country, signalling higher customer satisfaction and growing advocacy.

Enriching Customer Experience

Our NPS improvement is driven by our commitment in continuous enhancement of customer experience handling process. In 2025, we implemented a range of customer experience initiatives across the different LOBs to strengthen service delivery, enhance customer engagement and improve overall satisfaction.

NPS



Initiatives	Description	Impact Story
Elevating In-Premise Experiences	<p>Our B2C business enhances the in-premises experience for both consumer and business segments by providing superior connectivity and expert support. In 2025, we achieved the following:</p> <ul style="list-style-type: none"> Expanded Wi-Fi Management: We provided advanced Wi-Fi management tools, allowing customers to monitor and optimise their premises usage independently. Nationwide Expert Consultation: We have scaled the Unifi Elite Crew nationwide, delivering professional on-site consultation and technical advice during service restoration visit. 	<ul style="list-style-type: none"> We enhance customer satisfaction through more reliable self-managed in-premise connectivity and quicker, expert-assisted issue resolution.
Ensuring Proactive Service Management	<p>We increase our service fault detection capabilities to identify and resolve network issues before they affect the user, significantly reducing the need for technical support calls.</p>	<ul style="list-style-type: none"> Our action enhance service reliability through earlier issue detection, resulting in smoother, interruption-free user experiences with fewer inbound support calls.
Empowering Customers with Digital Channels	<p>To manage call interaction effectively, we enhance the Interactive Voice Response (IVR) system and advocate customers to self-serve through MyUnifi app at their convenience.</p>	<ul style="list-style-type: none"> This improvement enhances customer experience by making support channels more intuitive and efficient, enabling quicker navigation and reducing customer effort.

PROSPERITY

M2 Customer Experience

Initiatives

Supporting Disabled and Elderly Customers

Description

At TM, we care about delivering inclusive and accessible services for all. We strive to ensure every customer feels supported through services designed to be responsive to diverse needs. Among our efforts are:

- We maintain the house call assistance service for Persons with Disabilities (PwD) which was introduced in 2024.
- We continue to provide priority lane for elderly, PwD and pregnant customers at TMPoint and Unifi Stores.

Impact Story

- This improvement makes our support channels easier to navigate, enabling customers to reach the right assistance faster while reducing effort during support interactions.

Redefining Client Services to Customer Success

Description

- We embedded proactive Customer Success into the operating model by defining charters, playbooks and account coverage frameworks. Throughout 2025, we included standardising success plans and preventative maintenance programmes within cross-functional governance forums.
- Our team formalised regular service performance reviews and integrated advanced SLG tracking into our monitoring suite. These proactive improvement plans eliminated recurring issues and standardised service delivery across the board.

Impact Story

- Our initiative strengthened customer trust and service reliability, directly contributing to higher contract renewals and increased uptake of new service subscriptions.
- This safeguards customers' mission critical operations, reducing service incidents and enables outcome-based, long-term value creation.
- This initiative also contributed to a **five-point** year-on-year increase in the NPS score for the B2B segment.

Upskilling Talent

Description

- We continue to invest in training and upskilling of our team members to strengthen their knowledge, ensuring customers receive consistent, high-quality support.

Impact Story

- This strengthens our teams' ability to respond quickly and support customers more effectively, enabling faster action and clearer accountability in resolving issues.

Ensuring Proactive and Effective Communication with Customers

Description

- Our account management and service teams leverage AI-driven tools and deep product expertise to elevate customer experience. By prioritising accessibility and responsiveness, we provide consistent, reliable support that anticipates client needs.

Impact Story

- Our efforts improved the year-on-year Customer Satisfaction (CSAT) score for Account Management reflecting stronger reachability and greater availability of our support teams.

Channels for Customers Engagement

Our B2C customers may request support and share feedback for products and services improvement through multiple channels across digital platforms. B2B and C2C customers are supported through dedicated account teams, specialised Service Desks and online support forms ensuring reliable assistance for business clients.

B2C

- List of our updated channels can be found on our website (www.unifi.com.my/support/contact-us)

B2B

- Dedicated Account Managers, Customer Success/Service Engineer
- Dedicated Service Desk for B2B customers
- TM One website (www.tmone.com.my)

C2C

- Dedicated Account Managers and Service Engineers
- Dedicated Service Desk for C2C customers
- TM Global website (www.tmglobal.com.my)

Proactive Service Management

We enhance service availability and reliability through proactive monitoring and fast restoration. Our specific actions for each service concern have demonstrated measurable results.

CX Challenges	Mitigative Action and Result								
Fault Restoration Due to Vandalism	<p>Description</p> <ul style="list-style-type: none"> We accelerate fault restoration and reduce fibre outages caused by vandalism through Service Quality Improvement Group. This cross functional collaboration within our operations centre enables faster, real time response to service disruptions and strengthens service performance. 								
	<p>Impact Story</p> <ul style="list-style-type: none"> These actions reduced fibre faults caused by vandalism by 13% year-on-year, improving service availability and delivering more stable, uninterrupted connectivity for our customers. 								
Service Quality	<p>Description</p> <ul style="list-style-type: none"> We strengthen proactive service monitoring and quality assurance measures. Performance is tracked through our First Fix Right (FFR), a key service quality metric that measures how effectively issues are resolved on the first visit. 								
	<p>Impact Story</p> <ul style="list-style-type: none"> These improvements sustained a three-point year-on-year increase in FFR, reducing repeat visits while strengthening overall service stability and customer confidence. Our total complaints show a year-on-year decline, consistent with the reduction in overall complaint volumes. 								
<table border="1"> <thead> <tr> <th>Metrics</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>Reduction in Total Complaints (%)</td> <td>33</td> <td>21</td> <td>7</td> </tr> </tbody> </table>		Metrics	2023	2024	2025	Reduction in Total Complaints (%)	33	21	7
Metrics	2023	2024	2025						
Reduction in Total Complaints (%)	33	21	7						

Award-winning Customer Service Excellence in Malaysia



On 20 February 2025 at the Asian Telecom Awards 2025 in Singapore, Group Customer Experience (GCX) received an award of Customer Service Initiative of the Year for Malaysia in recognition of its Bill Verification initiative. This prestigious honour highlights our commitment to innovative and customer-centric initiatives. Key improvements such as proactive support mechanisms, strengthen trust and deliver better overall experiences for users. It also underscored GCX’s leadership in service excellence within the Asian telecommunications industry

Moving Forward

Moving forward, we are committed to drive customer experience as the key business differentiator, delivering best-in-class customer advocacy and reinforcing our position as the trusted and preferred service provider. Our three (3) key strategies are as follows:

Seamless Digital Self-Serve with Agentic AI	Proactive AI-Powered Service Experience	Empathetic Human Interaction
<p>Intelligent Self Service</p> <p>Delivering intuitive and personalised customer care through MyUnifi app and adoption of Agentic AI for omni-channel Contact Centre services for efficient customer experience management.</p>	<p>AI-Driven Proactive and Preventive Initiatives</p> <p>Leveraging AI-driven insights to transition from reactive troubleshooting to proactive and preventive actions.</p>	<p>Reimagining Field Care Crew</p> <p>Upgrading our Elite Crew to deliver consultative in-premise engagement for B2C customers.</p>
<p>Self healing, intelligent network</p> <p>Progressing in AI-enabled self-healing network to shift CX towards ‘zero-touch’ experience.</p>	<p>AI-Powered Personalisation</p> <p>Tailoring offerings based on customers’ lifestyle and usage.</p>	<p>Customer Success Models</p> <p>Providing proactive care and consultative service support with higher expertise for B2B customers.</p>

PROSPERITY

M3 NETWORK STABILITY & QUALITY

Inside this section:

- 164 Why It Matters
- 164 Our Approach

- 165 Policy and Guideline
- 166 How We Create Value
- 167 Moving Forward

As the nation's leading digital infrastructure provider, TM identifies Network Stability & Quality as a Priority 2 material matter. This ranking does not diminish its significance; rather, it reflects that network excellence is now a fundamental, ingrained component of our daily operations and a significant corporate responsibility.

In 2025, we strengthened infrastructure resilience to ensure seamless connectivity for all stakeholders. We concentrated our efforts on the following three (3) areas:

Collaborating for a Strong and Reliable Global Network

We strengthened our digital infrastructure to ensure scalability and uptime. By leveraging strategic global collaborations, we reinforce our network infrastructure to accommodate surging data demands while maintaining high service availability.

Network Modernisation for Resilience and Efficiency

We continued to modernise our network infrastructure to strengthen resilience, improve operational efficiency and support growing digital connectivity demands. By upgrading legacy platforms and adopting next-generation technologies, we are building a more robust, scalable and agile network that delivers reliable performance while enabling faster response to service needs and future digital services.

Advancing Intelligent, Autonomous Operations

We integrated AI and automation into core functions to transition toward autonomous network operations. These technologies optimise traffic management and reduce manual intervention, significantly increasing the speed of network recovery.

Capitals Deployed: Affected Stakeholders: Sustainability Pillar: Priority: **2** UN SDGs:

Note: A complete list of our priority levels and detailed explanations of each, can be found on page 107. This provides further context on how we classify and manage material matters across the organisation.

Why It Matters

We build and maintain a high-performance network as it is our fundamental responsibility. To realise our PWR 2030 ambition, we deliver a stable, high-quality network experience that earns stakeholder trust and confidence. We honour these commitments to stakeholders by:

Strengthening Malaysia's domestic fibre infrastructure to deliver a modern, high-performance and scalable network for the best digital experience

Positioning TM as a regional data hub, enabling hyperscalers, global carriers and over-the-top (OTT) media services to operate efficiently in Malaysia

Affirming our commitment as the nation's Fixed-Mobile Convergence (FMC) Champion by delivering a seamless digital experience through integrated fibre and mobile connectivity across both urban and rural communities

Our Approach

We treat network excellence as a fundamental operational responsibility, ensuring our network serves as reliable infrastructure that enables Malaysia's digital economy and the wider region.

Our focus is on three (3) approaches:

1 Collaborating for a Strong and Reliable Global Network

We strengthen our global footprint by collaborating with international partners to deliver a high-performance ecosystem. Our strategy ensures:

Provide uninterrupted connectivity through diverse, redundant routing

Minimal environmental risks during infrastructure deployment

Seamless network scalability in line with surging data demands

Strong asset protection against natural disasters and maritime activities to prevent service outages

2 Network Modernisation for Resilience and Efficiency

We systematically modernise our infrastructure to address technology obsolescence and eliminate technical debt, progressively phasing out legacy systems. This continuous and proactive approach ensures our network remains secure, efficient and future-ready to support next-generation digital services:

Enabling the Future

Build a high capacity, programmable network that allows us to remain competitive

Modern and Sustainable

Transition legacy assets to energy-efficient hardware, reducing network physical footprint and utility overhead

Secured and Reliable

Integrate the latest security patches and standards into the hardware refresh cycle to mitigate modern cyber threats

Simplify and Lean

Identify and remove obsolete hardware and software to reduce operational complexity and failure points

By transitioning to a modernised network and programmable architecture, we enable a self-optimising network that anticipates and resolves issues before they impact service.

3 Advancing Intelligent, Autonomous Operations

We are accelerating the transition towards an autonomous, self-healing network to strengthen operational resilience. This is achieved through:

AI & Automation

Implement intelligent systems to optimise traffic and resolve faults automatically

Process Simplification

Improve legacy complexities to increase operational agility

Workforce Redesign

Upskill our team to manage high-tech, automated environments effectively

This combined approach reinforces operational resilience and enhances service quality, enabling the delivery of stable, scalable and reliable digital network for all stakeholders.

Policy and Guideline

To provide guidance on network stability and quality, we refer to the following policies and guidelines across the organisation:

Mandatory Standard of Quality of Service (MSQoS)

Regulatory requirement issued by MCMC that sets the minimum service performance standards telcos must meet

ISO 37001:2025

The international standard for Anti-Bribery Management Systems (ABMS)

Spectrum Assignment

A spectrum award issued by MCMC that specifies the rollout commitments and regulatory conditions for telcos to comply

Disaster Recovery Plan and Procedures

A collection of plans that form TM's overall Business Continuity Plan, detailing the required operational and recovery processes and procedures

ISO 9001: 2015

The international standard for Quality Management Systems (QMS)

TM AI Governance Policy

Ensures TM's compliance with the ethical and responsible practices as outlined in the National Guidelines on AI Governance & Ethics (AIGE) by the Government of Malaysia

ISO 27001: 2022

The international standard for Information Security Management Systems (ISMS)

TM Forum Autonomous Network Level Certification

Validates a communication service provider's network automation maturity¹

ISO 22301: 2019

The international standard for Business Continuity Management Systems (BCMS)

Malaysian Technical Standards Forum Bhd (MTSFB)

Technical standard compliance within Malaysia's Communications and Multimedia (C&M) industry²

¹ TM is moving towards a self-sustaining internal assessment based on TM Forum framework.

² TM voluntarily adopts the technical standard compliance.

PROSPERITY

M3 Network Stability & Quality

How We Create Value

As the nation’s builder of digital infrastructure, we play a vital role in maintaining a reliable network that keeps Malaysia connected, while continuing to expand our coverage to meet growing demands. The following performance data shows our progress in expanding this infrastructure, demonstrating steady growth across our domestic and international connectivity assets over the last five (5) years:

Type of Connectivity	2021	2022	2023	2024	2025	Five-year cumulative growth ¹
Domestic fibre optic cables (km)	>650,000	>690,000	>720,000	>740,000	>750,000	15.4%
Connectivity of submarine cables (km)	>320,000	>340,000	>340,000	>275,000	>400,000	25%
Submarine cables (built and invested)	30	32	35	33	39 ⁴	30%
TM Internet Exchange (TMiX) Nodes	30	62	62	62	62	106.7%
PoPs ²	28	29	29	29	26	-7.1%
Mobile Coverage (%) ³	82.6	83.2	95.4	95.6	97.9	18.5%

¹ Five-year cumulative growth is calculated using 2025 data relative to 2021 data

² Reduction in PoPs nodes due to migration to cloud solution

³ Based on the Coverage of Populated Area (CoPA) report, calculated by MCMC

⁴ Includes six (6) new cable systems invested in 2025

Our robust global and domestic connectivity positions TM as Malaysia’s leading digital infrastructure provider. Beyond network expansion, we drive continuous improvements in network stability and quality, through initiatives that strengthen overall performance.

Collaborating for a Strong and Reliable Global Network

We design our submarine cable ecosystem for long-term scalability and resilient connectivity. By collaborating with international partners and investing in cutting-edge infrastructure, we position Malaysia as a premier digital hub connecting to the global market. We have delivered these values over the past few years:

Initiatives

Global Network Expansion

Description

- Over the past three (3) years, we have invested in six (6) new submarine cable systems, strengthening Malaysia’s network capacity, resilience and redundancy across key global markets, including Singapore, Hong Kong, Japan, India, France and the United States.
- These investments meet rising demand from hyperscalers, OTT providers and global carriers while accelerating industrial digital adoption.

Impact Story

- Our investments will increase Malaysia’s future international connectivity capacity by an additional of more than **160 Tbps** once the projects completed.

Safeguarding Marine Environments



- We adhere to environmental guidelines established by relevant authorities, ensuring full compliance with marine protection regulations.
- Our subsea routes are carefully planned and installed to avoid sensitive ecological zones, minimising disturbance to marine ecosystems and seabed habitats.
- Over time, our submarine cables serve as a stable substrate on the seabed, supporting coral growth and marine life as well as contributing positively to marine biodiversity.

For more information about our coral ecosystem preservation effort, see page 202.

Network Modernisation for Resilience and Efficiency

At TM, we ensure our hyperconnected environment consistently leverages the latest technology to deliver resilient and high-quality network performance. By modernising our network, we create a data-rich environment that supports innovation, allowing us to evolve from implementing proactive to predictive measures without costly or disruptive overhauls.

Initiatives	
Network Migration	<p>Description</p> <ul style="list-style-type: none"> We continue advancing our modernisation agenda to enhance customer satisfaction while optimising the network for a leaner, more efficient infrastructure. These activities ensure our network ecosystem remains current, resilient and capable of supporting future-ready digital services. <p>Impact Story</p> <ul style="list-style-type: none"> We completed Metro-Ethernet (Metro-E) and Optical Line Terminal (OLT) migrations ahead of schedule, delivering energy-related cost savings and improved operational performance.
Preventive Service Disruption	<p>Description</p> <ul style="list-style-type: none"> We proactively detect service anomalies and activate self-healing measures, such as CPE reboot and Wi-Fi configuration resets, before faults impact customer experience. This shift from reactive troubleshooting to predictive service assurance strengthens network continuity and enhances overall reliability. <p>Impact Story</p> <ul style="list-style-type: none"> Through self-healing, we prevented service disruptions and significantly improved service resilience and ensuring uninterrupted customer experience.

Advancing Intelligent, Autonomous Operations

We are moving towards a smarter, more autonomous network operations model, demonstrating our commitment to building a resilient, efficient and future-ready digital operations ecosystem. Leveraging technology-driven capabilities, we are transforming our operational agility while ensuring stronger service continuity and improved network quality for customers.

Initiatives	
Transforming Network Operations through Autonomous Network	<p>Description</p> <ul style="list-style-type: none"> An autonomous network is an operational model designed to deliver higher output with fewer resources by leveraging advanced automation and intelligent systems. It helps the network identify issues faster through automated resolution and reduced human dependency, ultimately improving customer experience and increasing efficiency through self-healing functions. <p>Impact Story</p> <ul style="list-style-type: none"> Overall improvement in productivity year-on-year, with continued progress towards full autonomous network implementation.
Developing Talent and Digital Capability	<p>Description</p> <ul style="list-style-type: none"> We strengthen our innovation culture by empowering Citizen Developers to build low-code/no-code solutions that improve productivity and service reliability. Their work has delivered tangible impacts through internal tools that enhance operational efficiency across GNT operations. <p>Impact Story</p> <ul style="list-style-type: none"> Solutions developed by Citizen Developers have delivered significant improvements across key operational activities.

Moving Forward

We are advancing towards a leaner and more agile organisation by simplifying business processes, modernising network infrastructure through software-defined networking, cloudification and embedding of intelligent automation powered by AI. Together with continuous workforce upskilling and reskilling, this will enable broader, more complex operations to be handled with greater efficiency and agility.

Moving forward, we will build the foundation for higher network autonomy that supports self-optimising and self-healing networks.

PROSPERITY

M4 SUSTAINABLE VALUE CHAIN

Inside this section:

- 168 Why It Matters
- 168 Our Approach

- 169 Governance Systems, Processes and Policy
- 172 How We Create Value
- 177 Results of Annual Supplier Survey
- 178 Moving Forward

Sustainable Value Chain is one (1) of TM’s Priority 1 material matters, reflecting its strategic importance in supporting our Net Zero 2050 ambitions. As a digital infrastructure and services provider, our environmental and social impact extends beyond our direct operations to include suppliers, contractors and business partners across the value chain. Recognising this broader responsibility, we are committed to embedding sustainability principles throughout our procurement and partnership lifecycles. By integrating environmental, social and governance (ESG) considerations into sourcing decisions, vendor evaluations and contract management processes, we ensure that our growth journey is responsible, resilient and future-focused.

This commitment is reinforced through strengthened ethical sourcing practices, enhanced transparency and the proactive assessment of supplier readiness in areas such as carbon management, human rights, labour standards and regulatory compliance. Through continuous engagement and capacity-building initiatives, we collaborate closely with our partners to elevate sustainability standards across the ecosystem. This collective approach not only mitigates risks and strengthens operational resilience but also drives long-term shared value creation and advances broader sustainable development goals.

Capitals Deployed:
Affected Stakeholders:
Sustainability Pillar:
Priority: **1**
UN SDGs:

Note: A complete list of our priority levels and detailed explanations of each, can be found on page 107. This provides further context on how we classify and manage material matters across the organisation.

Why It Matters

As part of TM’s aspiration to become a Digital Powerhouse by 2030, this transformation underpins everything we do, including how we build and sustain our value chain. A robust and resilient value chain is essential not only for operational efficiency and risk management but also for achieving our sustainability goals. Without strong supplier engagement, responsible sourcing and ESG integration, it would be difficult for us to meet our sustainability goals and maintain long-term business growth.

Our value chain is therefore a foundation that enables us to innovate, scale responsibly and lead in a sustainable digital future.

At TM, we deliver on our stakeholders’ expectations by:

- Ensuring revenue continuity through reliable network delivery
- Reducing regulatory and rework costs
- Improving energy and logistics efficiency
- Safeguarding security, ethics and integrity

Building on these commitments, our Sustainable Value Chain approach extends these principles across our broader ecosystem. It encompasses sustainable sourcing across procurement activities, ensuring compliance, strengthening resilience and driving long-term positive changes across our supplier network.

Our Approach

We take a holistic approach to building a sustainable value chain, embedding environmental, social and governance (ESG) principles across all procurement and partnership activities. By working closely with our suppliers and partners, we aim to ensure that every activity in our supply chain reflects our commitment to responsible, ethical and long-term value creation.

Ethical Sourcing

We have progressively embedded ESG principles to ensure our suppliers and partners uphold the same commitment to people and planet as much as we do. This is achieved through:

- Adopting a risk-based, lifecycle approach to supply chain management
- Embedding ESG, safety and Anti-Bribery Management System (ABMS) requirements into supplier selection, contracting and performance monitoring
- Reinforcing the Supplier Code of Conduct, Integrity Pledge and ABMS controls to ensure ethical, sustainable and responsible business conduct across our supply chain
- Incorporating green requirements into tender specifications to promote environmentally responsible solutions and low-carbon alternatives

Mandatory Declaration of Ethical Conduct for All Registered Suppliers

The Supplier Integrity Pledge is a mandatory declaration of ethical conduct that every supplier must sign before participating in any sourcing activities and upon being awarded a TM contract. This document is included in TM's tender and contract templates and must be executed prior to contract awarded.

By executing this pledge, suppliers formally commit to the Supplier Code of Conduct and confirm full compliance with TM's anti-bribery, anti-corruption and competition law requirements, including strict prohibitions on bid-rigging and other anti-competitive behaviour.

No suppliers can participate in TM's tender exercises or receive a contract award without signing this pledge, underscoring TM's zero-tolerance stance on unethical practices and our commitment to a transparent, accountable and corruption-free supply chain.



Assessment of supplier readiness

For TM, building a sustainable value chain is a shared and ongoing commitment. Our approach to supplier readiness is two-fold, strengthening internal governance while elevating the capabilities of our supply partners.

Internal Focus: Integrate ESG Requirements into TM's Internal Procurement Processes

- To ensure consistent application of sustainability standards across all supplier interactions. This strengthens governance discipline, enhances reporting readiness and supports compliance with evolving regulatory and disclosure obligations.

External Focus: Suppliers Capability Training and Engagement Programme

- Enhancing supplier performance through sustainability training, the provision of carbon calculation tools and digital engagement via ProDigi, TM's central procurement platform.
- These initiatives elevate ESG awareness, strengthen supplier maturity, reduce operational and compliance risks and support reliable network delivery.
- Supplier self-awareness assessment, through which we evaluate our suppliers' readiness and their understanding of ESG. It also comprises suppliers' ESG disclosures.

Governance Systems, Processes and Policy

Our governance structure, processes and policies provide a structured framework that ensures integrity, accountability and transparency in every procurement and supply chain decision. Specifically:

- The governance structures reinforce TM's zero-tolerance stance on unethical conduct and ensure a transparent, fair and responsible supply chain.
- Clear policies, strong ethical standards and well-defined oversight mechanisms safeguard responsible sourcing and promote long-term value chain resilience.

PROSPERITY

M4 Sustainable Value Chain

Governance Systems, Processes and Policy

TM's Sustainable Value Chain Governance Structure

BOARD OF DIRECTORS (BOD)

- Holds a higher limit of authority and oversees all decisions made by the BTC and JPP

BOARD TENDER COMMITTEE (BTC)

- Headed by the Chairman of BTC
- Approves strategic procurement policies such as Sustainable Supply Chain Policy and the Bumiputera Policy
- Oversees high-level procurement strategies
- Reviews and approves procurement compliance and decisions

JAWATANKUASA PENILAIAN PEROLEHAN (JPP) I/II

- Chaired by the GCEO and GCFO
- Reviews and approves procurement compliance and decisions

GROUP PROCUREMENT (GP)

- Headed by the Chief Procurement Officer (CPO)
- Oversees procurement governance while specialised units manage category strategies, compliance, supplier relationships and performance evaluations

Note:
In line with our commitment to transparency and continuous improvement, TM's Chief Corporate Officer (CCO) regularly provides comprehensive updates to the Management Committee (MC) and Board Risk & Investment Committee (BRIC) on the progress and performance of our sustainability initiatives.

Board of Directors and Board Tender Committee

Our BOD and BTC provide oversight of key procurement policies and high-level procurement decisions, ensuring alignment with TM's governance and ethical commitments. The Board is supported by dedicated procurement approval committees.

Jawatankuasa Penilaian Perolehan I/II

JPP I/II, which is chaired by GCEO (I) and GCFO (II), reviews and approves procurement compliance and decision presented by the operation teams.

Group Procurement

Operationally, GP enforces procurement governance across the organisation. This includes applying full transparency and fair sourcing processes, embedding clear supplier-related KPIs for performance monitoring and ensuring that sustainability, ethics, safety and governance requirements are consistently implemented across all procurement processes. By embedding these into our workflows and decision-making structures, GP drives disciplined governance practices and strengthens TM's readiness for evolving regulatory and disclosure obligations.

Sustainable Value Chain related policies

Our supply chain governance is anchored by the following policies and frameworks:

TM Code of Conduct & Business Ethics

Upholds ethical partnerships, fair procurement and responsible conduct

Anti-Corruption Guide

Reinforces TM's zero-tolerance stance on bribery and unethical practices

Procurement Ethics

Sets ethical standards to prevent corruption and maintain integrity

Sustainable Supply Chain Roadmap 2024 – 2026

Outlines long-term integration of environmental and social considerations

Sustainable Supply Chain Policy

Governs responsible sourcing, ESG compliance and environmental stewardship

Bumiputera Vendor Development Programme (BVDP) and Bumiputera Supplier (SOP)


Supports capability building and development of Bumiputera suppliers

Procurement Policy and Processes

Ensures transparent, efficient and compliant acquisition of goods and services

Note:

All of these policies have been approved by the TM Board/ MC.

 For details on our common sustainability policies, see page 106.

Strict Prohibition of Forced Labour

As part of our commitment to ethical sourcing, we strictly prohibit forced labour, recognising it as an unacceptable practice. TM is dedicated to eliminating any form of forced or involuntary labour from our supply chain through a robust governance framework. Our expectations are guided by:

TM's Sustainable Supply Chain Policy

Procurement Ethics

Code of Conduct and Business Ethics (CBE)

These documents are aligned with International Labour Organization (ILO) conventions and global modern slavery standards. All suppliers are required to fully prohibit forced or involuntary labour practices and uphold responsible, ethical and lawful employment standards.

To ensure zero violations of ethical sourcing, specifically with respect to forced labour, we enforce compliance and accountability through:

Supplier Compliance and Monitoring



We conduct risk-based assessments, supplier declarations and continuous monitoring to identify, prevent and address any potential forced labour risks.

Strict Enforcement



We impose corrective actions, including suspension or contract termination, reinforcing TM's strict prohibition of forced labour.

Capability Building



Through BVDP and other supplier development programmes, we provide training on labour laws, ethical sourcing and responsible employment to strengthen supplier awareness and compliance.

Whistleblowing & Transparency



TM maintains accessible and confidential whistleblowing channels for suppliers and workers to report suspected forced labour or unethical practices without fear of retaliation.

PROSPERITY

M4 Sustainable Value Chain

How We Create Value

Initiatives with TM's Suppliers

To ensure we progress positively towards achieving the goal of a Sustainable Value Chain, our initiatives remain focused on strengthening the embedding of ESG principles into ethical sourcing and proactive assessment of supplier readiness.

The key initiatives implemented in 2025:

Initiatives	
Approach: Ethical Sourcing	
<p>Digitalisation of Procurement through ProDigi</p>	<p>Description</p> <p>Transformed TM's procurement into a fully digital, transparent and data-driven ecosystem that strengthens governance and improves supplier accountability and drives operational excellence.</p> <p>Value to TM:</p> <p>This transformation has:</p> <ul style="list-style-type: none"> • Strengthened procurement transparency and internal controls, reduced intervention and human errors and improved compliance readiness • Improved compliance readiness by standardising workflows and audit trails, enhancing governance and regulatory adherence <p>Impact Story</p> <ul style="list-style-type: none"> • 3,512 suppliers on boarded; with sourcing activities initiated on a single digital platform, improving visibility and process discipline • Through the implementation of automation and standardised digital workflows, procurement cycle times have reached a 91% efficiency rate, significantly enhancing both operational responsiveness and overall process efficiency • Enhanced supplier's accountability and performance tracking, enabling transparent evaluation and stronger relationship engagement
<p>Integration of Sustainability Clauses in Technical Specifications</p>	<p>Description</p> <p>Embedded green, circular economy, energy efficiency, recycling and carbon footprint requirements into Group Network & Technology (GNT) and Strategic Business Services (SBS) technical specifications to encourage low-carbon and environmentally responsible technologies.</p> <p>Value to TM:</p> <p>Reduces lifecycle costs and the supply chain carbon footprint while strengthening ESG compliance.</p> <p>Impact Story</p> <ul style="list-style-type: none"> • Supports TM's transition to low carbon technologies and improves circular material use across key supply categories • Embeds green technical specifications into procurement processes, reinforcing sustainability and driving measurable environmental impact
<p>Enhancement of OSH Legal Compliance & Safety Governance</p>	<p>Description</p> <p>Updated OSH clauses aligned with the Occupational Safety and Health Regulations 2024 to reduce safety incidents and legal exposure.</p> <p>Value to TM:</p> <p>Minimises legal and reputational risks, supporting uninterrupted operations</p> <p>Impact Story</p> <ul style="list-style-type: none"> • Improved supplier adherence to OSH standards and reduced workplace incident risks across TM's supply chain • Reduced exposure to supply chain disruptions linked to workplace accidents • With the updated OSH regulations, contractors must comply with new statutory requirements, implement robust safety controls and safeguard workers, property and the environment, reducing incident risks and supply disruptions

Initiatives

Approach: Assessment of Supplier Readiness

ESG Awareness and Capability Building for Suppliers

Description

Delivered ESG training, workshops, digital on-boarding and disclosure guidance across on Environmental (Scope 1 and Scope 2 emissions), Social (OSH, Labour and Well-being) and Governance (Ethics, Business Management Systems). This systematic approach has elevated supplier ESG maturity and compliance standards and risk awareness throughout the supply chain.

Value to TM:

Reduces non-compliance risks, enhances delivery quality, strengthens supplier competitiveness and improves the overall supplier risk management journey.

Impact Story

- **1,564** suppliers attending ESG workshops and digital onboarding sessions
- **10%** of responding suppliers disclosed Scope 1 and Scope 2 emissions data, improving carbon visibility across the supply chain
- Strengthened TM's supplier ESG risk identification, monitoring and mitigation processes across key suppliers

Classification of Suppliers by ESG Risk

Description

Implemented Sustainability Self-Assessment modules to improve ESG risk detection and supplier profiling, enabling targeted interventions.

Value to TM:

Lowers operational, safety and regulatory risks by shifting supplier management from reactive to risk-based and predictive.

Impact Story

- **459** suppliers completed the TM Supplier Self-Assessment Questionnaire, improving visibility into ESG performance across the entire value chain
- In our latest supplier assessments, approximately 2% of assessed suppliers were identified as medium-to-high ESG risk, enabling targeted risk management and tailored supplier development actions
- The improved ESG risk insight have strengthened TM's overall supply chain resilience, informing proactive mitigation strategies and fostering sustainable supplier practices

Strengthening Supplier Disclosure Readiness

Description

Enhanced the TM Supplier Self-Assessment Questionnaire to aligned with global ESG disclosure standards and local regulatory requirements, including the Simplified ESG Disclosure Guide (SEDG).

SEDG, introduced by the Capital Markets Malaysia, serves as a practical framework to guide companies in embedding sustainability practices and disclosing ESG performance in a transparent and structured manner.

Value to TM:

Improves consistency and reliability of ESG reporting, strengthens audit readiness and accelerates supplier preparedness for regulatory changes.

Impact Story

- **459** suppliers completed ESG-aligned disclosures in 2025, compared to 260 suppliers in 2024, representing a **77%** year-on-year increase in ESG disclosure participation
- Improved supplier awareness and understanding of ESG requirements through structured alignment with SEDG
- Providing suppliers with the necessary tools and knowledge transparency, while improving ESG data quality and disclosure, including the User Guide for the SEDG GHG Emissions Calculator

PROSPERITY

M4 Sustainable Value Chain

Our Progress

We are committed to continuously strengthening our value chain and enhancing our sustainable practices. As we evolve and work towards building Sustainable Value Chain, we focus on equipping our teams and suppliers with the capabilities, knowledge and tools needed to meet the highest standards of responsible and ethical business practices.

Our approach to supplier readiness is two-fold:

Progress on Capability Building and Training

Internal

We strengthen internal capability through targeted ESG training and awareness programmes that embed responsible sourcing, governance discipline and regulatory readiness across our supply chain.

Collectively, these initiatives enhance data accuracy, transparency and consistency, boosting our ESG reporting credibility and supporting a resilient, responsible and future-ready supplier ecosystem.

Our internal procurement and contract management teams are equipped with training on ESG-integrated sourcing, contract enforcement and compliance monitoring. At the same time, we provide suppliers with structured guidance to strengthen ESG compliance, enhance OSH and governance disclosures and build operational resilience.

A series of targeted programmes and training sessions were conducted throughout the year. These programmes aimed to deepen employees' understanding of ESG principles, strengthen regulatory and policy compliance, sharpen integrity and ethical awareness and enhance readiness for sustainability reporting and ESG-integrated procurement practices.

The key programmes conducted in 2025 are:

Prohibition on Anti-Competitive Practice in Sourcing

This initiative aimed to strengthen procurement integrity, prevent bid-rigging and improve compliance with competition law in sourcing activities, enhancing awareness and promoting ethical procurement practices across TM.

Introduction to MyCC and Tackling Bid-Rigging

This training session aimed to enhance awareness of Malaysia Competition Commission (MyCC) requirements, strengthen ethical sourcing practices and reduce procurement misconduct risk, equipping them with practical knowledge to support fair and compliant procurement processes.

Integrity@Heart Training

Held in two (2) separate sessions on 13 June and 17 July 2025 respectively, the objective of this initiative is to reinforce an integrity-driven culture, raise awareness of ABMS and strengthen knowledge of ethical procurement practices among GP employees, reinforcing GP's commitment to integrity and ethical conduct across all operations.

Scheduled Waste Management Practices

The session increased awareness of environmental regulatory compliance and strengthened internal waste governance controls.

Briefing Session on the Updated Green ESG Clauses for SBS and GNT

This initiative aimed to strengthen ESG-integrated sourcing by applying updated sustainability clauses across SBS and GNT procurement exercises, equipping participants with the knowledge to drive more sustainable and responsible procurement practices.

Sustainability in Procurement

Held on 18 December 2025, this programme built ESG capability among buyers and strengthened the enforcement of sustainability requirements in procurement processes, supporting GP's commitment to responsible and sustainable sourcing practices.



External

We empower our suppliers through structured capability-building programme that enable them to grow from transactional suppliers into strategic, long term partners.

Our initiatives focus on strengthening vendor competitiveness, enhancing operational resilience and supporting sustainable growth across our ecosystem.

By investing in vendor capability development, we are building a mature, future-ready supplier ecosystem that can deliver higher value with competitive pricing, drive responsible business practices and support national economic development.

The key initiatives conducted in 2025 are:

Introduction to ProDigy @ TM

ProDigy is our central digital procurement and supplier collaboration platform, designed to transform the way suppliers engage with us. The awareness sessions introduced suppliers to ProDigy's digital features. Delivered through four (4) sessions at Muzium Telekom and supported by *Hari Mesra Vendor* engagements, the programme reached **1,095** participants, accelerating supplier onboarding and digital literacy.

Hari Mesra Vendor TM

Hari Mesra Vendor sessions serve as our key engagement platform, designed to strengthen supplier capability, compliance readiness.

These sessions reinforced suppliers understanding across key priority areas, including cybersecurity requirements, sustainability practices, Occupational Safety, Health and Environment (OSHE), anti-bribery and ethical business conduct, GHG Emissions Calculator and SEDG reporting.

Through structured, on-ground engagement, the programme provided clear guidance on tender processes, documentation standards and compliance expectations. This enables suppliers to better understand our requirements, close capability gaps and participate more competitively and effectively in sourcing activities.

Bumiputera Vendor Development Programme (BVDP)

BVDP is our flagship long-term vendor development programme aimed at building competitive, sustainable and high-performing Bumiputera vendors by strengthening technical capability, financial resilience and operational excellence to meet evolving quality, innovation and ESG standards.

Since its inception, over 500 vendors have benefitted, with **78** successfully graduating. To date, 33 vendors achieved Bumiputera Corporate Champion status, comprising 28 National and five (5) Regional Champions, a recognition based on business growth, annual turnover, SCORE rating and export performance.

As of 2025, **104** remain active in the programme, with seven (7) selected for the Market Access Programme to benchmark emerging technologies in the Electric Vehicle ecosystem and Smart City solutions.

PROSPERITY

M4 Sustainable Value Chain

External

Vendor Capacity and Capability Development Programme

This programme enhances vendor competitiveness, operational resilience and technical capability across our supply chain through structured training needs assessment capability roadmaps and collaboration with the experts parties.

Financial grants support training, certification and capability upgrade, enabling vendors to meet our evolving procurement, technical and ESG standard and prepare for larger, more complex contracts.

Several vendors have been assessed for development needs and identified for capacity-building programme funding to enhance compliance with our standards for quality, capacity, safety, financial and operational efficiency. This support enables them to qualify for expanded business opportunities and contribute more effectively to our business requirements.

Vendor Financing and Ecosystem Support

Through the TM Vendor Financing Programme PERINTIS and ASPIRASI Financing Programme TERAJU, we partnered with 25 financial institutions to facilitate flexible funding solutions for SME vendors, including working capital and financing up to 90%, supported by financial advisory and accelerated loan approvals processes.

We also leveraged on an early-payment platform, enabling suppliers to optimise cash flow and strengthen financial stability.

As a result, vendor sustainability improves, reducing financial distress and enhancing readiness for larger-scale TM projects.

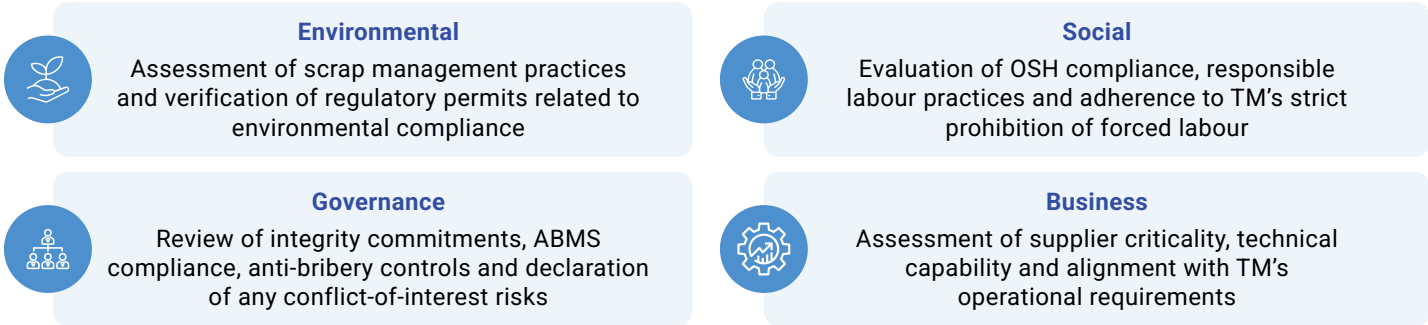
In 2025, several SME vendors received approved loans and grants from the financial institution, totaling to RM3.4 million.

Yearly Supplier Screening and ESG Assessment

We conduct supplier screening and ESG due diligence using a structured, risk-based approach that evaluates environmental, social, governance and business critical factors across the value chain.

This process strengthens supply chain transparency, identifies potential exposure to ESG-related risks and ensures that suppliers consistently meet TM's sustainability and compliance expectations.

Our screening process covers four (4) key elements:



This annual ESG readiness assessment measures supplier maturity and identify areas requiring improvement. It enhances visibility of supplier performance and targeted capacity building efforts needed by the suppliers.

2,000 suppliers were invited
459 suppliers (23%) completed the assessment, demonstrating progress improvement
201 suppliers (44%) achieving Excellent or Good ratings

Results of Annual Supplier Survey

OVERALL RESULTS

Ratings/Year	2023	2024	2025
Excellent	1 (3.2%)	50 (19.2%)	99 (21.6%)
Good	4 (12.9%)	71 (27.3%)	102 (22.2%)
Acceptable	13 (41.9%)	87 (33.5%)	122 (26.6%)
Needs improvement	13 (41.9%)	50 (19.2%)	130 (28.3%)
Poor	0 (0%)	2 (0.8%)	6 (1.3%)
Total	31	260	459

BREAKDOWN OF SUPPLIERS

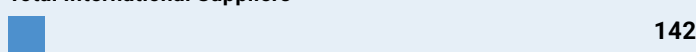
Total Number of Active Suppliers

1,823

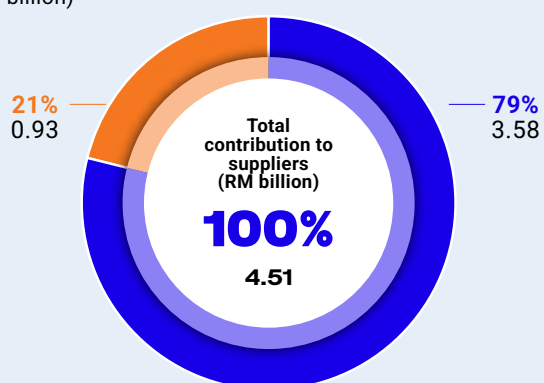
Total Local Suppliers



Total International Suppliers



- Total Spending on Local Suppliers (RM billion)
- Total Spending on International Suppliers (RM billion)



Number of Suppliers Screened for ESG Compliance

459

Number of Suppliers with Environmental Policies/Criteria in Place

142

Number of Suppliers with Social Policies/Criteria in Place

392

Number of ESG Training Sessions Given to Local Suppliers

9

Number of BVDP Suppliers

104

Number of Jobs Supported in the Supply/Distribution Chain (BVDP Suppliers)

4,340

PROSPERITY

M4 Sustainable Value Chain

Results of Annual Supplier Survey

Number of Significant Suppliers*

849

Number of Significant Suppliers Assessed with Substantial Actual/Potential Negative Impacts

6

Number of Significant Suppliers Supported with Development Measures (BVDP)

104

Number of Significant Suppliers Assessed via desk/on-site assessments

130

Note: (*) Suppliers identified as having significant business relevance to the company.

Over the past three (3) years, have steadily strengthened our supplier engagement and procurement capabilities. The Supplier Satisfaction Index (SSI) has risen from 7.9 in 2023 to 8.2 in 2025, reflecting improved collaboration, guidance and support for suppliers.

Meanwhile, the Procurement Maturity Index (PMI) increased from 8.0 to 8.1, demonstrating consistent progress in embedding structured processes, ESG integration and risk management across procurement functions. Together, these trends highlight our commitment to building a resilient, sustainable and high-performing supply chain ecosystem.

Supplier Relationships/ Year	2023	2024	2025
Supplier Satisfaction Index (SSI)	7.9	8.0	8.2
Procurement Maturity Index (PMI)	8.0	8.1	8.1

Moving Forward

As Sustainable Value Chain is a Priority 1 material matter, we are committed to strengthening ESG integration across our supplier ecosystem through a phased and strategic approach. In the short term, we will enhance ESG governance, expand supplier training programmes, digitalise due-diligence processes and deepen supplier disclosure readiness, ensuring that our supply chain is aligned with evolving regulatory expectations.

Over the medium term, ESG scoring will be embedded into procurement and tender evaluations, a structured corrective action programme will be introduced for suppliers and Scope 3 emissions reporting will be established across priority categories.

Looking further ahead, we aspire to fully integrate supplier carbon into our Net Zero roadmap, advance circular procurement practices, leverage data-driven ESG analytics and cultivate a preferred ecosystem of sustainable, innovative and responsible suppliers.

Through these coordinated efforts, we are building a resilient, ethical and future-ready value chain that not only supports long-term business growth but also contributes meaningfully to national sustainability ambitions.

M5 RESPONSIBLE COMMUNICATION

Inside this section:

- 179 Why It Matters
- 179 Our Approach

- 180 Policy and Risk Management
- 181 How We Create Value
- 183 Moving Forward

Responsible communication is one (1) of the Priority 3 material matters as it is central to building trust, transparency and accountability with all stakeholders. By ensuring that information is accurate, clear and timely, we uphold our commitment to ethical engagement, protect brand integrity and foster informed decision-making. At the same time, we ensure that our messages reflect our values, comply with regulatory standards, while respecting the rights and privacy of individuals.

Capitals Deployed:
Affected Stakeholders:
Sustainability Pillar:
Priority: **3**
UN SDGs:

Note: A complete list of our priority levels and detailed explanations of each can be found on page 107. This provides further context on how we classify and manage material matters across the organisation.

Why It Matters

We are committed to ensuring that our commitments towards achieving our aspiration to become a Digital Powerhouse by 2030 are conveyed transparently and responsibly. This includes clearly articulating our PWR 2030 strategy roadmap, progress milestones, challenges and opportunities as well as the value we aim to deliver to all our stakeholders.

As such, responsible communication is essential to build trust, maintain our reputation and demonstrate that our journey is supported by measurable actions and sustainable outcomes.

We deliver on our stakeholders' expectations by:

- Upholding trust and safeguarding TM's reputation through responsible and aligned engagement**
- Valuing clarity, accuracy and consistency in TM's communications, recognising their direct impact on public confidence and organisational credibility**
- Promoting well-informed stakeholder decision-making through accurate information**

Our Approach

We are committed to maintaining transparent, accurate and timely communication with both external and internal stakeholders. All communications are aligned with the Group's strategic direction, governance standards and disclosure obligations, ensuring consistency, credibility and accountability across the organisation.

For further insights into how we identify and address stakeholder priorities, please refer to *Understanding Stakeholders' Needs* on pages 40 to 44.

Internal and External Stakeholders

We ensure that all communications with internal and external stakeholders, including employees, investors, regulators, customers, media and communities are accurate, consistent and aligned with applicable regulatory requirements and the Group's strategic direction.

Investor & Shareholder Engagement

For key stakeholders such as investors and shareholders, we have a dedicated Investor Relations (IR) team that drives structured, transparent and two-way engagement with the investment community. The IR team ensures:

- Shareholders and analysts receive timely and accurate updates on financial performance**
- Investor feedback and market insights are actively gathered and escalated to management to support informed decision-making and reinforce transparency and accountability**
- Regular investor briefings, quarterly results presentations and the annual Investor Conference are conducted to provide deeper insights**
- Open dialogue is maintained to address queries, manage expectations and strengthen investors' confidence**

Shareholders also contribute valuable perspectives, support market understanding and set expectations for robust disclosures, credible sustainability reporting and ethical business practices.

Investors or shareholders who wish to connect directly can reach our IR team via the contact email listed on page 316 of this report.

PROSPERITY

M5 Responsible Communication

To deliver responsible and clear engagement across all stakeholder groups, we adopt a centralised and structured communication framework guided by the following principles:

Consistent messaging and positioning	Accurate, balanced and verifiable communication	Consistency of messaging across internal and external channels	Timely, clear and audience-appropriate engagement
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Overall communication effectiveness is monitored through media analytics, stakeholder feedback and performance indicators. This enables continuous improvement, strengthening trust and supporting high standards of governance, market integrity and long-term value creation.

Media analytics and stakeholder feedback are regularly reviewed by the Strategic Communications (SC) division to evaluate communication effectiveness, enhance transparency, as well as strengthen trust and confidence among all stakeholders.

Policy and Risk Management

The following policies guide our strategic approach for communication and stakeholder engagement:

- **Group Communication Policy:** Provides overarching direction to ensure all corporate messaging is consistent, accurate and aligned with TM's strategic direction.


Internal and External Communications Policy & Best Practices:

Sets clear principles for engaging employees and external stakeholders, ensuring timely, accurate and compliant information to safeguard the Group's reputation.

Crisis & Media Communication:

Establishes protocols for managing sensitive issues and public-facing responses.

- **TM Crisis Communications Plan and Procedures:** Outlines escalation processes, key roles and coordinated response measures during crisis situations, including ensuring internal coordination, timely stakeholder updates and addressing media enquiries.
- **Stakeholder Engagement Statement:** Outlines our commitment to engaging with stakeholders in a transparent and responsible manner, consistent with TM's core values and Code of Business Ethics.

 For details on our common sustainability policies, see page 106.

Reputational Risk

We recognise that every message we share shapes how our stakeholders perceive us. Responsible and thoughtful communication is therefore fundamental to building and sustaining trust. We are committed to ensuring that the information we provide is accurate, complete and timely, enabling stakeholders remain well informed and confident in our organisation.

Transparency is central to our approach. By communicating openly about both opportunities and challenges and by actively listening to stakeholder feedback, we foster meaningful engagement and demonstrate responsiveness. We also strive for clarity, consistency and cultural sensitivity, ensuring our communication remains respectful and inclusive across all audiences.

Through clear and transparent communication, we strengthen trust, builds lasting relationships and ensures that our actions are understood and valued by those we serve.

Stakeholders are encouraged to channel any feedback or suggestions regarding our communications to stratcomms@tm.com.my, as part of our continued commitment to transparency, accountability and ensuring that stakeholder perspectives remain central to our improvement efforts.

How We Create Value

In 2025, our efforts focus on ensuring that information communicated to stakeholders is aligned with our strategic direction. These include:

- 1 Ensuring consistency of TM's corporate and strategic messaging.
- 2 Maintaining discipline and responsibility in leadership and high-impact communications.
- 3 Ensuring accuracy, responsiveness and effectiveness in media communications.
- 4 Using data and feedback to monitor and improve communication outcomes.

These are executed through the following key initiatives for internal as well as external communication and engagement.

Initiatives	
Strengthening Internal Communication	<p>Description</p> <ul style="list-style-type: none"> • Streamlined internal email communications to reduce information overload and prioritise clear, impactful content • Profiled leaders through video content to humanise communications, reinforce company values through thought leaderships • Enhanced message clarity through the use of visuals and graphic elements, improving comprehension and driving stronger internal engagement • Worked closely with divisions to co-create relevant, timely and engaging content to reflect diverse perspectives across the organisation • Produced TM Podcast, a video-based communication platform that features conversations on a wide range of topics relevant to employees. It serves as an engaging and informative channel to keep everyone updated on company developments, key initiatives and industry insights <p>Impact Story</p> <ul style="list-style-type: none"> • Consolidated internal communications into a centralised newsletter, <i>Cerita Kita</i>, to provide a single, trusted source of information and improve message visibility, including policies, campaigns, product promotions and achievements • Published ten (10) podcast episodes covering topics such as 'AI at Work', 'Data Analytics', 'Online Child Safety' and more to strengthen knowledge and awareness amongst employees • Improved employee understanding of organisational priorities and initiatives • Increased internal engagement through clearer, more focused communications and improved measurements in effectiveness • Ensured consistent messaging through closer alignment of internal communications strategies throughout the year
Centralised Corporate Narrative & Messaging Alignment	<p>Description</p> <ul style="list-style-type: none"> • Ensured all messages communicated are accurate, consistent and aligned across all stakeholder touchpoints, with SC maintaining central stewardship of TM's strategic messaging and positioning <p>These include:</p> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="background-color: #004a99; color: white; padding: 10px; border-radius: 5px; width: 30%; text-align: center;"> Development of messaging frameworks </div> <div style="background-color: #004a99; color: white; padding: 10px; border-radius: 5px; width: 30%; text-align: center;"> Alignment of major announcements and disclosures to central messaging </div> <div style="background-color: #004a99; color: white; padding: 10px; border-radius: 5px; width: 30%; text-align: center;"> Coordination with internal stakeholders prior to and following public communications </div> </div> <p>Impact Story</p> <ul style="list-style-type: none"> • Improved consistency of messages across channels, ensuring consistent interpretation of strategic messages with complete proof points • Clearer articulation of TM's strategic direction to stakeholders

PROSPERITY

M5 Responsible Communication

Initiatives

Responsible Leadership Communications

Description

- Ensured that messages from the Board, Group CEO and senior leadership are clearly articulated with SC supporting through structured messaging coordination across townhalls, media interviews and stakeholder engagements

These include:

- Preparation and alignment of key messages and briefs for leadership
- Coordination of leadership communications across platforms
- Support for internal townhalls at headquarters and across states, as well as external engagements

Impact Story

- Clear and consistent leadership messaging across different platforms
- Improved employee and stakeholders' understanding of TM's strategic direction
- Quarterly townhall between the Group CEO and all employees, conducted in a hybrid format for nationwide reach, followed by divisional and regional townhalls. The regional townhalls are conducted in an open-dialogue format to build leadership trust through consistent engagement and presence with employees at all levels

Media Engagement & Issue Response

Description

- Engaged proactively with the media to maintain accurate representation of the Group's strategic direction, priorities and performance, through:

Media briefings and timely responses to enquiries

Issuance of clarifications and official statements

Ongoing engagement with key media organisations

- Conducted media monitoring to identify emerging issues, enabling timely clarification or response where required
- Used clear spokesperson guidelines and best practices

Impact Story

- Maintained accuracy and balance of media coverage through fast-moving news cycles
- Reduced risk of reputational harm from incomplete or incorrect reporting
- Built effective media relationship

Monitoring and Measurement of Communication Effectiveness

Description

- Review of media analytics by SC and management, using insights to refine messaging and engagement approaches
- Assessment of message reach to stakeholders to identify areas for improvement using:

Tracking of Media Impact Score (MIS)

Monitoring of Share of Voice (SOV)

Monitoring of social media sentiment trends

Reviewing communication performance periodically

Impact Story

- Continuous improvement in message clarity and reach through communication planning and the translation of data into actionable insights

Share of Voice

50%
2025

44%

2024

40%

2023

Media Impact Score

3.4%
2025

2.8

2024

3.1

2023

Initiatives	
Enhancing Crisis Communication Preparedness & Crisis Response Coordination	<p>Description</p> <ul style="list-style-type: none"> • Strengthened crisis communication preparedness to enable swift, accountable and responsible crisis management, aligned with TM's Business Continuity Management (BCM) • Participated in the Cyberdrill Table Top Simulation Exercise on 17-18 November 2025, where the SC team stress-test and refined incident response and resilience strategies through a series of severe but plausible cyber scenarios • Established a structured crisis communications framework, centralising governance, roles and approval workflows for swift, coordinated response • Standardised messaging and engagement protocols, strengthening spokesperson discipline and cross-functional alignment • Enhanced monitoring and escalation, enabling early risk detection and faster decision-making <p>Impact Story</p> <ul style="list-style-type: none"> • Enhanced coordination and accelerated turnaround for crisis responses, while reducing risk of misinformation or inconsistent messaging • Strengthened stakeholder's confidence through timely, factual and empathetic communication with strong coordination across stakeholders • Reinforced institutional readiness and organisational learning through structured post-crisis reviews
Stakeholder Engagement	<p>Description</p> <ul style="list-style-type: none"> • Fostered constructive, ongoing engagement with relevant stakeholders including Ministry of Communications, MCMC and other relevant ministries and government agencies and through structured meetings, dialogue sessions and forums <p>Impact Story</p> <ul style="list-style-type: none"> • Enhanced policy alignment and strengthened industry collaboration

Moving Forward

As a responsible and trusted organisation, we recognise that Responsible Communication is fundamental to sustaining stakeholder trust and protecting our reputation and integrity. We are committed to ensuring that all engagements with our stakeholders are conducted with integrity, transparency and accountability.

In the short-term, we will reinforce internal alignment on corporate messaging on our strategic direction, as well as enhance coordination and review processes for high-impact communications.

Over the medium-term, the focus will shift to deeper use of data and analytics to refine messaging, anticipate emerging issues and strengthen TM's communication readiness.

In the long-term, responsible communication will be embedded as a core governance and disclosure discipline across the organisation, reinforcing our position as a trusted and credible voice on matters related to national connectivity, digital development and long-term value creation.

PROSPERITY

M6 **CYBER RESILIENCE**

Inside this section:

- 184 Why It Matters
- 184 Our Approach

- 186 How We Create Value
- 187 Our Performance
- 187 Moving Forward

At TM, cyber resilience is one (1) of TM’s Priority 2 material matters. We actively manage risks, maintain ethical data practices and strengthen governance to ensure we run our business responsibly and sustainably. Cyber resilience is fundamental to delivering reliable services and maintaining stakeholder trust. By safeguarding our systems, protecting data and securing our digital services, we build customer confidence, support stable growth and ensure business continuity.

Through these efforts, we also contribute to sustainability commitments. We reduce resource consumption, minimise system downtime and improve operational efficiency, ensuring that the essential services our communities and businesses rely on remain resilient and reliable.

Capitals Deployed: Affected Stakeholders: **C E S BP** Sustainability Pillar: Priority: **2** UN SDGs:

Note: A complete list of our priority levels and detailed explanations of each can be found on page 107. This provides further context on how we classify and manage material matters across the organisation.

Why It Matters

At TM, we deliver on our stakeholders’ expectations by:

- Ensuring TM operates reliably, responsibly and sustainably**
- Delivering secure, dependable digital services and protecting personal and corporate data**
- Building customer trust, support stable revenue and profit growth and strengthen overall business continuity**

We regard cyber resilience and data privacy not merely as obligations, but as core business priorities. As part of our integrated approach to data security, we ensure that every *Warga TM* understands and upholds our Cyber Security Statement, Data Privacy & Protection Policy and related governance frameworks, recognising that protecting what matters most is a shared responsibility.

We remain committed to preserving the confidentiality, integrity and availability of our critical systems, information assets and personal data. Through proactive risk management and robust controls, we strive to minimise service disruptions, operational inefficiencies, financial losses and any potential regulatory or reputational impact.

Our Approach

At TM, we drive cyber resilience through a comprehensive and integrated strategy that embeds information security and cyber risk management into our enterprise governance framework. We treat data protection as a core responsibility, not just a regulatory requirement. In doing so, we safeguard customer information with integrity and ensure full compliance with the Personal Data Protection Act 2010 (PDPA 2010).

We operationalise this commitment through a suite of internal policies that reinforce data privacy and data governance across the Group. Our TM Data Privacy & Protection Policy (TM D3P) sets out clear requirements governing the collection, use, storage, security and disclosure of personal data, ensuring compliance with the PDPA 2010.

Complementing this, our TM Data Governance Policy & Framework (TMDGPF) drives Group-wide awareness, accountability and the adoption of best practices in data governance. Together, these frameworks enable us to manage data responsibly, mitigate risk proactively and build lasting trust with our customers and stakeholders.

Governance Structure and Oversight

To ensure robust oversight and accountability, we have established a clear governance structure that strengthens Board supervision of cyber resilience and information security risks.

Our Board of Directors holds ultimate accountability for overseeing cyber resilience and information security risks. All cyber-related matters, including material cybersecurity risks, threat trends, incidents and resilience initiatives, are periodically reported to our Board through established governance and risk oversight structures. This ensures that cyber risks are assessed alongside other business risks and aligned with our risk appetite and strategic objectives.

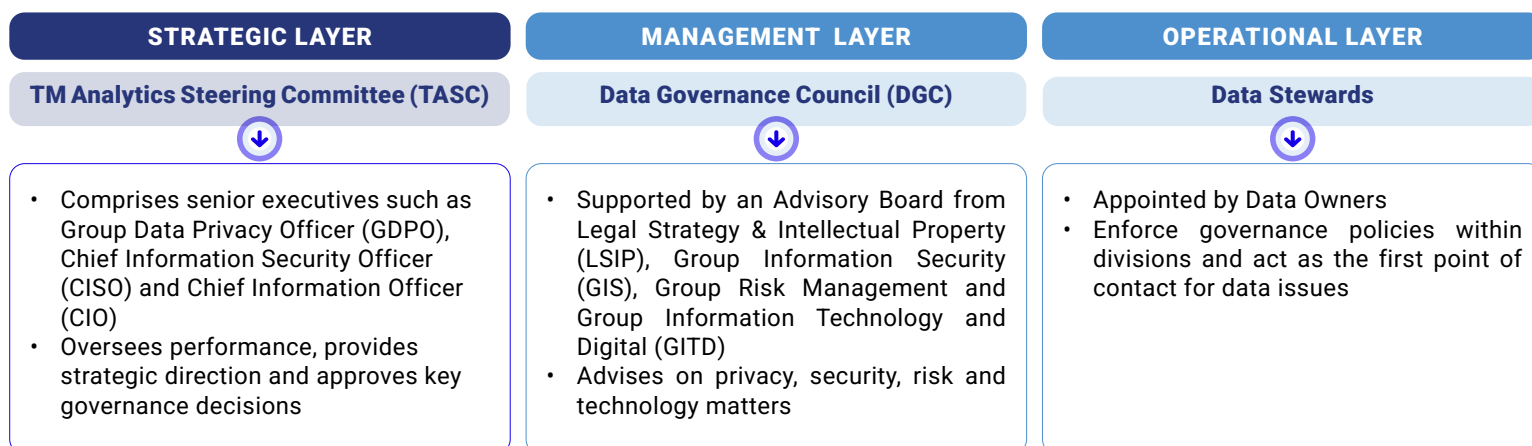
Through our Senior Management, we execute the Board-approved cyber resilience strategy, supported by specialised information security and risk management functions. These teams are responsible for developing policies, implementing controls, maintaining incident response readiness and continuously monitoring emerging cyber threats to safeguard TM.

Our Approach

Board of Directors (BOD)	Provides strategic oversight, approves cyber resilience strategy, ensures alignment of cyber risk with business objectives and monitors material cyber incidents and emerging threats.
Board Risk and Investment Committee (BRIC)	Reviews and recommends risk management strategies, evaluates significant cyber risks and ensures that risk mitigation initiatives are effective and aligned with the company's overall risk appetite.
Management Committee (MC)	Oversees the execution of cyber resilience initiatives, implements Board-approved policies, ensures operational readiness and coordinates across functions to manage cyber incidents and emerging threats.

For data protection, we further reinforce our governance structure through a three-layer Data Governance Operating Model. This model embeds accountability across the organisation, clearly defining the roles and responsibilities of each layer and enabling consistent, enterprise-wide governance of data.

Three-layer Data Governance Operating Model




Data Protection Officer Appointment and Contact Channel

During the year, we formally appointed a Group Data Privacy Officer, strengthening our data privacy and protection framework while reinforcing our commitment to safeguarding personal data.

Complaint Channel

For personal data-related queries and complaints, we have established a dedicated Data Protection Officer (DPO) contact channel at privacyofficer@tm.com.my.

In addition, as a designated National Critical Information Infrastructure (NCII) entity, we operate in full compliance with the Cyber Security Act 2024. This includes adherence to mandated governance and control requirements, periodic independent compliance audits and the timely reporting of cybersecurity incidents to the relevant authorities, reinforcing our commitment to safeguarding national digital infrastructure and stakeholder trust.


 Please refer to the Privacy Notice, available on our website at www.tm.com.my.

Our approach is further strengthened by the following policies and frameworks for cyber resilience.

Policies and frameworks for the Cyber Resilience

TM Cyber Security Framework Provides a structured set of standards and guidelines that helps us manage, assess and improve our cybersecurity risk and posture	TM Cyber Security Statement States our formal commitment to protecting our systems, networks and information from cyber threats
TM Information Security Policy Defines clear roles and responsibilities for safeguarding information assets to ensure confidentiality, integrity and availability	TM Cyber Security Baseline Establishes the minimum set of security controls and practices required to protect systems, data and users from common cyber threats

Note: All of these policies have been approved by the MC.

 For details on our common sustainability policies, see page 106.

PROSPERITY

M6 Cyber Resilience

Privacy Compliance Monitoring and Audit Activities

In 2025, we reinforced our commitment to protecting customer data by completing a comprehensive Data Protection Impact Assessment (DPIA) for the end-to-end Unifi customer data journey. This assessment helped us to identify privacy risks, evaluate their impact and implement effective mitigation measures, ensuring responsible and secure handling of data throughout its lifecycle.

Through the DPIA exercise, we enhance privacy and security controls across our systems, processes and people, improving governance, operations practices, technical safeguards and employee awareness. These actions reinforce our responsibility to maintaining a secure digital environment and upholding the trust that our customers place in us.

All actions taken in 2025 aligned with the Personal Data Protection Act 2010 (as amended in 2024) (PDPA), demonstrating our commitment to meeting evolving regulatory requirements. As we advance our data protection practices, we remain dedicated to transparency, accountability and embedding privacy-by-design across all operations and digital initiatives. Additionally, our internal audit activities focused on strengthening Data Leakage Prevention (DLP) controls to proactively safeguard sensitive information and demonstrate our ongoing dedication to data protection.

How We Create Value

By actively safeguarding personal and corporate data and ensuring compliance with the PDPA, we uphold trust, reduce risks and drive responsible and sustainable business growth. Our approach is anchored in strong data governance, compliance and accountability, delivered through the following initiatives and programme.

TM Data Privacy & Protection initiatives







Initiatives	
<p>Strengthening data protection and oversight</p>	<p>Description</p> <ul style="list-style-type: none"> To further strengthen our commitment to protecting data and ensuring regulatory compliance, TM Group has formalised the role of and appointed a dedicated Data Protection Officer effective 1 June 2025, following the implementation of the Guideline on Data Protection Officer This includes managing and responding to personal data complaints and enquiries from the Department of Personal Data Protection (DPDP) <p>Impact Story</p> <ul style="list-style-type: none"> Improved personal data governance and risk management Strengthened internal awareness on personal data protection and culture of privacy
<p>Driving PDPA Principles Awareness Across the Organisation</p>	<p>Description</p> <ul style="list-style-type: none"> Conducted multiple data privacy and PDPA awareness initiatives to ensure employees and third-party partners understand their responsibilities in handling personal data These programmes included internal training sessions, online awareness campaigns and targeted briefings for external partners and state-level engagements <p>Key activities comprise:</p> <ul style="list-style-type: none"> Internal sessions and e-learning modules covering Personally Identifiable Information (PII) and Sensitive Personal Data. Group awareness series for workforce cohorts (e.g., GHCM participants) <p>Impact Story</p> <ul style="list-style-type: none"> Strengthened knowledge of data protection responsibilities across employees and partners Encouraged safer digital behavior and greater respect for privacy Reduced risk of human error in handling personal data Reinforced ethical culture around data governance Improved alignment with third-party partners on privacy and compliance standard
<p>Reinforcing Data Protection and Leakage Prevention Controls</p>	<p>Description</p> <ul style="list-style-type: none"> Performed an audit through Group Internal Audit on Review on the review of Data Protection and Leakage Prevention, ensuring compliance with PDPA 2010 and its related regulations The audit covered: <ul style="list-style-type: none"> Personal Data Protection Task Force (PDPTF) initiative Data Governance and Framework Policy and Data Governance Council (DGC) Data Protection Impact Assessment (DPIA) exercise PII Awareness and Compliance with our suppliers <p>Impact Story</p> <ul style="list-style-type: none"> Strengthened compliance with data protection laws Enabled identification of potential data leakages and vulnerabilities Encouraged continuous improvement

Cybersecurity and Operational Resilience initiative

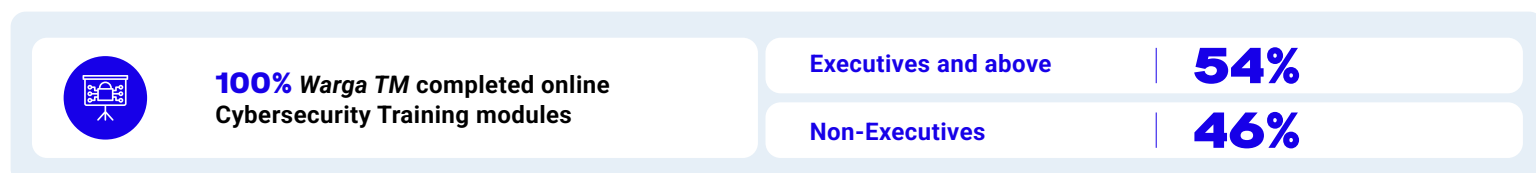
Through cybersecurity protections, we ensure reliable services for our customers through operational continuity, protect critical infrastructure and data as well as strengthen long-term business resilience through:

Initiatives	
<p>Enhancing Risk Management Across Systems and Third Parties</p>	<p>Description</p> <ul style="list-style-type: none"> Conducted four (4) targeted internal audits covering key areas namely Bring Your Own Device (BYOD), Access Control, IT Asset Governance and Data Protection. <p>Impact Story</p> <ul style="list-style-type: none"> Enhanced enterprise-wide oversight, reinforced continuous monitoring across critical systems and third-party environments and strengthened governance discipline across business units. Reduced security risk exposure, improved regulatory compliance readiness and reinforced consistent access governance and accountability, further strengthening organisational resilience against evolving cyber threats.
<p>Ensuring Secure, Resilient and Compliant Digital Operations</p>	<p>Description</p> <ul style="list-style-type: none"> Maintained PCI DSS compliance for secure payment processing. Implemented Business Continuity Management System (BCMS) for NIC and SOC to ensure uninterrupted operations. Maintained robust security and privacy standards through TM One Cloud Alpha's continued compliance with ISO/IEC 27001, ISO/IEC 27017, ISO/IEC 27018, PCI DSS and ISO/IEC 27701. Established the Personal Data Protection Task Force (PDPTF), which oversees privacy impact assessments, breach management and compliance checks to safeguard personal data across all operations. <p>Impact Story</p> <ul style="list-style-type: none"> Reinforced adherence to globally recognised information security and privacy standards. Enhanced operational resilience and ensured service continuity through proactive threat detection and mitigation. Strengthened enterprise-wide data governance and compliance oversight. Collectively, these initiatives enhanced regulatory readiness, reinforced stakeholder confidence and strengthened our ability to safeguard information assets and personal data.

Furthermore, to enhance governance and advance our ongoing efforts in safeguarding cyber resilience, we have undertaken the following:

-  **Extended data privacy and cyber security obligations to suppliers, ensuring end-to-end compliance across the supply chain**
-  **Continued compliance with TM cybersecurity directives**
-  **24/7 monitoring on threats**
-  **Conducted phishing simulation campaigns for awareness among *Warga TM***
-  **Launched the TM Cybersecurity Essentials e-Learning module for all *Warga TM***
-  **Implemented mandatory cybersecurity awareness programmes for new and existing employees**

Our Performance



Moving Forward

We will enhance organisation-wide awareness of cybersecurity, data privacy and protection obligations, fostering a culture of transparency, accountability and compliance among employees and partners. At the same time, we will continue to enforce consistent data handling, strengthen governance controls and maintain oversight through regular compliance reviews, internal audits and third-party assurance.

PROSPERITY

M7 **GOOD GOVERNANCE**

Inside this section:

- 188 Why It Matters
- 188 Our Approach
- 188 Governance System and Policy
- 191 How We Create Value
- 195 Our Performance
- 195 Moving Forward

Good Governance is one (1) of TM’s Priority 3 material matters. At TM, strong governance serves as the foundation of trust and accountability. It shapes the principles that guide our ethical conduct in every decision we make. By upholding this standard, we foster business transparency and consistent responsible disclosures, as well as commitment and reliability among stakeholders, employees and partners.

We embed good governance into our daily operations, ensuring every action reflects both our organisational values and legal standards, while enforcing zero tolerance for corruption.

In strengthening this commitment, our Board has taken a step forward by approving the monitoring of ABMS compliance as a Key Performance Indicator (KPI) for all Pivotal Positions, ensuring that accountability begins at the very core of our leadership.

Capitals Deployed:
Affected Stakeholders: C E S&I G&R S BP M CO U
 Sustainability Pillar:
Priority: 3
 UN SDGs:

Note: A complete list of our priority levels and detailed explanations of each can be found on page 107. This provides further context on how we classify and manage material matters across the organisation.

Why It Matters

At TM, we deliver on our stakeholders’ expectations by:

- Operating with integrity, aligned with Section 17A of the MACC Act 2009
- Complying with regulations and upholding trust in a highly regulated industry
- Protecting TM’s reputation through responsible conduct
- Minimising financial and operational risks arising from non-compliance or unethical behaviour

Strong governance reinforces our ESG commitments. It guides responsible corporate conduct, strengthens environmental and social practices and builds confidence among regulators, investors and the communities we serve.

Overall, good governance supports TM’s sustainable growth, strengthens long-term resilience and ensures that TM will continue to deliver lasting value to our stakeholders.

As TM accelerates our journey to become a Digital Powerhouse, cyber resilience remains a defining enabler of that vision. It ensures that growth is secure, innovation is responsible and trust is preserved at every touchpoint. By embedding resilience into governance and operations, TM not only protects what we build but strengthens its foundation to lead Malaysia’s digital future with confidence and integrity.

Our Approach

Ethics, Integrity and Governance

We are committed to maintaining high standards of ethics, integrity and governance in all our business activities through:

- Enforcing zero tolerance for bribery and corruption across operations
- Preventing bribery or corruption proactively
- Not engaging in political contributions as a means to avoid bribery or corruption
- Adhering strictly to our The Code of Conduct & Business Ethics (CBE), which aligns with our commitment to anti-corruption and anti-bribery principles

We investigate all reports of suspected or confirmed misconduct thoroughly, applying appropriate disciplinary actions and corrective measures where necessary.

Governance Systems and Policy

Our integrity and anti-corruption system includes the following:

- Board Oversight of Anti-Corruption and Integrity
- Good Governance Related Policies
- Whistleblowing
- Third-Party Integrity Due Diligence
- Integrity Pledge (IP)

Board Oversight of Anti-Corruption and Integrity

We implement a structured and continuous oversight to provide assurance that our anti-corruption measures remain robust, effective and fully embedded within TM’s overall governance and sustainability framework. This oversight reinforces accountability at all levels of the organisation and strengthens our culture of ethical business conduct.

Governance Systems and Policy



Board Oversight and Governance Roles in Anti-Bribery and Corruption

Our governance structure defines clear responsibilities in ensuring accountability and driving ethical decision-making across TM:

Board of Directors (BOD)

The Board provides active and rigorous oversight of TM's Ethics & Integrity Ecosystem to ensure that all policies and controls remain effective and aligned with Section 17A of the MACC Act 2009.

In setting the tone from the top, the Board enforces a zero-tolerance on bribery and corruption through the approval of key policies and oversees the effective implementation of the ABMS.

Board Risk and Investment Committee (BRIC)

Receives quarterly corporate corruption risk assessments conducted in accordance with the Corruption Risk Guideline.

These assessments evaluate potential corruption risks based on likelihood and impact and include updates on the adequacy of existing controls and the status of remedial actions. This ensures that corruption risk management remains an integral and dynamic component of TM's enterprise risk management framework.

Through these committees, the Board monitors emerging trends, assesses control effectiveness and ensures that appropriate disciplinary and corrective actions are taken in respect of substantiated cases.

Board Audit Committee (BAC)

The BAC receives all investigated cases and significant observations escalated to the Board level, allowing it to provide oversight, guidance and recommendations.

Supported by the Group Internal Audit, Group Integrity & Governance and the Group Company Secretarial functions, the BAC unites assurance, ethical leadership and governance advisory to ensure risks are addressed decisively and oversight remains strong and effective.

TM Management Committee (MC)

TM's MC chaired by the MD/GCEO will convene quarterly with limited members from the Legal Strategy & Intellectual Property (LSIP), Group Finance, Group Internal Audit and Group Corporate to provide strategic oversight on integrity, governance and compliance, prior to the matter being reported to the BAC.

Group Integrity & Governance (GIG)

GIG provides quarterly reports to the BAC on integrity prevention initiatives, operational matters and performance against key established indicators.

They lead the oversight of corruption-related investigations and drive integrity education initiatives across TM. By rigorously evaluating our anti-corruption frameworks, including the TM OACP and TM ABMS and reinforcing them with regular training, clear communication and thorough investigations, Group Integrity & Governance ensures that our commitment to ethical conduct remains strong.

Ongoing internal and external audits, together with a robust whistle-blowing system, actively reinforce transparency and hold the organisation accountable.

PROSPERITY

M7 Good Governance

Good Governance Related Policy

Integrity and ethical conduct are more than principles. They are the foundation of everything we do. Our governance framework embeds these values across all business activities, ensuring that every decision is guided by ethics and accountability.

Central to this framework is our Anti-Bribery Management System (ABMS), which provides a structured approach to identify, prevent and address bribery and corruption risks across the organisation. Complementing this system are our integrity-related policies and internal controls, all aligned with recognised standards and regulatory requirements.

Together, these tools and policies create a robust framework that supports ethical behaviour, strengthens trust with our stakeholders and reinforces our reputation as a responsible and transparent organisation.

The key policies supporting this framework are as follows:

TM Code of Conduct & Business Ethics (CBE)

Guides the Board of Directors, Management, employees and all Business Partners of TM Group resolving any business, legal and ethical issues. It sets the clear standard of behaviour we expect from everyone who conducts business with or for TM.

TM Anti-Corruption Guide (ACG)

Defines clear 'Do's & Don'ts' regarding anti-corruption and provides practical examples of real-world situations to ensure clarity for all users.

**Anti-Bribery Management System (ABMS)
MS ISO 37001:2016**


Manages, maintains and continuously improves TM's anti-bribery compliance programme. It detects, prevents and responds to corruption risks across the organisation.

TM Integrity Pact

Formalises an Integrity Pledge by employees and business partners as a commitment to uphold integrity in all business dealings.

Whistleblowing Policy

Provides a secure and accessible channel via the TM website and TM Ethics Line for reporting concerns related to unethical or corrupt practices.

 For details on our common sustainability policies, see page 106.

Whistleblowing

Whistleblowing Mechanism

We have established a comprehensive whistleblowing mechanism to encourage the reporting of misconduct while safeguarding confidentiality, independence and protection for whistleblowers.

The framework is actively overseen by the independent Group Integrity & Governance, which is entrusted with managing, investigating and resolving all whistleblowing reports, further expanding the role of Group Integrity & Governance role as the guardian of integrity across the organisation.

Our Ethics Line, accessible 24/7, operates as a secure reporting channel and is managed independently to ensure impartiality and transparency. To ensure awareness and effective use of our reporting channels, we provide regular training and communication programmes to our employees and relevant stakeholders.



TM Ethics Line

Toll-Free : 1800 88 2377
Email : ethic@tm.com.my

Whistleblowers may submit reports anonymously and all information received is treated with the strictest confidentiality. We have multiple safeguards in place to protect whistleblowers' identities, prevent unauthorised access to case information, and ensure that reports are handled objectively and securely throughout the investigation process. This helps build trust in the system and encourages individuals to come forward without fear.

Whistleblowing Policy

Additionally, individuals who report concerns in good faith are protected under our Whistleblowing Policy & Reporting Framework from any form of reprisal, discrimination, or adverse action. TM enforces a zero-tolerance approach to retaliation, reinforcing a culture of transparency, accountability and ethical conduct across the organisation.

All reported concerns are subject to a structured and independent investigation process led by the Group Integrity & Governance. They are assessed, investigated and escalated in accordance with established procedures, with appropriate corrective and disciplinary actions taken where allegations are substantiated.

In 2025

100%

of whistleblowing reports were attended to escalated for further investigation and other actions

Third-Party Integrity Due Diligence

As a preventive measure to mitigate corruption risks within TM's value chain, we implement integrity due diligence on business partners and vendors through the Group Integrity & Governance. This process includes background screenings and risk-based assessments aligned with the Corruption Risk Guideline. By embedding integrity due diligence into our procurement and partnership processes, we ensure that all third parties working with TM uphold standards consistent with the Group's ethical expectations and governance requirements.

By embedding the IP into critical business touchpoints, TM ensures that ethical standards are not only communicated but actively acknowledged and applied in every interaction. It serves as a clear reminder of individual and organisational responsibilities, strengthens accountability and aligns all stakeholders with TM's broader governance and integrity objectives.

Integrity Pledge (IP)

To reinforce ethical business practices and cultivate a strong culture of integrity, all employees and business partners are required to sign the Integrity Pledge (IP) at key engagement milestones, including registration (new or renewal), tender submission and contract establishment. This process, developed in collaboration with GP, formally commits signatories to uphold TM's zero-tolerance stance on corruption, bribery and unethical conduct.

In 2025

2,622

suppliers signed the Integrity Pledge, reinforcing our commitment to conducting business with integrity and transparency across our value chain

How We Create Value

Business Ethics & Integrity Initiatives:

To strengthen our ethics and integrity efforts, we continuously enhance and actively advance a comprehensive ethics and integrity programme across our workforce and value chain. The initiatives and programmes include:

Initiatives	
Ethics and Integrity Programme	
Integrity Awareness	<p>Description</p> <ul style="list-style-type: none"> Conducted to enhance awareness and understanding of key integrity and compliance risks among internal units, incorporating relevant statistics of real cases investigated by Group Integrity & Governance, case studies and practical scenarios to reinforce awareness and promote ethical decision-making The programme covered key topics such as conflict of interest, gift policy, misuse of assets, illegal devices, corruption and relevant provisions of the TM Code of Conduct & Business Ethics (CBE) Included briefings on corruption offences under the MACC Act 2009, particularly Section 17A on Corporate Liability and its implications for TM <p>Impact Story</p> <ul style="list-style-type: none"> Strengthened ethical culture within internal units significantly by deepening awareness of critical integrity and compliance risks through real-world cases and practical scenarios, reinforcing adherence to TM's Code of Conduct & Business Ethics (CBE) and enhancing organisational readiness to prevent corruption
TM Integrity Day (TMID) 2025	<p>Description</p> <ul style="list-style-type: none"> Reaffirmed TM's strong and consistent commitment to fostering a culture of integrity, transparency and accountability across the Group Anchored by the theme "Uncompromising Integrity", the programme brought together employees, business partners and key stakeholders, including Chairman, TM's Board, GCEO and Management team, to reinforce shared values and TM's steadfast dedication to good governance, ethical business conduct and tone from the top <p>Impact Story</p> <ul style="list-style-type: none"> Unified TM employees across different LOBs and divisions through both physical and online participation during TM Integrity Day Fostered a consistent culture of integrity, transparency and accountability across the Group, further embedding ethical conduct into day-to-day business operations A total of 704 participants attended the TMID event, reflecting strong engagement and collective commitment towards upholding the highest standards of governance and ethical practices

PROSPERITY

M7 Good Governance

Initiatives

Ethics and Integrity Programme

Corruption Free Pledge (*Ikrar Bebas Rasuah - IBR*) By All TM Employees and suppliers

Description

- Executed a corruption-free pledge by all *Warga TM*, including Top Management, employees and suppliers, committing to uphold integrity, reject corruption and promote ethical governance. This is our dedication to combatting corruption and promoting integrity within TM and among our suppliers
- Implemented IBR through an online portal and conducted it concurrently with the 2025 Declaration of Assets (DOA) and Interests exercise

Impact Story

- Achieved **100%** IBR completion by *Warga TM*
- Reinforced ethical culture across the organisation and supply ecosystem through both digital and in-person engagement
- Achieved total completion of IBR & Declaration of Assets and Interests (DOA) exercise for **17,559** employees, reflecting strong organisation-wide commitment to governance awareness and compliance adherence

Regional TM Integrity Day (TMID)

Description

- Implemented at the regional level to enhance outreach and engagement on anti-corruption and integrity matters, strengthening integrity practices, good governance and the cascading of ethics and integrity values across states, ensuring comprehensive integrity awareness and consistent messaging among *Warga TM* nationwide

Impact Story

- Demonstrated TM leadership's commitment to integrity through the signing of the Corruption Free Pledge, conducted in collaboration with the MACC at the regional level
- Reflected strong cross-functional collaboration between our internal divisions
- Recorded a total of **914** participants who attended the sessions, conducted through both physical and online platforms, demonstrating strong engagement across multiple channels

Dipstick Integrity Survey

Description

- Organised a short perception-based survey among *Warga TM* to gauge the effectiveness of the Group's ethics and integrity initiatives
- Launched during the TM Integrity Day on 11 November 2025, the findings provided valuable insights into employees' awareness, confidence and perceptions of TM's Ethics & Integrity ecosystem and are used to inform continuous improvement of integrity and governance initiatives across the Group

Impact Story

- Strengthened whistle-blower protection and confidentiality, increasing transparency in reporting and investigation
- Received a total of **7,226** responses, significantly surpassing the target of 3,000 respondents, reflecting strong engagement and participation. Overall, 41% of *Warga TM* took part in this Integrity Dipstick Survey

Integrity Roll Call at TM Nodes

Description

- Held a 30-minute on-site briefing to reinforce awareness of the The Code of Conduct & Business Ethics (CBE) and key integrity expectations, with a focus on corruption-related offences illustrated through relevant statistics, case studies and scenarios
- The briefing specifically targeted GNT activities across six (6) TM Nodes/Exchanges in the Klang Valley, where employees face higher integrity risk profiles

Impact Story

- Addressed identified control gaps, mitigated existing risks and reduced the likelihood of future misconduct across affected TM nodes

Initiatives

Regional Leaders
High Risk
Division Session

Description

- Delivered a dedicated ethics programme across all regions, providing high-risk units with practical guidance on navigating ethical dilemmas through small-group, interactive sessions
- Included discussions of real and hypothetical scenarios, highlighting key lessons, red flags and potential consequences, enhancing engagement beyond standard briefings

Impact Story

- Reinforced TM's commitment to ethical conduct and zero tolerance for bribery, corruption and fraud
- Strengthened awareness of whistleblowing channels, ethical responsibilities and individual accountability, supporting a culture of transparency and integrity across TM and its partners

Anti-Bribery and Governance Strategic Training

ABMS MS ISO
37001:2025
Training

Description

- Conducted to enhance the competency and readiness of all ABMS Coordinators by providing in-depth understanding of the revised requirements, key changes and strengthened controls introduced in the updated ABMS standard
- Focused on aligning existing ABMS practices with MS ISO 37001:2025, reinforcing roles and responsibilities and ensuring consistent application across all departments
- Prepared ABMS Coordinators to effectively support, facilitate and respond to the upcoming internal audit by improving awareness of audit expectations, evidence requirements, risk-based thinking and continuous improvement practices

Impact Story

- Appointed **17** ABMS Coordinators to oversee their respective divisions
- Trained **68** ABMS Certified Lead Auditors to ensure the effective maintenance of the ABMS
- Improved understanding of revised ISO 37001:2025 requirements in preparation for Internal Audit
- Enhanced capability to identify compliance gaps and strengthened transition planning and audit readiness

External engagement and collaboration

Telecommunications
Fraud Awareness
& External
Investigation
Collaboration

Description

- Maintained continuous engagement with relevant enforcement agencies and integrity units to support investigations and promote effective case management
- Collaborated at the regional level on initiatives to raise awareness of telecommunications and related fraud risks
- Included conducting telecommunications fraud training under the Integrity Awareness for Higher-Risk Units programs
- Strengthened capabilities through continuous knowledge development and professional certification with recognised anti-fraud bodies, including Certified Fraud Examiner (CFE)

Impact Story

- Enabled investigators to access databases across law enforcement, immigration records, telecommunications and financial audits, leading to more comprehensive evidence gathering
- Strengthened the legitimacy of findings, reduced bias and increased public trust in the investigation outcomes
- Reduced duplication and accelerated resolution through joint efforts in cases involving cross-border crime, cyber fraud or corruption, which often required coordination across overlapping jurisdictions
- Enabled faster identification of suspicious activities (e.g., unusual financial transactions, immigration irregularities or digital scams) via multiple agencies sharing intelligence
- Improved employees understanding of fraud risks, encouraging individuals and businesses to exercise greater caution and report suspicious behaviour earlier through joint campaigns and coordinated messaging
- Adhered to globally recognised best practices in fraud detection, prevention and investigation, enhancing the credibility and reliability of findings

PROSPERITY

M7 Good Governance

Initiatives

Independent External Legal Assessment of TM's Adequate Procedures in Compliance with Corporate Liability Requirements (Section 17A)

Description

- Engaged an external law firm to conduct an independent review of TM's Adequate Procedures in relation to Section 17A of the Malaysian Anti-Corruption Commission (MACC) Act 2009
- The assessment evaluated TM's existing policies, procedures and internal controls associated with Section 17A and relevant industry's best practices. Key focus areas included:

Review of anti-corruption policies and guidelines

Third-party due diligence

Risk assessment

Whistleblowing mechanisms

Operational control, compliance and monitoring

Training and communication monitoring and reporting

- Provided independent insights into the effectiveness of TM's anti-corruption framework, identified areas for enhancement and supported the continuous strengthening of the Group's preventive measures against corruption and integrity-related risks

Impact Story

- Enabled stronger defensibility in the event of investigation or enforcement action, supported by a documented independent review, clear recommendations and demonstrable evidence of continuous improvement of TM's Adequate Procedures
- Strengthened compliance with Section 17A (Corporate Liability) through independent validation that TM's Adequate Procedures are aligned with statutory requirements and recognised industry best practices, thereby reducing legal and regulatory exposure
- Presented the assessment outcome to our Board Audit Committee (BAC) in 2025, including the recommendations to TM. The Action Plan, agreed upon during the workshop with external parties and TM stakeholders, was also presented

Anti-bribery Control Through Audit Session

ABMS Annual Audit by SIRIM QAS, an independent third-party audit

Description

- Conducted an ABMS Annual Audit by SIRIM QAS, an independent third-part audit, following ISO 37001 certification to verify that our Anti-Bribery Management System remains effectively implemented, compliant and continuously improved
- Expanded the audit scope to include GNT (Mobile Technology Division), GITD (management of external vendors for IT infrastructure, IT governance and controls) and TM One (Government, enterprise and state business and solutioning)

Impact Story

- Maintained **100%** certification compliance since 2021, expanding from four (4) HQ-level divisions to seven (7) high-risk divisions nationwide
- Strengthened Anti-Bribery controls and ensured regulatory alignment with regulatory requirements, including the MACC Act 2009 (Section 17A) and Bursa Malaysia governance standards
- Identified emerging risks and enhanced risk-based controls
- Continued process improvements and promoted employee awareness to foster ethical culture
- Enhanced public trust while supporting ESG and sustainability goals and fostered a culture of continuous improvement

Initiatives

Malaysian Code on Corporate Governance

Strengthening Board Independence & MCG Compliance

Description

- As at 31 December 2025, the Company has complied with all the Practices of the Malaysian Code on Corporate Governance (MCCG) 2021.
- Noting the gaps on women directorship on the Board as at 31 December 2024, the Board has approved the appointment of two (2) women directors, namely Dr. Tunku Alina Raja Muhd Alias and Cik Shahnaz Al-Sadat Abdul Mohsein satisfying Practice Note 5.9 to ensure that the Board comprises at least 30% women directors. The appointments of the new two (2) women directors took effect on 3 June 2025.

 Refer to pages 281 to 287 for detailed profiles of Board members, covering their experience, roles and expertise.

Impact Story

MCCG Compliance (Required Practices)

MCCG Compliance



TM Application



- TM was ranked **7th** out of 847 public-listed companies, at The National Corporate Governance and Sustainability Awards (NACGSA), a testament to our strong governance practices and commitment to transparency, accountability and ethical leadership. This recognition highlights how our dedication to good corporate governance and sustainable business practices drives long-term value for our stakeholders and strengthens trust in everything we do.



Our Performance

Percentage of Operations Assessed for Corruption **50%**

Percentage of Employees Who Received Training on Anti-Corruption Policies and Procedures


Management	Executive	Non-Executive
60	22	24

Completion of the ABMS Certification

100%

IBR Completion by Warga TM

100%

 For further details on Good Governance performance, please refer to the Sustainability Performance Data available at TM's website www.tm.com.my/sustainability.

Moving Forward

Looking ahead, we will continue to strengthen Good Governance as the foundation for safeguarding trust, operational continuity and long-term sustainability.

In the short term, we will tighten and enforce governance and integrity policies, apply a risk-based approach across operations and third-party engagements, strengthen controls through clearer standard operating procedures and reinforce confidence in whistleblowing mechanisms through consistent processes and protections.

Over the medium-term, governance and compliance frameworks will align with evolving regulatory requirements and sustainability expectations. In parallel, we will embed ethical awareness, accountability and policy adherence across all levels of the organisation through sustained leadership commitment and targeted capability-building initiatives.

In the long term, we aim to embed a mature, integrated and values-based governance framework into its operations. By having strong monitoring and controls in place, we can ensure consistent implementation, escalate issues effectively and proactively manage integrity and compliance risks, fostering a culture of integrity and building organisational resilience.

PLANET

M8 ENVIRONMENTAL MANAGEMENT

Inside this section:

- 196 Why It Matters
- 196 Our Approach
- 197 Governance and Policy

- 197 How We Create Value
- 202 Moving Forward

We categorised Environmental Management as a Priority 2 material matter, reflecting its role as a core driver for our long-term resilience to maintain the operational discipline required for our Net Zero 2050 goals. By proactively managing our footprint, we mitigate regulatory and reputational risk while avoiding potential penalties. These practices strengthen our operation resilience, driving greater efficiency and reducing long-term costs.

Capitals Deployed:



Affected Stakeholders:



Sustainability Pillar:



Priority: 2

UN SDGs:



Note: A complete list of our priority levels and detailed explanations of each, can be found on page 107. This provides further context on how we classify and manage material matters across the organisation.

Why It Matters

At TM, we deliver on our stakeholders' expectations through PWR 2030 ambition. It is imperative to integrate environmental stewardship into our operations to pioneer sustainable standards, drive winning efficiencies and revitalise the ecosystems we touch with the objective of:

1. Protecting Our Operation

We're staying ahead of the curve by meeting every regulatory target. This keeps our license safe and ensures our network is ready for future carbon costs and changing laws.

2. Going Above and Beyond

We're committing to statutory requirements such as the Environmental Quality Act (EQA) 1974, by launching voluntary projects to reduce waste.

Ultimately, connectivity should not come at the expense of the environment. Our stakeholders demand more than seamless connectivity and they expect us to protect the environment that sustains us.

Our Approach

In 2025, our environmental management approach focuses on ensuring regulatory compliance and voluntary initiatives across the following areas:

1. Business Operation Regulatory Compliance

Waste Management



We manage and mitigate both solid and scheduled waste generated across our operations

Water Management



We track and monitor water consumption across TM premises

Environmental Quality



We implement an Environmental Management System (EMS) to monitor air quality and noise levels at our TM facilities

2. Operational Circularity and Ecosystem Restoration

IT Operation Management



We focus on the extension of IT equipment end-life, digitisation in TM's operations

Forest Restoration



We drive nature-based solutions through the Miyawaki forest restoration method to restore ecosystem services

Coral Ecosystem Preservation




We ensure that our infrastructure does not impact coral ecosystems

Governance and Policy

We recognise that strong environmental governance is essential to embedding sustainability into our decision-making. Our top-down governance model balances strategic oversight with practical execution across all TM's business operation.


We execute our environmental management initiatives through a cross-functional programme led by the Sustainability Division. This programme involved key personnel from Strategic Business Services (SBS), Logistics Operations (LO), Group Network Technology (GNT) and Group Project Management (GPM) to effectively monitor and track environmental management related projects.

Progress is reported on a quarterly basis to the TM Management Committee (MC) and the Board Risk and Investment Committee (BRIC) to ensure alignment with organisational goal and robust governance.

 For the environmental governance structure, please refer to Part 1, page 123.

We are guided by a set of established policies and processes that support consistent environmental management across TM. These frameworks help align our practices and decision-making throughout the business. These include:

<p>TM Environmental Management Policy Outlines TM's commitment and approach to responsible waste management and water consumption by promoting responsible resource use</p>	<p>Standard Operating Procedure (SOP) on Disposal of Scrap Items Outlines the standardised guideline for disposing of excess and recovered scrap items with residual value</p>
<p>TM Corporate Device Management Policy Outlines the rules to govern and manage TM corporate devices throughout their lifecycle from acquisition and maintenance to end-of-life</p>	<p>IT Asset Management Policy Outlines the framework for authorising, managing and monitoring all software and hardware IT assets to ensure they are tracked and protected throughout their entire lifecycle</p>

 For details on our common sustainability policies, see page 106.

How We Create Value

Waste Management: Driving Initiatives through Data Transparency

TM generates waste across a wide range of operational sites, including offices, network facilities, data centres, warehouses and educational campuses. Our reporting on waste management covers two (2) types of waste: Solid Waste and Scheduled Waste.

1. Expanding Our Reporting Boundary

In 2025, we significantly enhanced our environmental transparency by expanding our reporting scope. We transitioned from monitoring eight (8) sites to a comprehensive tracking system that captures data across our broader national operations.










Initiatives

Expanding Our Waste Management Reporting Boundary

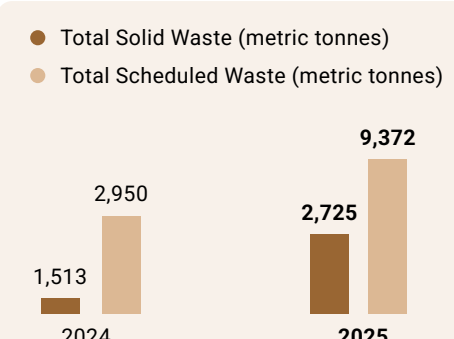
Description

We added 52 solid waste sites and 16 scheduled waste sites to our 2025 disclosures. This expansion provides a holistic view of our footprint across commercial buildings, network facilities and the Multimedia University (MMU) campus.

Reporting Site Expansion:

2024	Solid Waste (No. of sites) 8	Scheduled Waste (No. of sites) 8
	Type of sites	Type of sites
	 Commercial Building	 Commercial Building
	 Network Building	 Network Building
2025	Solid Waste (No. of sites) 60	Scheduled Waste (No. of sites) 24
	Type of sites	Type of sites
	 Commercial Building	 Commercial Building
	 Network Building	 Network Building
	 Data Centre (New)	 Logistic Operation (New)

Enhancing Data Transparency



Year	Total Solid Waste (metric tonnes)	Total Scheduled Waste (metric tonnes)
2024	1,513	2,950
2025	2,725	9,372

Impact Story

- This broader scope reflects a commitment to comprehensive data collection and transparent reporting, ensuring a more accurate representation of TM's operational footprint rather than an increase in waste generation.
- This enhanced visibility enables the implementation of more targeted waste reduction strategies across the national infrastructure.

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M8 Environmental Management

2. Targeted Initiatives for Scheduled Waste Management

In 2025, we strengthened our scheduled waste (SW) framework to ensure full regulatory compliance and operational safety. We align all activities with Department of Environment (DOE) standards through the following active initiatives:

Initiatives	
<p>Responsible Scheduled Waste Management</p>	<p>Description</p> <p>We categorise scheduled waste into three (3) primary streams to ensure specialised handling:</p> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="border: 1px solid #ccc; padding: 5px; width: 30%;"> <p>Power & Lighting: Safe disposal of batteries and lamps (SW102, SW103, SW109)</p> </div> <div style="border: 1px solid #ccc; padding: 5px; width: 30%;"> <p>Ops & Maintenance: Responsible handling of oils and filters (SW305, SW401)</p> </div> <div style="border: 1px solid #ccc; padding: 5px; width: 30%;"> <p>IT Equipment: Systematic e-waste management for component recovery (SW110)</p> </div> </div> <p>Impact Story</p> <ul style="list-style-type: none"> Completed disposal of 5.3 metric tonnes of scheduled waste from our commercial and network facilities, ensuring full compliance with Department of Environment (DOE) requirements and maintaining the highest safety standards.
<p>Strengthening Scheduled Waste (Metal Scrap) Management</p>	<p>Description</p> <p>Through Group Procurement (GP) and Group Network Technology (GNT), we enhanced the governance and tracking of copper cable disposal from legacy network shutdowns</p> <p>Impact Story</p> <ul style="list-style-type: none"> We completed the disposal of 7,934.1 metric tonnes of copper, achieving 4,079 tCO₂e in carbon avoidance by diverting waste materials to licensed recyclers. By prioritising responsible material recovery, we ensure strict adherence to regulatory requirements, reduce operational risks and advance circular economy practices.
<p>Refining Battery Disposal Governance</p>	<p>Description</p> <p>We reinforced accountability across TM, ensuring asset owners manage end-of-life batteries through DOE-compliant storage and licensed contractors.</p> <p>Impact Story</p> <ul style="list-style-type: none"> We disposed of 1,433.0 metric tonnes of lead-acid batteries, achieving 739 tCO₂e in carbon avoidance. These upgrades ensure compliance to the Environmental Quality (scheduled waste) Regulation 2005, strengthen our operational controls and significantly reducing the risk of environmental incidents.
<p>Upgrading Scheduled Waste Collection Centre</p>	<p>Description</p> <p>We commenced upgrades for 16 scheduled waste collection facilities nationwide to align with Environmental Quality Regulations 2005.</p> <p>Impact Story</p> <ul style="list-style-type: none"> These upgrades ensure compliance to the Environmental Quality (scheduled waste) Regulation 2025, strengthen our operational controls and segregation practices, significantly reducing the risk of environmental incidents.

Water Management: Advancing Stewardship through Comprehensive Monitoring

In 2025, we took a decisive step toward water resilience by significantly expanding our consumption tracking. This broader monitoring scope provides clearer insights into our usage patterns, enabling us to identify high-consumption areas and establish data-driven targets for future efficiency improvements.

1. Broadening Our Water Consumption Reporting Boundary

We expanded our water reporting boundary from eight (8) sites in 2024 to 60 sites in 2025. This expansion captures data from our most water-intensive facilities, including data centres, educational hubs (MMU) and major commercial buildings.

Initiatives

Establishing Groupwide Baseline

Description

By integrating 52 additional premises into our reporting, we have created a groupwide 2025 baseline which contributes to an increase in water consumption as below:

Reporting Site Expansion:

2024	2025
Water Withdrawal (No. of sites)	Water Withdrawal (No. of sites)
8	60
Type of sites	Type of sites
<ul style="list-style-type: none"> Commercial Building Network Building 	<ul style="list-style-type: none"> Commercial Building Network Building Data Centre (New)

TM's water withdrawal performance:

Water Withdrawal (m³)

122,771 (2024) vs 1,681,721* (2025)

* The increase in reported volume reflects our expanded reporting scope and the inclusion of high-consumption cooling requirements for data centres

Impact Story

- This expanded visibility empowers us to set realistic reduction targets and strengthens our ability to drive environmental performance across our newly integrated sites.
- This allows us to pinpoint high-usage areas for technical upgrades and optimise resource management across our primary hubs.

2. Initiatives for Water Efficiency

We are actively implementing technology to reduce our reliance on municipal water and improve operational efficiency.

Initiatives

Operationalising Data Centre Monitoring

Description

TM has set a solid 2025 water baseline of 199,215 m³ across our key data centres in Klang Valley, Iskandar Puteri, Brickfields and Kelana Jaya. This consumption is mainly driven by the essential cooling systems needed to keep our digital infrastructure running at peak performance.

Impact Story

- Enables precise risk prioritisation, cost optimisation and credible disclosure of our cooling-related water intensity.
- Shifting our focus to water-efficient cooling technologies to shrink our footprint while ensuring zero disruption to our operations.

Deploying Rainwater Harvesting

Description

We implemented rainwater harvesting systems at KVDC and IPDC to optimise resource management. We redirect captured water for non-potable uses, such as common area maintenance and sanitation.

Impact Story

- Reduces reliance on municipal supplies, improves resource efficiency and advances our water stewardship commitment.
- Measuring harvested rainwater for non-potable needs such as flushing.

Environmental Quality: Upholding Standards Requirement in Energy, Air and Noise

We integrate rigorous operational standards with proactive conservation to ensure high air quality, maintain healthy noise levels and drive energy efficiency across our national infrastructure. By aligning our daily actions with regulatory compliance and best practice standard, we protect the environment.

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Initiatives

Air Quality (Dust) and Noise Level Monitoring

Description

We conduct regular monitoring of air quality (dust) and noise levels at our commercial and network facilities, particularly where backup power generators (gensets) operate. This ensures our sites remain safe for employees and the surrounding neighbourhood, while strictly adhering to Department of Environment (DOE) limits. The monitoring results for 2025 are summarised in the table below:

Environmental Indicator from Genset	2025			
	Acceptable DOE Limit	Commercial Buildings	Network Buildings	Data Centre
Air quality (dust) (mg/m ³)	80	13.1 – 68.2	27.7 – 73.0	21.5 – 89.0
Noise (dBa) – Day	70	52.1 – 72.4	50.5 – 64.9	61.7 – 64.6
Noise (dBa) – Night	65	47.2 – 82.5	46.4 – 60.3	-

Impact Story

In 2025, we maintained a safe workplace and safeguarded the surrounding environment by ensuring all monitored buildings complied with the Environmental Quality Act 1974. This compliance allows us to proactively mitigate emissions and noise impacts.

Note:

The data presented reflects the range between the lowest and highest readings recorded across

- four (4) TM sites for Commercial buildings (TM Annexe 1, TM Annexe 2, Cyberjaya Complex and TM MITC)
- four (4) TM Sites for Network Buildings (TM Bukit Timbalan, TM Miri, TM Penampang and TM Hiliran)
- two (2) TM sites for Data Centre (Klang Valley Data Centre and Iskandar Puteri Data Centre).

ISO-Certified Environmental and Energy Management

Description

We maintain ISO 14001 (EMS) and ISO 50001 (EnMS) certifications across our key data centres:

- Klang Valley Data Centre (KVDC)
- Iskandar Puteri Data Centre (IPDC)
- Brickfields Data Centre (BFDC)

Impact Story

By maintaining these certifications, we ensure strict adherence to environmental laws and best practices in resource management. This systematically minimises the ecological footprint of our digital infrastructure.

Voluntary Initiatives Across Our Operations

Use Case 1: Reducing IT Footprint via Hardware Repurposing

By embedding circular economy principles such as high-value hardware recovery and optimised digital workflows, we minimise our industrial footprint. This proactive approach allows us to extend the lifecycle of our critical assets and ensure that every IT assets that we retire are either repurposed or responsibly recycled.

Background

We actively mitigate e-waste by recovering value from faulty end-user computing (EUC) devices. Instead of retiring hardware, we extract and test critical components such as RAM and hard drives, to create a sustainable internal supply of spare parts.

Impact Story

- We extended the lifecycle of **>1,000** EUC units through refurbishment and redeployment, preventing them from entering the waste stream.
- We achieved **RM3.3 million** in CAPEX avoidance through successful component recovery and reuse initiatives.



IT asset for redeployment

Use Case 2 - Forest conservation efforts

We drive nature-based solutions through the Miyawaki forest restoration method to restore the ecosystem service and build long-term climate resilience by establishing dense, self-sustaining urban forests that accelerate biodiversity recovery and act as vital carbon sinks for the future.

Background

In partnership with University Putra Malaysia (UPM), we lead the 'Kelestarian Hari Esok TM' campaign to promote biodiversity conservation and forest restoration. Central to this strategy is our adoption of dedicated plots within the Sultan Idris Shah Forestry Education Centre (SISFEC). Here, we are actively transforming degraded 'brownfield' land into a thriving ecological asset.

Forest Restoration & Carbon Sequestration

We are turning ecological liabilities into resilient forest ecosystems by rehabilitating poor soil and eradicating invasive species. Beyond carbon sequestration, these plots serve as vital hubs for environmental research and community-based education.

The Miyawaki Method: Accelerated Impact

To maximise our impact, we utilise the Miyawaki Method, a high-density planting technique. This approach allows us to rapidly convert former construction waste sites into high-value carbon sinks.

Impact Story

- This high-density planting strategy delivers two (2) primary advantages:

Accelerated Growth

Mimics a complex jungle canopy, promoting rapid vertical growth and carbon sequestration.

Ecosystem Resilience

Establishes a self-sustaining, biodiverse habitat that is highly resilient to climate fluctuations and environmental stress.

- Since its inception in 2022, this project has achieved the following milestones, as detailed in the January 2025 progress report:

Metric	Phase 1 Planting Area (Plot 15)	Phase 2 Planting Area (Plot 12)	Total
Trees Planted	100	1,900	2,000
Surviving Trees (Jan 2025)	71	1,109	1,180
Survival Rate	71%	58%	59%



Tree Planting Initiative at UPM SISFEC



Warga TM proudly wear this t-shirt when participating in both internal and external company-led events and activities.

Use Case 3 - Turning Plastic Waste into Sustainable Apparel

As part of its commitment to sustainability and the circular economy, TM introduced eco-friendly T-shirts made from recycled plastic bottles. Each T-shirt is made from fabric created using nine (9) recycled plastic bottles, turning plastic waste into useful clothing while reducing the need for new plastic. This initiative not only helps minimise plastic pollution but also promotes responsible consumption and recycling practices.



As a responsible company, TM reinforces its commitment to environmental stewardship while raising awareness among employees and stakeholders about the importance of sustainable fabric waste disposal and sustainable lifestyle choices.

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Use Case 4 – Preserving Coral Ecosystems

We drive marine spatial planning and geophysical surveying to protect critical coral reef habitats. By utilising high-resolution seabed mapping, we ensure our subsea infrastructure avoids ecologically sensitive zones and preserve the coral ecosystem.

Background

The STINGRAY II project launched in 2022 aims to bridge the digital divide between mainland Terengganu and Pulau Redang through a fiber optic cable. Spanning approximately 45km from Merang to Redang Island, this high-capacity fiber optic cable is essential for boosting local socio-economic growth and supporting the island's tourism infrastructure. The project was carried out with a strict focus on protecting the environment since the cable route passes through the highly biodiverse Pulau Redang Marine Park.

Key protection measures included:

Route Optimisation & Habitat Protection

This project was executed through comprehensive rerouting of the cable path to ensure the total avoidance of sensitive ecological zones and successfully bypassed all coral outcrops and seagrass beds.

Precision Buffering

We maintained significant offsets from coral colonies (up to 107m) to ensure no physical disturbance during installation.

Impact Story

Our survey delivers two (2) primary advantages:

Habitat Preservation

Avoids the physical fragmentation of coral reefs by maintaining a safe buffer from rocky outcrops and slope areas that harbor diverse marine life.

Ecosystem Resilience

We prevent the cable from becoming a hazard to marine movement by selecting route with optimal burial depth ensuring the health of the Pulau Redang marine.



Fiber optic cable laying at Marang, Terengganu

Moving Forward

We are accelerating our sustainability agenda by moving from baseline reporting to policy-driven action. In the coming year, we will launch a comprehensive set of initiatives designed to standardise environmental excellence across every level of our organisation:

Short-Term:

Policy and Governance:

- We will formalise our commitment by introducing a Single-Use Plastic Guideline for our staff and operations.
- We will implement a dedicated Carbon Avoidance and Scheduled Waste Management Policy to ensure every business unit follows the same standards.

Water Stewardship in Infrastructure:

- We will prioritise Water Usage Effectiveness (WUE) improvements across our data centres. By implementing advanced cooling technologies and water-recycling protocols, we aim to significantly reduce the water intensity of our digital infrastructure

Medium-Term:

Biodiversity and Risk Mitigation:

- To conduct environmental and biodiversity impact assessments at high-risk operational sites.
- To prioritise sensitive locations, such as cable landing stations near mangrove ecosystems and exchanges adjacent to forest reserves.
- To identify biodiversity risks to implement targeted, science-based mitigation measures.

Long-Term:

- To continue ensuring TM's operations are in compliance with updated statutory regulations.

M9 CLIMATE CHANGE

Inside this section:

- 203 Why It Matters
- 203 Our Approach
- 204 Governance and Oversight

- 205 How We Create Value
- 209 Moving Forward

We categorised Climate Change as a Priority 1 material matter to maintain the operational discipline required for our Net Zero 2050 goals. By proactively managing our carbon emissions, we strengthen our operational resilience, drive efficiency and reduce long-term costs.

In 2025, our climate change approach focused on managing direct emissions and establishing baselines for indirect emissions across the following areas:

<p>Scope 1: We minimise reliance on fossil fuels by addressing consumption in fleet operations and backup power generators.</p>	<p>Scope 2: We prioritise energy efficiency across network infrastructure, data centres and offices while scaling our use of renewable energy.</p>	<p>Scope 3: We enhance data collection and establish baselines for upstream and downstream categories within our supply chain.</p>
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Capitals Deployed:
Affected Stakeholders: CO S C E G&R S&I BP
 Sustainability Pillar:
Priority: 1 **UN SDGs:**

Note: A complete list of our priority level and detailed explanation of each can be found on page 107. This provides further context on how we classify and manage material matters across the organisation.

Why It Matters

TM recognises that climate resilience is essential to maintaining the reliability of our national connectivity. Climate risk-related disruptions are not just ecological concerns, but they are direct threats to the stability and continuity of the digital services that power our nation. Moving beyond traditional environmental protection, we are integrating regenerative practices into our core operations, positioning TM as a sustainable Digital Powerhouse by 2030. We view climate action as future-proofing. By optimising resource efficiency and strengthening our climate resilience, we ensure that our services remain uninterrupted for communities and businesses, contributing to long-term societal well-being and national environmental stewardship.

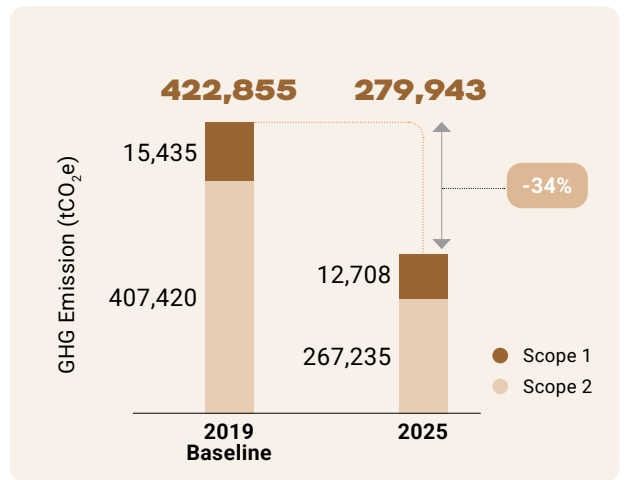
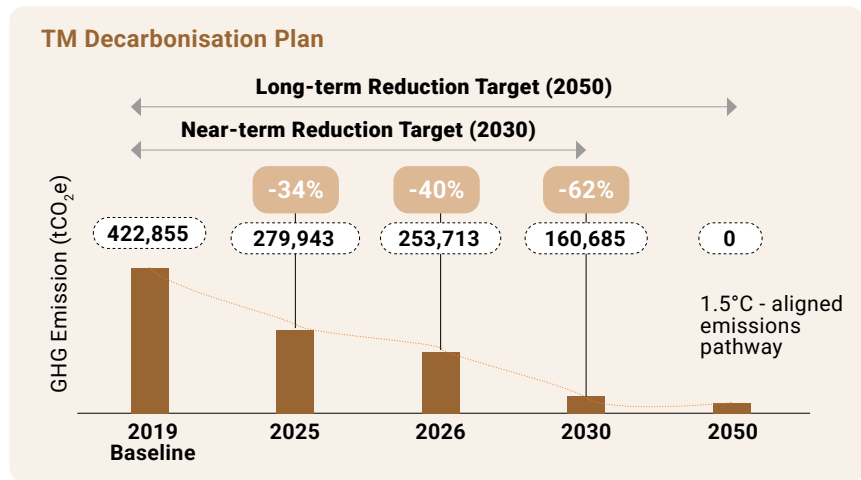
Our Approach

To ensure our infrastructure growth remains sustainable, we have operationalised our Net Zero 2050 ambition into a focused execution framework. We proactively manage our climate change through three (3) core emission pillars:

<p>Managing Direct Emissions (Scope 1) We minimise reliance on fossil fuels by addressing consumption in fleet operations and backup power generators.</p>	<p>Managing Indirect Emissions (Scope 2) We prioritise energy efficiency across network infrastructure, data centres and offices while scaling our use of renewable energy.</p>	<p>Data Gathering and Baseline (Scope 3) We enhance data accuracy for business travel, employee commuting and waste management while establishing new baselines for leased assets and upstream transportation.</p>
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Through these approaches, TM achieves **34%** reduction in Scope 1 and Scope 2 carbon emissions in 2025 against the 2019 baseline, equivalent to 142,912 tCO₂e. This progress serves as a critical foundation for our long-term Net Zero 2050 ambition. To maintain this momentum, we have established mid-term targets to reduce 62% carbon emissions by 2030 and Net Zero by 2050.

These targets align TM's operational pathway with global decarbonisation standards set by GeSI, ITU, and SBTi, specifically for fixed, mobile, and data centre operations.



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M9 Climate Change


Governance and Oversight

Governance

We recognise that effective climate change governance is essential to embedding sustainability into our decision-making. At TM, we embed climate accountability into our decision-making through a top-down governance model. This structure balances oversight with practical execution across all business functions.

We execute our climate initiatives through a cross-functional project team, led by the Sustainability Division. This team coordinates and monitors climate-related projects by integrating key personnel from Group Network Technology (GNT) and Strategic Business Services (SBS). Progress is reported on a quarterly basis to the TM Management Committee (MC) and the Board Risk and Investment Committee (BRIC) to ensure strategic alignment and robust governance.

To drive practical execution, we further reinforce this accountability by assigning carbon-reduction Key Performance Indicators (KPIs) to our GCFO, CNO and CCO. These KPIs cascade across all relevant managerial tiers and directly influence performance-linked incentives, such as annual increments and bonuses.

 For further details on our leadership roles and group-wide sustainability governance, please refer to page 105.

Reporting Boundary

In 2025, we significantly enhanced our climate disclosures by expanding our reporting boundary to provide a holistic view of TM’s business operations. This expansion ensures greater transparency and a more comprehensive baseline for our decarbonisation journey.

Scope 1 (Direct Emissions):

Building on our 2024 reporting of the TM fleet operations, we have expanded our 2025 boundary to include **stationary combustion from diesel gensets nationwide** and **MMU fleet operations**.

Scope 2 (Indirect Emissions):

We have extended our monitoring beyond Peninsular Malaysia to achieve nationwide coverage, incorporating operations in **Sabah** and **Sarawak**. Additionally, the 2025 boundary now includes electricity consumption from **MMU Cyberjaya** and **Melaka campuses**.

Methodology

We leverage a hybrid GHG accounting approach to establish a comprehensive baseline of our environmental impact. By digitising our emission tracking from fleet operations to complex value chain activities, we maintain the higher accuracy necessary to inform our strategic evolution into a sustainable digital leader.

Scope 1:
Direct Emissions from Fuel Consumption

We calculate our emissions for fuel consumption from our vehicle fleet and diesel usage across all sites and operations using emission factor from Department for Environment, Food and Rural Affairs (DEFRA) Emission Conversion Factors 2025.

Scope 2:
Indirect Emissions from Electricity Consumption

We calculate our emissions for electricity consumption using the location-based method on TM business operations in Peninsular Malaysia, Sabah and Sarawak using the Malaysia Grid Emission Factor (GEF) by Malaysia Energy Information Hub (MEIH).

Scope 3:
Indirect Emissions from value chain

We calculate the indirect emissions from our value chain to establish baselines across six (6) categories using both spend-based and activity-based sourced from the DEFRA, EPA and GHG Protocol

How We Create Value

Scope 1: Managing Direct Emissions

In 2025, we significantly enhanced our climate disclosures by expanding our Scope 1 reporting boundary to include stationary combustion from diesel gensets and vehicle fleets from our education facilities at MMU. This strategic shift moves us beyond a fleet-only focus within our core operations to capturing all direct fuel-burning assets nationwide.

Scope 1 emissions	Baseline			
	2019	2023	2024	2025
Year				
Total Scope 1 Emissions Fleet (tCO ₂ e)	12,880	9,431	8,763	8,727
Total Scope 1 Emissions Genset (tCO ₂ e)	2,555	3,993	4,856	3,981
Total Scope 1 Emission (tCO₂e)	15,435	13,424	13,619	12,708
Petrol and diesel consumption and carbon emissions from TM Fleet				
Year	2019	2023	2024	2025
Total Petrol Consumed from TM Fleet (Megalitre)	3.59	2.33	2.22	2.05
Total Diesel Consumed from TM Fleet (Megalitre)	1.78	1.75	1.65	1.57
Total Carbon Emissions for TM Fleet (tCO₂e)	12,542	9,431	8,763	8,287
Petrol and diesel consumption and carbon emissions from MMU Fleet				
Year	2019	2023	2024	2025
Total Petrol Consumed from MMU Fleet (Megalitre)	0.15	-	-	0.12
Total Diesel Consumed from MMU Fleet (Megalitre)	0.003	-	-	0.07
Total Carbon Emissions (tCO₂e)	338	-	-	440
Diesel Consumption and Carbon Emissions from Generator Set Operations				
Year	2019	2023	2024	2025
Total Diesel Purchased (Megalitres)	0.98	1.60	1.93	1.55
Total Carbon Emissions (tCO₂e)	2,555	3,993	4,856	3,981

Initiatives for Scope 1: Managing Direct Emissions

Initiatives	Description
Vehicle Optimisation Programme	<p>Reduced overall fleet size by phasing out aging vehicles and replacing internal combustion engine (ICE) models with Energy Efficient Vehicles (EEV) and Electric Vehicles (EV).</p> <p>Impact Story</p> <ul style="list-style-type: none"> Total reduction of aging ICE vehicles = 152 units Total fuel reduction for TM Fleet = 0.25 Megalitre (Diesel & Petrol) Carbon reduction of 539 tCO₂e

Number of ICE Vehicles

Year	Number of ICE Vehicles
2023	3,169
2024	3,011
2025	2,725

Number of EVs

Year	Number of EVs
2023	3
2024	23
2025	23

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Initiatives for Scope 1: Managing Direct Emissions

Initiatives	Description	Impact Story
TM EZFleet (Car Sharing)	Optimised vehicle usage and reduced redundant assets through a car sharing platform.	This approach leads to maximised productivity by providing flexibility in vehicle utilisation.

Scope 2: Managing Indirect Emissions

While total electricity consumption for 2025 reached **480,521 MWh**, representing a **14%** increase due to an expanded reporting boundary, our network operations simultaneously achieved a **6%** efficiency reduction of **20,285 MWh** through legacy decommissioning and modernisation programs.

Scope 2 Emissions

Year	Baseline			
	2019	2023	2024	2025
Total Scope 2 Emissions (tCO ₂ e)	407,420	286,450	257,807	267,235

Total electricity consumed at various sites

TM Electricity Consumption Breakdown by Sites (MWh)	Baseline			
	2019	2023	2024	2025
Network	374,524	328,265	317,194	296,909
Sarawak**	40,048	-	-	40,639
Sabah**	30,291	-	-	26,357
Building – Commercial	45,652	21,136	19,853	18,751
MMU**	20,867	-	-	22,207
Building – Data Centre	49,651	79,701	83,866	78,086
Total	469,827	429,102	420,913	480,521*
Renewable Energy (GET)		(51,200)	(87,828)	(96,587)

Note:
 * Third-party power usage at Edge Facilities (2,428 MWh) is excluded from TM's total electricity consumption and Scope 2 emission. It is instead reported under Scope 3 (Category 13: Downstream Leased Assets)
 ** Denotes new boundary expansion resulting in data collection in 2025, hence no data for the prior years

Electricity at Data Centre

TM Electricity Consumption Breakdown (MWh)	Baseline			
	2019	2023	2024	2025
Data Centres	51,561	102,871	112,606	116,330
Third-party Power Usage at Data Centres	1,910	23,170	28,740	38,244

Note: Third-party power usage at Data Centres is excluded from Scope 2 and reported under Scope 3 (Category 13: Downstream Leased Assets).

Initiatives for Scope 2: Managing Indirect Emissions

Initiatives	Description	Impact Story
Network Element Shutdown	Reduced energy use while improving performance through decommissioning 5,657 legacy network elements and migrated services to higher-efficiency networks. This will also allow further network modernisation at existing nodes or network facilities.	<ul style="list-style-type: none"> Reduced 3,887 tCO₂e of carbon emissions <p>Reduction in Electricity (MWh)</p> <p>2025 5,023</p> <p>2024 3,312</p> <p>2023 1,385</p>

Initiatives																							
Energy Efficiency Optimisation (EEO)	Description Enhanced energy efficiency across facilities by adjusting room temperatures, replacing conventional lighting with LED and solar alternatives and optimising equipment.	Impact Story <ul style="list-style-type: none"> Reduced 6,234 tCO₂e of carbon emissions Reduction in Electricity (MWh) <table border="1"> <tr><td>2025</td><td>8,055</td></tr> <tr><td>2024</td><td>3,431</td></tr> <tr><td>2023</td><td>3,840</td></tr> </table>	2025	8,055	2024	3,431	2023	3,840															
2025	8,055																						
2024	3,431																						
2023	3,840																						
Energy Performance Contracting (EPC)	Description Upgraded cooling systems by installing energy-efficient inverter air conditioners and replacing outdated lighting with high-efficiency bulbs across EPC buildings.	Impact Story <ul style="list-style-type: none"> Reduced 23,813 tCO₂e of carbon emissions Reduction in Electricity (MWh) <table border="1"> <tr><td>2025</td><td>30,767</td></tr> <tr><td>2024</td><td>26,200</td></tr> <tr><td>2023</td><td>24,500</td></tr> </table>	2025	30,767	2024	26,200	2023	24,500															
2025	30,767																						
2024	26,200																						
2023	24,500																						
Cooling Unit Upgrading (CUU)	Description Replaced 70 conventional air-conditioning units with energy-efficient inverter models to improve cooling performance and lower energy consumption.	Impact Story Allowed TM to save energy and reduce emissions through the upgrading of cooling technology.																					
Power Usage Effectiveness (PUE) Monitoring	Description Monitored PUE across data centres, allowing real-time optimisation for energy efficiency and operational improvements.	Impact Story <ul style="list-style-type: none"> Average PUE remains between 1.4 and 1.8, despite business expansion and increased energy usage. 																					
Renewable Energy																							
Green Energy Tariff (GET)	Description Reduced GHG carbon emissions and reliance on conventional electricity sources through the use of renewable energy (RE) via a subscription to the GET from TNB.	Impact Story <ul style="list-style-type: none"> Reduce 74,758 tCO₂e of carbon emissions The RE mix for TM's operations reached 20% of total electricity consumption Renewable Energy (RE) Adoption (MWh) <table border="1"> <tr><td>2025</td><td>96,587</td></tr> <tr><td>2024</td><td>87,828</td></tr> <tr><td>2023</td><td>51,200</td></tr> </table>	2025	96,587	2024	87,828	2023	51,200															
2025	96,587																						
2024	87,828																						
2023	51,200																						
Solar Power Purchase Agreement (SPPA)	Description <ol style="list-style-type: none"> Achieved Commercial Operation Date (COD) at three (3) sites where Gentari (Petronas) installed solar PV systems at six (6) TM buildings, with a total capacity of 4.3 MWp of solar power. <table border="1"> <thead> <tr> <th>Site Location</th> <th>Solar System Power (kWp)</th> <th>Operation Status</th> </tr> </thead> <tbody> <tr><td>SKDL Mersing</td><td>245.44</td><td>Commercial of Date: Dec 2025</td></tr> <tr><td>TM R&D</td><td>428.34</td><td>Commercial of Date: Dec 2025</td></tr> <tr><td>IPDC</td><td>351.64</td><td>Commercial of Date: Nov 2025</td></tr> <tr><td>KVDC</td><td>1,474.41</td><td>Expected completion: Q2 2026</td></tr> <tr><td>MMU Cyberjaya</td><td>1,302.13</td><td>Expected completion: Q1 2026</td></tr> <tr><td>MMU Melaka</td><td>497.37</td><td>Expected completion: Q2 2026</td></tr> </tbody> </table>		Site Location	Solar System Power (kWp)	Operation Status	SKDL Mersing	245.44	Commercial of Date: Dec 2025	TM R&D	428.34	Commercial of Date: Dec 2025	IPDC	351.64	Commercial of Date: Nov 2025	KVDC	1,474.41	Expected completion: Q2 2026	MMU Cyberjaya	1,302.13	Expected completion: Q1 2026	MMU Melaka	497.37	Expected completion: Q2 2026
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MMU Cyberjaya	1,302.13	Expected completion: Q1 2026																					
MMU Melaka	497.37	Expected completion: Q2 2026																					
	Impact Story Achieved carbon avoidance of 83 tCO₂e through the generation of 108 MWh. <ul style="list-style-type: none"> Signed a Solar Power Purchase Agreement (SPPA) with Network Facility Provider (NFP) for the deployment of 5.9 kWp Solar PV system along the Maju Expressway (MEX) and a 10 kWp system at the Sungkai PLUS Highway site, replacing diesel generators to power off-grid 4G base stations with renewable energy. This collaboration marks a significant milestone to TM in supporting goal 7, 11 and 17 of UN SDG. 																						

PLANET

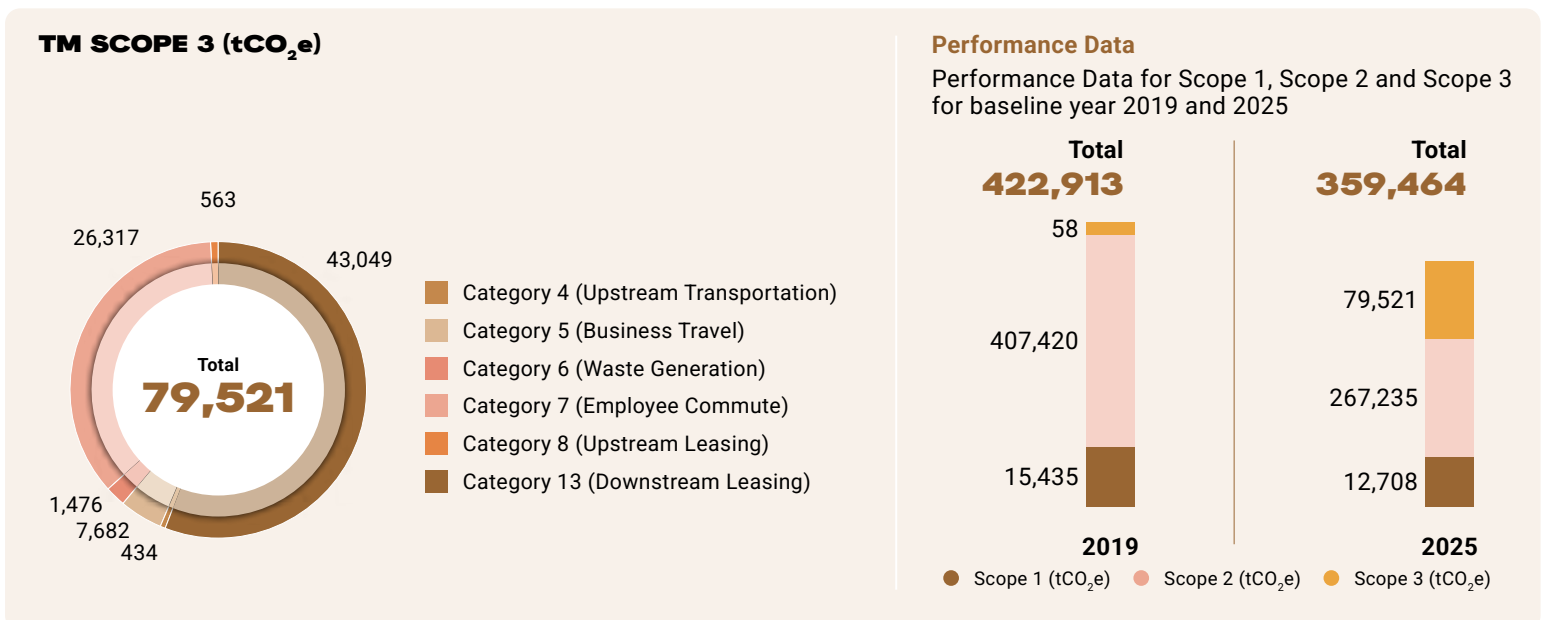
M9 Climate Change

Scope 3: Footprint reporting and Baselineing

In 2025, we expanded our Scope 3 emissions from three (3) to six (6) categories. The existing categories are category 5, 6 and 7, while the newly added categories are category 4, 8 and 13. The categories, reporting boundary and their methodologies for data gathering to establish a baseline are as follows:

<p>Category 4 Upstream Transportation & Distribution</p>	<ul style="list-style-type: none"> Applied a spend-based methodology, calculating emissions based on our total procurement spend for third-party logistics and delivery services. Recorded the first year for this category in 2025.
<p>Category 5 Waste Generation at Operation</p>	<ul style="list-style-type: none"> Supported by an activity-based calculation based on the waste generation at TM premises nationwide. Established baseline for solid waste generation from 60 TM's sites nationwide in 2025. The waste management reporting boundary has been expanded to incorporate scheduled waste generated from all TM operations nationwide. Data and waste management strategies are available in section M8: Environmental Management.
<p>Category 6 Business Travel</p>	<ul style="list-style-type: none"> Applied an activity-based method to third-party transportation on business travel claimed by TM's staff for land travel (such as cars and motorcycles) and air travel.
<p>Category 7 Employee Commuting</p>	<ul style="list-style-type: none"> Supported by an activity-based calculation derived from a survey conducted in September 2025 among TM employees.
<p>Category 8 Upstream Leased Assets</p>	<ul style="list-style-type: none"> Used a spend-based calculation method that reflects the indirect impact of our infrastructure footprint. Expanded our Scope 3 inventory to include this boundary which covers our leasing arrangements with Network Facilities Providers (NFP), tower owners and private landlords to support our mobile services.
<p>Category 13 Downstream Leased Assets</p>	<ul style="list-style-type: none"> Applied an activity-based method calculating emissions based on declared electricity consumption by external customers utilising our infrastructure within our Data Centre, Edge Facilities and Exchanges nationwide. Provides a more complete picture of our infrastructure's impact and helps to better support our customers in their own decarbonisation journeys.

Total carbon emissions for these categories



TM FY2025 greenhouse gas (GHG) inventory has been prepared in accordance with the GHG Protocol Corporate Standard, utilising the 'Scope 1, 2, and 3' framework for organisational reporting. To ensure data integrity, Intertek has performed independent limited assurance based on the ISO 14064-1:2018 standard. While the assurance engagement utilises ISO's six-category classification system, we have mapped these findings directly to our GHG Protocol disclosures to ensure consistency across our sustainability narratives and historical data.

Please refer to the GHG Verification Statement on pages 333 to 335 for further details.

Carbon Offset

In 2023, TM became an inaugural participant in the Bursa Carbon Exchange (BCX), Malaysia's first voluntary carbon market auction. This move marked a deliberate entry into the global carbon economy, where we strategically diversified our portfolio across two (2) project categories: Technology-Based Carbon Contracts (GTC) and Premium Nature-Based Carbon Contracts (GNC+). Through this initiative, TM secured 5,000 tCO₂e from GTC projects and 32,000 tCO₂e from GNC+ projects. By acquiring these high-quality, Verra-registered contracts, TM secured a balanced mix of nature-led and technology-led climate solutions.

As we move into 2025, TM has made the strategic decision not to retire or offset these credits at this stage. Rather than utilising offsets for immediate claims, we are channeling our primary efforts into tangible carbon reduction through Energy Efficiency (EE) initiatives and the scaling of Renewable Energy (RE) adoption. This approach ensures that our current resources are dedicated to the most impactful decarbonisation activities to reduce our physical energy footprint and transition toward a greener energy mix.

Category	Storage Type	Volume (tCO ₂)	Status (2025)
GTC	Technology-based	32,000	Strategic Reserve
GNC+	Premium nature-based	5,000	Strategic Reserve
Total	Total Carbon Credit	37,000	In Inventory

Note: ¹ GTC projects reduce or avoid greenhouse gas emissions, such as renewable energy, methane capture, or industrial emission reduction initiatives.

² GNC+ projects protect or restore ecosystems, such as forests or wetlands, while delivering additional environmental and community co-benefits.

Moving Forward

Looking forward, we will launch a comprehensive set of initiatives designed to standardise environmental excellence and align our decarbonisation pathways with national Net Zero targets.

Short-Term:

- Formalise Policy and Governance through Single-Use Plastic Guidelines and Schedule Waste Management and Carbon Avoidance Policy.
- Implement Internal Carbon Pricing (ICP) and preparations for Carbon Tax transition risks.
- Expand Scope 3 assessments to enhance data comprehensiveness and value chain transparency.

Medium-Term:

- Improve Water Stewardship by prioritising Water Usage Effectiveness (WUE) and advanced cooling in data centres.
- Expand decarbonisation plan beyond Scope 1 and 2.

Long-Term:

- To continue ensuring TM's operation is aligned with Net Zero 2050.

PEOPLE

M10 LABOUR PRACTICES & HUMAN RIGHTS

Inside this section:

- 210 Why It Matters
- 210 Our Approach
- 211 Governance and Policy

- 211 Our Commitment to Responsible Labour Practices & Human Rights Standards
- 212 How We Create Value
- 220 Moving Forward

As a Responsible Employer, we place labour practices and fundamental human rights at the centre of our priorities, recognising them as Priority 2. This reflects their strategic importance to our sustainability agenda and the commitments we make to our stakeholders.

We actively uphold internationally recognised human rights principles and make them the foundation of our labour practices. We embed these principles into our labour practices, responsible business conduct and long-term sustainability strategy.

We create an inclusive workplace where every individual feels valued, empowered and supported. We actively promote holistic well-being while strengthening fair, transparent and accountable employment practices across the organisation.

Through these efforts, we are building a resilient, future-ready workforce that powers our Digital Powerhouse aspiration and delivers sustainable value for all stakeholders.

Capitals Deployed:   
Affected Stakeholders:  
Sustainability Pillar: 
Priority: 
UN SDGs:     

Note: A complete list of our priority levels and detailed explanations of each, can be found on page 107. This provides further context on how we classify and manage material matters across the organisation.

Why It Matters

At TM, we deliver on our stakeholder's expectation by:

- Putting our people first, we uphold responsible labour practices and respect human rights, fostering trust while creating lasting value for both our employees and the organisation.
- Focusing on building a safe, inclusive and supportive workplace, we strive to make *Warga TM* feel valued, empowered and equipped to perform at their best.

We embed strong human capital governance to enhance productivity, resilience and engagement, cultivating a One TM mindset that empowers our employees and drives our journey to become a Digital Powerhouse by 2030.

Our Approach

Our approach to responsible labour practices and human rights anchored on six (6) key principles, creating an inclusive, safe and high-performing workplace that promotes employee well-being and drives sustainable growth. We focus on six (6) interconnected areas:

- 1 Respecting Employee Rights & Responsible Labour Practices**
 We uphold fundamental employee rights to ensure fair treatment, safe working conditions and responsible employment practices across TM. This includes providing competitive remuneration, with minimum wages aligned to Malaysian wage standards, regulated working hours, paid leave entitlements and respect for freedom of association. We regularly engage with workers' representatives on union matters, including working conditions, to support a sustainable and engaged workforce.
 We also ensure that employees are accessible to their paid annual leave entitlements, capability development, training and reskilling programmes to mitigate the impact of industrial changes.
- 2 Diversity, Equality and Inclusion**
 We embed equality and inclusion across the entire employee lifecycle, from recruitment and remuneration to performance evaluation and career progression. Our decisions are guided by merit, capability and experience, ensuring fair and consistent treatment for all, regardless of race, ethnicity, gender, age, religion, disability, political beliefs, or any other protected characteristics. We uphold a firm zero-tolerance stance against discrimination, reinforcing a workplace built on respect, trust and fairness.
- 3 Safe, Respectful & Harassment-Free Workplace**
 We maintain a strict zero-tolerance approach to all forms of harassment, whether sexual or non-sexual. Guided by TM's KRISTAL values of 'Respect and Care' and aligned with the Anti-Sexual Harassment Act 2022, the Employment Act 1955 and Article 8 of the Federal Constitution, we set clear expectations for respectful conduct across all levels of the organisation.
- 4 Employee Health, Well-Being & Engagement**
 By caring for the physical, mental and emotional health of our people, we cultivate an environment that enables sustained engagement, energy and resilience. Through structured programmes, flexible work practices, lifestyle initiatives and access to professional support, we help our people thrive at work and beyond.
- 5 Performance, Communication & Workforce Engagement**
 We foster a performance-driven culture supported by clear objectives, regular performance conversations and transparent communication. This approach keeps our employees aligned with TM's strategy, values and business priorities, while supporting continuous development. In parallel, we maintain ongoing and constructive engagement with employee representatives to address working conditions and strengthen mutual trust.
- 6 Capability Building & Workforce Readiness**
 We invest in continuous learning, leadership development and digital capability building to proactively manage skills transition risks arising from digitalisation, automation and evolving business models. By leveraging digitisation, automation, AI and analytics for strategic workforce planning, TM identifies skills gaps, strengthens talent acquisition and enhances performance measurement, ensuring a future-ready workforce that drives organisational efficiency, productivity and sustainable growth in support of TM's Digital Powerhouse ambition.

Governance and Policy

We uphold fair and responsible labour practices through comprehensive internal policies covering competitive wages, overtime entitlements, remuneration, paid leave and working hours. Clear communication of these policies ensure employees are aware of their rights and benefits, promoting equitable access and supporting a safe, respectful and inclusive workplace.

This policy is available through the HR Digest and internal bulletins, ensuring accessibility in English and, where relevant, Bahasa Malaysia. Our key policies include:

Responsible Employer Commitment

Sets clear expectations for an inclusive, supportive and respectful workplace, free from discrimination, exploitation and harassment.

TM Performance Management Framework


Aligns individual performance with the company's strategy, reinforcing accountability while promoting behaviors that embrace the Spark the PWR culture.

Performance Improvement Plan (PIP)

Supports capability development through structured guidance and targeted improvement plans.

Flexi Benefits

Gives employees the flexibility to personalise benefits based on their needs.

 For details on our common sustainability policies, see page 106.

Our Commitment to Responsible Labour Practices & Human Rights Standards

We are committed to respecting internationally recognised human rights principles across our operations, workforce and supply chain. As a national digital enabler, we recognise that connectivity plays a vital role in economic participation, social inclusion and access to information. Our commitments include:

Zero tolerance for human trafficking, forced labour and child labour in any direct or indirect business activities, including recruitment, products, services and supply chains.

Respect for freedom of association and collective bargaining, in line with applicable laws and international labour standards.

A workplace free from discrimination and harassment, ensuring equal opportunity, fair treatment and inclusive access to employment and career development.

Standards and Frameworks That Guide Our Practices

We align our labour practices and human rights commitments with recognised national and international standards, including:

Labour Practices Standards

- International Labour Organisation (ILO)
- Malaysian Employment Act 1955
- Industrial Relations Act 1967
- Children and Young Persons (Employment) Act 1966
- Sabah Labour Ordinance 1949
- Sarawak Labour Ordinance 1952
- Occupational Safety and Health Act 1994 (Act 514)

Human Rights Standards and Frameworks

- Universal Declaration of Human Rights
- UN Global Compact Ten Principles
- UN Guiding Principles on Business and Human Rights
- National Action Plan on Business and Human Rights 2025–2030

Beyond labour rights, we also respect and promote fundamental human rights relevant to the telecommunications industry, including:

The right to privacy and data protection

Access to information and digital inclusion

Online Safety Awareness and Practices

We integrate these commitments into our day-to-day operations to ensure responsible, ethical and sustainable business conduct, while creating long-term value for our people, stakeholders and the nation.

PEOPLE

M10 Labour Practices and Human Rights

How We Create Value

By implementing transparent policies, providing equal opportunities and engaging continuously with our employees, we empower our employees, safeguard their rights and foster a culture of respect and dignity at all levels. We bring our labour practices to life through measurable outcomes, targeted employee programmes and operational initiatives, all aligned with our six (6) key focus areas.

1 Respecting Employee Rights & Responsible Labour Practices

TM safeguards employee rights through fair employment practices and strong industrial relations. Within the year, we maintain zero (0) substantiated cases of human rights violations, forced labour or child labour. These mechanisms protect employee rights, support industrial harmony and strengthen workforce stability.

Initiatives	
<p>Empowering Choice Through an Enhanced TM Flexi Benefits Scheme</p>	<p>Description</p> <p>We listen to our employees and assess their needs, which led us to strengthen our Flexi Benefits Scheme, giving <i>Warga TM</i> real choice over what matters most to them. Employees can customise their benefits annually to reflect their priorities, lifestyles and life stages, whether supporting mobility, wellness, family or personal needs.</p> <p>Impact Story</p> <p>In 2025, we introduced four (4) new benefit categories, reflecting evolving employee expectations and a more inclusive definition of well-being.</p> <ul style="list-style-type: none"> • Electric Vehicle (EV) support, including charger installation, rental, subscriptions and related facilities. • Fertility treatment coverage, including medication, IUI and IVF. • Pet-related reimbursements, covering food, healthcare, grooming, supplies and boarding. • Smart devices and electrical appliances. <p>These enhancements sit alongside existing benefits such as personal vehicle expenses, wellness programmes, fitness equipment and home appliances.</p> <p>By empowering choice and flexibility, our Flexi Benefits Scheme strengthens employee engagement, supports diverse needs, optimises costs and reinforces long-term talent retention and business resilience.</p>
<p>Promoting Recovery, Compassion and Trust Through Additional Paid Leave</p>	<p>Description</p> <p>Our paid leave options give employees the time and space to rest and care for their immediate family members. This approach actively supports their physical and emotional well-being.</p> <p>Key enhancements include:</p> <ul style="list-style-type: none"> • Paid Compassionate Leave of up to seven (7) days for employees supporting family members during unfortunate events such as loss of family members or illness. • Paid Self-Recovery Leave of up to three (3) days for employees recovering at home without requiring a clinic visit. <p>Impact Story</p> <ul style="list-style-type: none"> • 5.7% reduction in emergency leave utilisation in 2025. • 64,636 emergency leave days recorded in 2025, compared to 68,532 days in 2024. • By prioritising recovery and care, we offer flexibility, build trust and enable employees to return to work refreshed, supporting productivity, engagement and long-term organisational resilience.
<p>Safeguarding Well-Being Through Inclusive Medical Coverage</p>	<p>Description</p> <p>We provide comprehensive medical protection that extends beyond employees to include their dependants, ensuring no one is left behind.</p> <p>Impact Story</p> <ul style="list-style-type: none"> • 100% of employees were covered under our medical benefits scheme. • Coverage included Group Term Life (GTL) and Group Personal Accident (GPA) insurance, with reimbursements for related fees. • Medical benefits were extended to temporary and part-time personnel, reinforcing our inclusive approach. • By reducing financial stress and promoting access to healthcare, we foster a healthier, more stable workforce, supporting sustained productivity and long-term business continuity.

Initiatives	
<p>Supporting Caregivers Through Flexible Paid Parental Leave, Enabling Work-Life Integration</p>	<p>Description</p> <p>To help working parents balance career and family responsibilities, we invested in accessible childcare and progressive parental benefits, recognising the importance of flexibility during critical life moments.</p> <p>Key initiatives include:</p> <ul style="list-style-type: none"> • On-site childcare facilities at TM Dynamic Kids and TM Melaka International Trade Centre (MITC), offered at affordable rates. • Designated breastfeeding breaks and facilities at TM Annexe 1, TM Annexe 2 and TM Campus Cyberjaya. • Extended Paid Parental Leave, including: <ul style="list-style-type: none"> - Paid Maternity Leave of up to 98 days (14 weeks) for up to five (5) children. - Paid Paternity Leave of up to seven (7) days for up to five (5) children. • Claimable Flexi Benefits for childcare and education expenses, including: <ul style="list-style-type: none"> - Childcare fees at registered centres and babysitters (up to RM3,000 per annum, non-taxable). - Education-related expenses such as school fees, tuition, books and uniforms. • Our childcare, parental leave and workplace facilities align with the UNICEF's Family-Friendly Workplace Toolkit for Business, reinforcing TM's commitment to creating a supportive, inclusive and future-ready workplace. <p>Impact Story</p> <ul style="list-style-type: none"> • 100% return-to-work rate for employees after Paid Parental Leave. • 95.1% retention rate 12 months after returning to work. • 2,884 women employees returned to work after Paid Parental Leave. • 6,111 employees utilised Paid Parental Leave. • 50,950 days (7,279 weeks) of Paid Parental Leave were granted. • This flexibility supports working parents and multigenerational caregivers, enabling smoother work-life integration while reducing burnout. The result is stronger employee loyalty, sustained productivity and improved retention
<p>Voluntary Separation Scheme (VSS)</p>	<p>Description</p> <p>We implemented the Voluntary Separation Scheme (VSS) on a voluntary, employee-initiated basis, ensuring that participation was driven by individual choice.</p> <p>Through this programme, we provided permanent employees who chose to retire or separate from the Company with clearly defined terms, financial benefits and medical support, helping them transition confidently into their next chapter.</p> <p>Impact Story</p> <ul style="list-style-type: none"> • 1,019 employee applications were approved under the VSS. • By offering financial support, transition flexibility and a dignified exit pathway, the VSS allowed employees to pursue new opportunities with confidence. At the same time, it enabled the Company to optimise workforce structure, manage costs prudently, sustain morale and ensure operational continuity through a smooth and structured transition.
<p>Freedom of Association and Collective Bargaining</p>	<p>Description</p> <p>We recognise and respect the vital role of employee unions in representing the collective voice of our workforce. Through regular engagement and constructive dialogue, we work closely with unions to strengthen working conditions, address concerns transparently and uphold responsible labour practices.</p> <p>TM formally recognises three (3) independent employee unions:</p> <ul style="list-style-type: none"> • <i>Kesatuan Kebangsaan Pekerja-Pekerja Telekomunikasi Semenanjung Malaysia (NUTE).</i> • <i>Kesatuan Pekerja Telekomunikasi dan Multimedia Sarawak (STMU).</i> • <i>Kesatuan Pekerja-Pekerja Telekomunikasi Sabah (SUTEN).</i> <p>Impact Story</p> <ul style="list-style-type: none"> • 5,556 unionised employees. • 73% of employees covered under collective bargaining agreements. • 2,092 non-unionised employees. • Through these recognised unions, employees are empowered to exercise their fundamental labour rights, including the right to voice work-related concerns without fear of retaliation, to bargain collectively for fair terms and conditions and to freely decide on union membership. • We remain committed to fostering open dialogue, mutual respect and continuous improvement in workplace standards, reinforcing our dedication to human capital development and long-term organisational resilience.


PEOPLE

M10 Labour Practices and Human Rights

2 Diversity, Equality and Inclusion

As an equal opportunity employer, we strengthened inclusive leadership and fair pay practices across the organisation, reinforcing our belief that fairness should never depend on gender or any other personal characteristic. By monitoring and maintaining gender parity and equal pay between genders across management, executive and non-executive levels, we demonstrate our commitment to equitable recognition of talent and contributions. This culture of fairness builds trust, empowers our people and strengthens TM's resilience for the years ahead.

 Details on Gender Pay indicators refer page 220.

Initiatives	Description
 ASPIRE Programme	<ul style="list-style-type: none"> We designed the ASPIRE programme to accelerate the growth of high-potential women in middle management, preparing them to step confidently into senior leadership roles within a two-year development journey. The programme combines structured learning with real-world exposure, including leadership training, experiential immersions, profiling assessments, as well as personalised coaching and mentoring to strengthen executive presence and strategic capabilities. <p>Impact Story</p> <ul style="list-style-type: none"> 60 participants successfully completed the programme. 13% of graduates were promoted to senior management roles, contributing to a stronger representation of women in leadership. 90 participants have enrolled in the programme since launched in 2023.

3 Safe, Respectful & Harassment-Free Workplace

We are committed to fostering a workplace where everyone feels safe, respected and heard. To reinforce this culture, all employees receive regular training on discrimination and harassment, both sexual and non-sexual, regardless of role or seniority.

Through annual awareness programmes and additional sessions conducted on request, we ensure employees clearly understand what constitutes harassment, how to recognise unacceptable behaviour and how to act when concerns arise. Employees are also informed of the appropriate reporting channels, in line with Company policies and applicable Malaysian legislation.

Access to Remedy: Clear and Trusted Grievance Channels

We provide a formal and transparent grievance mechanism to ensure timely access to remedy for all incidents of discrimination and harassment. Our process is designed to be safe, confidential and accessible, giving employees and stakeholders confidence to speak up without fear of retaliation.

The grievance process includes:



Any employee found to have engaged in harassment, bullying or mistreatment of others is subject to due disciplinary action. In addition, formal whistleblowing channels are available to employees and external parties to report concerns independently and confidentially.

Complaints may be submitted through the following avenues:

<p>Internal</p> <p>Direct reporting to the Human Resources Industrial Relations (IR) channel via email at iru@tm.com.my, for workplace-related concerns</p>	<p>External</p> <p>Ethics Line – 1800 88 2377 (toll-free) Email - ethic@tm.com.my</p>
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By strengthening awareness, encouraging early reporting and ensuring fair and consistent action, we reinforce a culture of respect, accountability and trust where everyone at TM can work with confidence and dignity.

Initiatives

Zero-Tolerance for Harassment & Discrimination

Description

- We ensure that all complaints related to harassment and discrimination are addressed through fair, timely and impartial investigations, with due process applied consistently once a report is lodged.
- Every report is handled with strict confidentiality, beginning with a formal investigation and, where applicable, the issuance of Suspension Letter for investigation purposes, followed by a Show Cause Letter and the determination of appropriate disciplinary action.
- We continue to actively inform employees of the available reporting channels and mechanisms, reinforcing confidence in our grievance process.

Impact Story

- Zero** cases of workplace discrimination were reported.
- Four (4) harassment cases were reported and resolved with appropriate action.
- These outcomes reflect our commitment to a safe, respectful and accountable workplace, where concerns are taken seriously and addressed decisively to protect the well-being and dignity of all employees.
- We actively address employee concerns, with the number of complaints rising slightly from two (2) in 2024 to four (4) in 2025. This reflects a culture where employees feel confident to voice feedback, helping us continuously improve and strengthen our workplace.

Number of complaints concerning harassment

Number of complaints

2025	<div style="width: 100%; height: 10px; background-color: #f4a460;"></div>	4
2024	<div style="width: 25%; height: 10px; background-color: #f4a460;"></div>	2

4 Employee Health, Well-Being & Engagement

We invested in holistic well-being initiatives to sustain productivity and engagement. These initiatives reduce work-related stress such as fatigue, improve morale and enhance workforce sustainability.

Initiatives

Flexible Working Arrangement (FWA)

Description

We maintained flexible working arrangements to support productivity and operational efficiency. This includes FlexiSpace, FlexiHours, FlexiWeek & Annual Leave Purchase.

- FlexiHours option allowing reduced daily working hours with proportionate temporary salary adjustment.
- FlexiWeek option enabling a 4-day work week with one (1) Flexi Off-Day.
- Annual Leave Purchase – provide employees with the flexibility to purchase additional annual leave days, offering greater flexibility and work-life balance.

Our hybrid working arrangement for employees at the Executive level (Band 2 and below) requires three (3) days in the office and allows two (2) days of remote work within a two-hour radius of the registered office.

Impact Story

- 98.8%** of eligible workforce (17,085 employees) benefited from FWA.
- We empower employees with flexible work arrangements, trusting them to work from home while staying productive, maintaining work-life balance and managing their schedules with autonomy and team engagement.

Psychological Safety

73% feel safe speaking up with ideas

Energetic

76% feel energised by their work

Organisational Health Index (OHI)

Description

- We measure what matters. Through our bi-annual Organisational Health Index (OHI) survey, we assess employee engagement, psychological safety, energy levels, job satisfaction, purpose, happiness and work-related stress. This allows us to gain real insight into how our people experience work at TM.
- OHI's key indicators performance in 2025:

Impact Story

- 80** Organisational Health Index (OHI)'s score achieved.
- 73.3%** (11,721 employees) response rate achieved out of the 16,000 employees invited to participate for the OHI survey conducted in November 2025.
- Our OHI has steadily rising from 79 in 2023 to 80 in 2024 and maintaining that level in 2025, reflecting our ongoing commitment to a healthy, engaged and high-performing workplace.

Organisational Health Index (OHI)

2025	<div style="width: 100%; height: 10px; background-color: #f4a460;"></div>	80
2024	<div style="width: 100%; height: 10px; background-color: #f4a460;"></div>	80
2023	<div style="width: 93.75%; height: 10px; background-color: #f4a460;"></div>	79

PEOPLE

M10 Labour Practices and Human Rights

Initiatives																			
<p>GCEO Body Mass Index (BMI) Challenge</p>	<p>Description</p> <p>In 2025, we launched the GCEO BMI Challenge as a long-term wellness initiative to encourage healthier lifestyles across the organisation, with the programme set to run through 2027.</p> <p>Impact Story</p> <ul style="list-style-type: none"> • 5,707 employees participated. • 3,100 employees achieved award status, including: <ul style="list-style-type: none"> - 1,323 Gold (normal BMI range 18.5–22.9). - 826 Silver (improvement bands 23.0–23.9 / 17.5–18.4). - 951 Bronze (improvement bands 24.0–24.9 / 16.5–17.4). • By rewarding measurable progress, the initiative promotes physical fitness, mental well-being and healthier habits, contributing to reduce absenteeism, improved morale and long-term healthcare cost management. <p><i>Note: The ideal or healthy BMI standard range is 18.5 – 24.9</i></p>																		
<p>Digital Health Ecosystem: TM Health & Well-Being App</p>	<p>Description</p> <p>As a digital enabler, we extend well-being into the digital space. Our TM Health and Well-Being app provides employees with access to webinars, sports challenges, tele-consultations with certified external counsellors, the Life Coach programme and personalised coaching sessions.</p> <p>Impact Story</p> <ul style="list-style-type: none"> • 14,185 employees installed and activated the app, significantly expanding access to mental and physical health support. • By integrating digital tools into our wellness ecosystem, we empower employees to manage their well-being proactively, fostering a healthier and more productive culture. 																		
<p>Well-Being Webinars: Empowering Mind, Body and Spirit</p>	<p>Description</p> <p>We delivered monthly well-being webinars covering mental health, financial wellness and spiritual growth; recognising that well-being is multidimensional.</p> <p>Impact Story</p> <ul style="list-style-type: none"> • Ten (10) webinars conducted with 4,882 total participants • These sessions empower employees from diverse backgrounds to thrive personally and professionally thus strengthening engagement, productivity and a positive workplace culture. <p>Our top five (5) most popular webinar sessions are:</p> <table border="1" data-bbox="354 1526 1604 1753"> <thead> <tr> <th>No</th> <th>Webinar Topic</th> <th>Total Participant</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Workwell: From Stress to Success</td> <td>1,000</td> </tr> <tr> <td>2</td> <td>Recognising and Addressing Burnout</td> <td>785</td> </tr> <tr> <td>3</td> <td>Harnessing Gratitude Through Journaling</td> <td>764</td> </tr> <tr> <td>4</td> <td>Healthy Eating on the Go: Nutritious Choices for Busy Malaysians</td> <td>489</td> </tr> <tr> <td>5</td> <td>New Year, New You: A Guide to Mental Wellness</td> <td>437</td> </tr> </tbody> </table>	No	Webinar Topic	Total Participant	1	Workwell: From Stress to Success	1,000	2	Recognising and Addressing Burnout	785	3	Harnessing Gratitude Through Journaling	764	4	Healthy Eating on the Go: Nutritious Choices for Busy Malaysians	489	5	New Year, New You: A Guide to Mental Wellness	437
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<p>Sport Events, Clubs and Society</p>	<p>Description</p> <p>We create opportunities for employees to connect beyond day-to-day work through active clubs and associations that support well-being, shared interests and community engagement. These platforms strengthen collaboration, teamwork and a sense of belonging across the organisation.</p> <p>Impact Story</p> <ul style="list-style-type: none"> • Our recreational clubs and sports events give employees the chance to connect, unwind and explore new interests beyond work. By fostering creativity, teamwork and well-being, they promote a healthy body and an energised mind through fun and meaningful activities. Our main clubs are: 																		

Initiatives

Sport Events, Clubs and Society (cont'd)

Impact Story (cont'd)

- **Kelab TM Malaysia:** A Group-wide platform that promotes employee engagement through sports, health, education, CSR and recreational activities, supported by affiliated state-level Kelab TM Negeri.

 - Total members: **7,968**
 - Key activities: Squid jigging (The islands off Mersing), National Sepak Takraw Championship, Women and Children Sepak Takraw Clinic, health webinars, TM National Bowling Championship and TM Sports Championship (KASTEL)*.

* In the reporting year, this biennial event was last hosted by Kelab TM Pulau Pinang in 2024 and will be hosted by Kelab TM Kelantan in 2026.
- **Tiaranita:** Promotes engagement among female employees, spouses and lifetime members through self-development programmes and community initiatives.

 - Total members:
 - **3,085** Nationwide members.
 - **1,152** Tiaranita Nasional (headquarter).
 - Key activities: *Ihya Ramadan* Programme 2025, Aidilfitri Open House and charity drive, sports activities, bowling tournament and nationwide grant allocation.
- **Badan Kebajikan Islam Telekom Malaysia (BAKIT):** Supports engagement among Muslim employees while contributing to community well-being and social impact.

 - Total members: **4,700**
 - Key activities: *Ramadan Bazaar* 2025, Ummah Journey Convention, Quran-based programmes and *zakat* distribution to **900** *asnaf* recipients across nine (9) beneficiaries.

By supporting clubs, sports and community initiatives, we provide employees with flexible avenues to pursue their interests outside work. These activities help reduce stress, combat burnout, strengthen teamwork and foster a sense of belonging, enabling employees to return to work more engaged and refreshed.

5 Performance, Communication & Workforce Engagement

Our performance management framework connects what we deliver and how we deliver it, aligning individual performance with TM's strategy and the PWR 2030 Culture Statement.

Our 360 Degree Performance Approach consists of three (3) areas involving performance management framework, team-based performance and agile conversations.

Performance Management Framework

- **Executive (Standard):** Performance is assessed based on KPI outcomes (80%) and behaviours (20%), ensuring results are achieved in line with TM's values.
- **Executive (Agile):** Focuses on business and individual contributions (80%) alongside behavioural assessment (20%), supporting collaboration, adaptability and continuous improvement in Agile teams.
- **Non-Executive:** Performance is measured through clear, measurable KPIs(80%), with behavioral expectations (20%) assessed through day-to-day performance.

Team-Based Appraisals

Performance goals are cascaded from the organisational scorecard to divisions, teams and individuals. One-to-one discussions between leaders and employees align expectations, clarify priorities and tailor KPIs to specific roles. This approach strengthens accountability and ensures individual contributions support TM's strategic outcomes.

Agile Performance Conversations

Beyond formal reviews, leaders hold regular performance conversations throughout the year. These discussions address priorities, challenges and development needs in real time, enabling timely feedback and continuous improvement.

PEOPLE

M10 Labour Practices and Human Rights

Initiatives

Performance Appraisals and Career Development Reviews

Description

- We manage performance through a structured, multi-dimensional performance management process that aligns individual outcomes with organisational objectives, ensures consistent execution and promotes transparency across the performance cycle.
- We enhanced efficiency through digitalised performance systems, streamlining key processes such as performance calibration, the C-Level scorecard and the TM Leadership Competency Survey.
- The process is conducted annually and reinforced by ongoing Agile performance conversations throughout the year.

Goal setting and approval

January - February



Employees and managers jointly set performance goals cascaded from organisational scorecards, with formal approval to ensure clarity and accountability.

Mid-year review

July



A structured checkpoint to assess progress, provide timely feedback and recalibrate goals in response to business needs.

Year-end review and employee acknowledgement

December



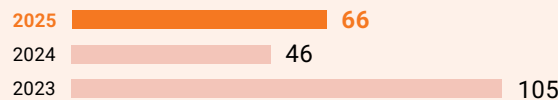
A comprehensive evaluation of both what was achieved and how it was delivered, aligned with the PWR 2030 Culture Statement.

Impact Story

- Employees across Management, Executive and Non-Executive categories participated in the performance review process.
- Our performance and career development reviews support future-ready talent, strengthen leadership pipelines and reinforce a strong performance culture and organisational resilience.
- We demonstrated a dedicated commitment to talent growth and recognition across all levels by nurturing talent, fostering internal mobility and rewarding performance at every level.

Number of promotions in 2025 (Headcount)

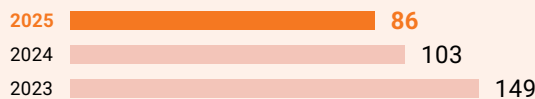
Promotion to Assistant General Manager



Promotion to Manager



Non-executive promoted to Assistant Manager



Non-executive promoted within Non-executive Band



6 Capability Building & Workforce Readiness

Employee capability underpins our ability to execute strategy and adapt to rapid technological change. We prioritise capability building and upskilling to manage skills transition risks arising from digitalisation, automation and evolving business models.

Our capability agenda focuses on three (3) key areas:

Building future-ready digital skills aligned with digital infrastructure, services and innovation

- Digital Competent
- Digital Conversant

Strengthening leadership depth and succession, including targeted development for women leaders

- Fresh graduate programme (TM Graduate Programme @ TMGP)
- Middle Management programme (CATALYST)
- Senior Management programme (LEAD)
- Women leadership programme (ASPIRE)

Embedding adaptive mindsets and behaviours to support agility and continuous improvement

- Spark the PWR


These initiatives mitigate risks related to skill obsolescence, leadership continuity and execution capability as TM advances its Digital Powerhouse ambition.

Initiatives				
 <p>Spark the PWR Programme</p>	<p>Description</p> <p>Strengthens a digital-first, growth-oriented culture by reinforcing innovation, accountability and a shared PWR mindset across <i>Warga TM</i>.</p>			
	<p>Impact Story</p> <ul style="list-style-type: none"> • 9,091 employees participated in 2025. • This programme reinforced a performance-driven culture and instilled an 'Innovative, Bold and Entrepreneurial' mindset in employees across the organisation 			
 <p>TM Graduate Programme (TMGP)</p>	<p>Description</p> <p>An 18-month leadership development programme launched in 2023 to build the next generation of TM leaders through hands-on business exposure, mentoring and digital capability development.</p>			
	<p>Impact Story</p> <ul style="list-style-type: none"> • 184 total participants accumulative. Breakdown by cohort as below: 			
	<p>Cohort 1</p> <p>96 Participants <small>Induction Year: 2023 Graduation Year: 2025</small></p>	<p>Cohort 2</p> <p>58 Participants <small>Induction Year: 2024 Graduation Year: 2026</small></p>	<p>Cohort 3</p> <p>30 Participants <small>Induction Year: 2025 Graduation Year: 2027</small></p>	
	<ul style="list-style-type: none"> • Equipped our young executive with essential leadership and digital skills aligned with TM's PWR 2030 aspiration with hands-on exposure across TM's business and guidance from mentors and industry experts. • This programme maximises our investment in Yayasan TM scholars by refreshing our workforce with young talent and strengthening a high-performing talent pipeline that drives business excellence. 			
 <p>CATALYST</p>	<p>Description</p> <p>Established in 2024, CATALYST is a 12-month leadership development programme targets Middle Management aiming to prepare high-performers individuals and enhance their leadership qualities for a seamless transition into leadership roles.</p>			
	<p>Impact Story</p> <ul style="list-style-type: none"> • 200 total accumulative participants. Breakdown by cohort as below: 			
	<p>Cohort 1</p> <p>100 Participants <small>Induction Year: 2024 Graduation Year: 2025</small></p>	<p>Cohort 2</p> <p>100 Participants <small>Induction Year: 2025 Graduation Year: 2026</small></p>		
	<ul style="list-style-type: none"> • Strengthening middle management leadership capabilities to drive team performance and support organisational priorities in line with TM's PWR 2030 aspirations. 			
 <p>LEAD</p>	<p>Description</p> <p>Established in 2023, LEAD is a 12-month development programme to enhance the leadership capabilities of advanced leaders in TM to ensure they drive the Company growth.</p>			
	<p>Impact Story</p> <ul style="list-style-type: none"> • 86 total participants in 2025. • 112 total accumulative participants. <p>Breakdown by cohort as below:</p>			
	<p>Cohort 1</p> <p>26 Participants <small>Induction Year: 2023 Graduation Year: 2025</small></p>	<p>Cohort 2</p> <p>26 Participants <small>Induction Year: 2024 Graduation Year: 2026</small></p>	<p>Cohort 3</p> <p>26 Participants <small>Induction Year: 2024 Graduation Year: 2026</small></p>	<p>Cohort 4</p> <p>30 Participants <small>Induction Year: 2025 Graduation Year: 2027</small></p>
	<ul style="list-style-type: none"> • Developed the employees with leadership skills and industry trends that will drive growth for the business with guidance from TM Leadership with coaching on #IniCaraKita behaviours to emerge as the role model to others. • This programme provide the organisation with strong leaders who are able to take on higher and critical responsibilities in the organisation with the skills required to thrive in TM's growth area. • Refining future top leadership with future-proof leadership skills. 			

PEOPLE

M10 Labour Practices and Human Rights

Initiatives



ZESTX

Description

Established in 2025, ZESTX is a 12-month leadership development programme with the goal to equip the Top Talents at Assistant Manager level with necessary leadership skills for a seamless transition into leadership roles.


Impact Story

Cohort 1

100
Participants


Induction Year: 2025
Graduation Year: 2026

- This programme cultivates a workplace culture of disruptive innovation and boldness, providing employees with cross-functional exposure, insights into TM as a whole and guidance from industry experts to strengthen their entrepreneurial mindset and drive One TM.
- Bring strength to the organisation through varied and diverse talents, skills and experiences ensuring sustainable leadership pipeline with diverse background.

 Details on other learning and development programmes are available at Learning and Development section pages 221 to 225.

Our labour practices performance in 2025 :

	Unit of Measurement	Total
Employees		
Management	Headcount	215
Executives	Headcount	9,221
Non-executive	Headcount	7,864
Total		17,300
Human rights and labour practices		
Number of substantiated complaints concerning human rights violations	Number	0
Number and nature of child labour and forced labour incidents	Number	0
Number of substantiated complaints concerning discrimination and/or harassment <small>*Corrective or disciplinary action were taken on the reported case</small>	Number	4
Gender Pay indicators		
Ratio of basic salary for women to men		
Management	Ratio	1:1.01
Executive	Ratio	1:0.97
Non-executive	Ratio	1:1.01

 For full Labour Practices and Human Rights performance, refer to Sustainability Performance Data at www.tm.com.my/sustainability.

Moving Forward

Our human capital strategy enhances productivity, strengthens capabilities and prepares our workforce for future challenges. Across the short, medium and long term, we build a high-performing, resilient and future-ready organisation that creates lasting value for our people, customers, shareholders and the nation.

In the immediate term, we sharpen productivity, accelerate capability development and reinforce performance discipline while simplifying structures and strengthening accountability. We promote workplace harmony through flexible work arrangements and responsible labour practices. At the same time, we advance AI capability programmes and human rights initiatives to manage skills transitions and ensure fair, transparent and sustainable performance.

Over the medium term, we scale up future-ready skills, strengthen leadership succession and integrate capability development, well-being and performance management into a cohesive people strategy that drives agility and resilience.

In the long term, we build sustainable resilience by cultivating a resilient and adaptable workforce, safeguarding long-term employability and embedding responsible employer practices to sustain value in an evolving digital landscape.

Across all horizons, we align our human capital strategy with our Digital Powerhouse ambition and Sustainability priorities to deliver enduring impact.

M11 LEARNING & DEVELOPMENT

Inside this section:

- 221 Why It Matters
- 221 Our Approach
- 222 Governance and Policy

- 222 Our Commitment to Learning and Development
- 222 How We Create Value
- 225 Moving Forward

Learning and Development (L&D) remains a material priority for TM. Classified as Priority 2, it underscores its strategic importance in strengthening workforce readiness and enabling sustainable value creation to support our Digital Powerhouse journey.

Since 2023, we have shifted our L&D strategy from passive training to an active, leadership-led movement that embeds continuous learning into our business DNA. Talent development has been instrumental in driving our transformation into a strategic growth engine that accelerates capability building and business performance.

To achieve this, we focus on three (3) strategic imperatives:

<p>Leadership-driven growth, where we discuss how our leaders act as catalyst, systematically steering our L&D strategy to navigate future challenges</p>	<p>Shaping a digital workforce, where we discuss how we built specialised expertise in AI, cloud and data analytics to ensure we have a future-proof workforce</p>	<p>Sustainable growth and leadership continuity, where we discuss how TM builds resilience by ensuring equitable development opportunities across the workforce</p>
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<p>Capitals Deployed: </p>	<p>Affected Stakeholders: </p>	<p>Sustainability Pillar: </p>	<p>Priority: 2</p>	<p>UN SDGs: </p>
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Note: A complete list of our priority levels and detailed explanations of each, can be found on page 107. This provides further context on how we classify and manage material matters across the organisation.

Why It Matters

As a nation builder and enabler of the digital economy, TM invests in the learning and development of our *Warga TM* to ensure we support the aspiration of PWR 2030.

At TM, we deliver on our stakeholder's expectation by:

- Investing in comprehensive learning and development to build digital capabilities, ensuring equitable access to upskilling opportunities for all employees
- Building a lean and efficient organisation while future-proofing our employees to support the Digital 2030 aspiration
- Producing talents that deliver long-term value while enhancing organisational resilience and operational agility in the face of rapid technological change

TM leaders take full ownership of the growth journey, moving beyond traditional Human Resource (HR) roles to become active mentors and digital catalysts.

Our Approach

We drive organisational readiness for our PWR 2030 transformation by positioning L&D as a strategic priority. We have evolved beyond traditional training, building a deliberate growth engine that strengthens capabilities across *Warga TM* and powers our journey towards becoming a Digital Powerhouse. Our approach focuses on the following:

- Leadership-Driven Growth**

Our top management actively steers our L&D strategy, systematically identifying the priority skills needed to navigate future challenges. We recognise that development is a shared responsibility; our leaders serve as catalysts, ensuring that learning is deeply integrated into our business DNA.
- Shaping a Digital Workforce**

To support a sustainable transformation, we are aggressively building specialised digital capabilities. We focus on mastering emerging frontiers, including AI, Cloud Services, Cybersecurity and Data Analytics. This is to ensure our people remain the central engine of our digital future.
- Inclusive Excellence and Continuity**

We foster a resilient organisation by ensuring leadership continuity and inclusive growth. Our strategy transcends boundaries, providing equitable training pathways across all age groups, genders, management levels and races. By nurturing a diverse talent pool through targeted Top Talent Development programmes, we reinforce our business resilience and align our L&D strategy with TM's long-term sustainability objectives.

PEOPLE

M11 Learning and Development

Comprehensive Learning Channels

We leverage our digital learning infrastructure to deliver anytime-anywhere learning for all *Warga TM* through the following platforms:



TM Learn

We offer online learning modules in sustainability and sales training through Sales Academy and NextSTAR, alongside digital skills courses, including AI and cybersecurity, enabling our workforce to learn flexibly from any location.



LinkedIn Learning

We provide our executives with paid LinkedIn Learning access, allowing them to enroll in courses aligned with their interests.



International Leadership Programme

We equip our senior leaders with leadership programmes at international institutions to enhance their capabilities.



Physical Classroom Session

TM Digital Academy serves as the hub for our internal classroom sessions, workshops and learning events.



Others

We further strengthen capabilities through mentorship, on-the-job training and thought leadership engagements such as external forums and conferences.

Our Governance and Policy

We align our learning and development effort with policy and guidelines outlined below:

Learning & Development Policy and Guidelines

This framework defines the principles, standards and governance for all learning and development initiatives. It aligns training with business goals to build employee competencies and ensure regulatory compliance. The Chief Human Capital Officer oversees policy governance and reporting through Business Policy and Governance (BPG).

For details on our common sustainability policies, see page 106.

Our Commitment to Learning and Development

At TM, we strengthen workforce readiness and build competencies in the area of digital, leadership, operational and sustainability, which are essential to our transformation. Through learning and development, we actively expand our employees' capabilities and cultivate a future-ready team that drive innovation, operational excellence and long term business performance.

Since 2024, we have transformed learning to enhance digital capability across *Warga TM*, ensuring 40% achieve Digital Competent to drive sustainable innovation and growth.

How We Create Value

Our 2025 strategy accelerates digital capabilities needed for PWR 2030. By cultivating foundational and sustainability skills, we ensure a future-ready workforce and strengthen our pipeline for sustainable growth. Throughout the year we launched these key initiatives:

Initiatives

Digital Conversant Programme

Description

- Since 2024, we have actively cultivated a digitally fluent workforce through this initiative. We aim to equip 100% of *Warga TM* with digital fluency, ensuring our people understand core technologies and confidently apply digital concepts in their daily work. This approach moves our workforce beyond passive adaption towards active digital leadership.

Milestone:

- Building a Generation of Digital Advocates: We equip our talent with the skills and mindset to champion our digital transformation and drive change from within the organisation.
- Driving Innovation: We sharpen our capacity to stay ahead of technological shifts and secure a competitive advantage in an evolving landscape.
- Securing the Future: We ensure every *Warga TM* acts as a responsible steward of our digital assets and a driver of our PWR 2030 strategy.

Impact Story

- In 2025, we conducted several digital module programmes and achieved **100%** participation from our total workforce of **17,300** *Warga TM*. As the first year of the programmes roll-out, below are the three (3) digital modules introduced:



Data Governance



Digital Product



Cybersecurity

2025 also defines our baseline year as we cultivate a digitally skilled organisation.

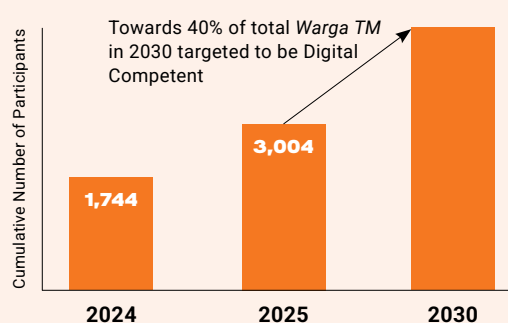
Initiatives

Digital Competent Programme

Description

- This programme was introduced in 2024, which targets 40% of *Warga TM* to be Digital Competent by 2030.
- We focus our development effort on this programme for specialised teams to master high impact digital technologies.

Digital Competent Training Progress



Impact Story

- At the programme's launch in 2024, we trained 1,744 *Warga TM* employees.
- In 2025, 1,260 employees were trained, bringing the total to 3,004 employees, or 16% of *Warga TM*.
- This demonstrates stronger capability in applying digital tools and technologies to enable more efficient, data-driven ways of working.
- Moving to 2030, we aim to achieve a population of 40% Digital Competent employees that will drive the PWR 2030 agenda.

Talent Marketplace Platform

Description

- We have built a centralised digital talent inventory to seamlessly match employee's skills with growth opportunities, enabling talent-to-project matching for career opportunities.

Impact Story

- **Onboarded 3,534 Digital Competent talents:** We successfully integrated Digital Competent employees into the marketplace ecosystem.
- **Optimised skills visibility:** We unlocked a clearer view of our internal digital landscape, allowing us to match talent to business needs and high priority projects.
- **Driven productivity and performance:** We maximised internal talent utilisation, accelerating access to expertise while providing our people with clear pathways for skills growth and career development within TM.

By bridging the gap between talent and opportunity, this platform fosters an agile workforce capable of driving meaningful digital transformation across TM.

'Spark the PWR' Programme

Description

- Introduced in 2024, with 3,827 employees trained, the programme reinforced a performance-driven culture and embedded an 'Innovative, Bold and Entrepreneurial' mindset across TM.

Impact Story

- **Upskilled 9,091 employees:** We completed the 'Spark the PWR' Programme, training a cumulative total of 12,918 participants and equipping a significant portion of our workforce to lead our cultural shift.
- **Embedded the 'One TM' mindset:** We reinforced a shared organisational culture focused on innovation, collaboration and accountability, creating a more performance-driven environment.
- **Accelerated Transformation Readiness:** We increased our employee's ability to adopt new ways of working, empowering them to contribute actively to our business transformation initiatives.


Succession Planning and Leadership Development Programmes

Description

- We sharpen our leadership bench and funnel, to ensure business continuity and talent retention through initiatives like the Top Talent Programme.

Impact Story

- **Developed 736 Leaders:** We accelerated the growth of 736 talents through our Top Talent Development Programmes—including LEAD, ASPIRE and CATALYST to ensure they are ready for strategic roles.
- **Ensured Continuity & Retention:** We achieved 100% leadership continuity and maintained a 99% retention rate among our Top Talent by identifying successors for critical positions, significantly reinforcing our succession strength.
- **Fast-tracked Readiness:** We accelerated the leadership readiness of our high-potential employees through targeted development tracks.
- **Powered Long-Term Growth:** We secured long-term talent retention by providing clear leadership pathways and expanding growth opportunities across the organisation.

 Details of our programmes on talent and leadership succession, are at Labour Practices and Human Rights section pages 218 to 220.

PEOPLE

M11 Learning and Development

Initiatives	
<p>Development Programme for Network Talent</p>	<p>Description</p> <ul style="list-style-type: none"> We built specialised cabling expertise through our Certifying Agency (CA) programme, ensuring both business continuity and long-term talent retention. We train and certify our employees and contractors to ensure competence in cabling work, meeting business and Government standards, ensuring network reliability and service excellence. <p>Impact Story</p> <ul style="list-style-type: none"> 7,484 highly skilled Professionals: We advanced the participants through the CA programme, certifying them as experts in their field. Guaranteed Service Quality: We increased our pool of certified technical talent, directly supporting consistent service quality and operational reliability in all cabling work. Strengthened Technical Readiness: We enhanced specialised technical competencies, ensuring our workforce meets the most rigorous operational and industry requirements.
<p>Sustainability Capability Programmes</p>	<p>Description</p> <ul style="list-style-type: none"> In 2025, we implemented sustainability programmes across all levels of TM to embed responsible business practices into our daily operations. Our key initiatives include: <ul style="list-style-type: none"> UN Global Compact Network Accelerator Business & Human Rights Accelerator for Sustainability team: A six-month Business & Human Rights programme to strengthen their expertise in integrating human rights considerations into corporate sustainability practices. The online programme was completed in April 2025. TM Sustainability Policy & Framework for Senior Management: We empowered our leadership with key sustainability knowledge through e-learning modules for managerial between January to April 2025 Accountability and ownership: We assigned ownership of enhanced sustainability goals to the pivotal positions through KPIs in February 2025 (refer to page 108 for the detailed KPIs). “Hello Sustainability” E-Learning Module for Non-executive: We established a clear link between global sustainability priorities and TM’s business success, ensuring employees understand how sustainability connects to their role. The programme was completed in November 2025. <p>Impact Story</p> <ul style="list-style-type: none"> Developed Specialised Expertise: We upskilled sustainability team members through the UN Global Compact Network Accelerator to lead our human rights initiatives. Engaged Senior Leadership: We increased organisation-wide awareness, ensuring our leaders teams make decisions that align with TM’s Sustainability Framework. Enhanced Sustainability Awareness: We achieved a 96% completion rate among 218 senior managers for our Sustainability Policy & Framework e-learning module. Mobilised the Workforce: We secured a 92.2% completion rate from 8,079 Non-executives for the “Hello Sustainability” e-learning module. 7,447 Non-executive completed their learning. Integrated Sustainability: We built both foundational and specialised capabilities, enabling our people to weave sustainability considerations into daily operations and leadership practices.

We align our strategies with global benchmark such as ‘Future of Jobs Report 2025’ by The World Economic Forum, which ranks AI, data analytics and digital literacy among the most critical skills for the 2030 horizon. These insights confirmed that intelligent technologies are rapidly redefining roles and industries worldwide.

 Full report available at www.weforum.org/publications/the-future-of-jobs-report-2025

To drive our PWR 2030 transformation, we are reimagining our workforce as a Digital Powerhouse. We embed a sustainability mindset into our capability-building efforts to ensure TM remains efficient, lean and future-ready.

Our 2025 learning and development achievements demonstrate this commitment:

Number of training sessions conducted	Number of programmes for upgrading employee skills
11,078	4,423
Total investment in employee training and development (RM million)	Average amount spent per FTE on training & development (RM)
22.6	RM1,254



For full details on Learning and Development performance, please refer to the Sustainability Performance Data available at www.tm.com.my/sustainability.

Moving Forward

Our Talent Roadmap: Powering PWR 2030

TM moving forward actions are divided into three (3) time horizons; short-term, medium-term and long-term, as follows:

Short-Term: Building the Foundation

We are rapidly scaling our foundational capabilities to ensure every employee excels in a digital environment. Our immediate actions include:

- **Driving AI Literacy:** We are deploying the AI @ Work Learning Framework to upskill our workforce in practical and ethical AI applications.
- **Modernising Sales & Function:** We are building a future-ready sales force through the Sales Academy while sharpening core functional and behavioural skills.
- **Securing Technical Excellence:** We continue to build specialised cabling expertise through the Certifying Agency (CA) programme.
- **Embedding Sustainability:** We are embedding environmental awareness across all *Warga TM* and developing in-house expertise in IFRS S1 & S2 (NSRF). At the same time, we are strengthening our business and human rights capabilities in alignment with the National Action Plan 2025–2030, complemented by targeted sustainability certification programmes for sustainability managers and senior leadership. An estimated 300 participants will undergo these programmes.

Medium-Term: Deepening Expertise & Service

We will shift our focus toward service excellence and the retention of high-demand technical talent:

- **Elevating Customer Experience:** We will transform our service delivery through the Elite Crew and Elite Crew Next Gen initiatives.
- **Retaining Elite Talent:** We are strengthening our Technical Specialist Career Tracks in Cloud, Cybersecurity and AI to keep critical expertise within TM.
- **Leading Climate Action:** We will build advanced capabilities in climate change, sustainable finance and emerging risk management to drive smarter investment decisions.

Long-Term: Sustaining Mastery & Leadership

We will secure TM's future through continuous investment in holistic development and leadership depth:

- **Fortifying Leadership:** We will use structured assessment tools to build robust succession plans, specifically for senior management.
- **Mastering Future Skills:** We will prioritise functional mastery and emerging skills to stay ahead of global shifts.
- **Future-Proofing Compliance:** We will continuously evolve our sustainability training to address emerging material risks, ensuring TM remains resilient and fully compliant.

PEOPLE

M12 HEALTH & SAFETY

Inside this section:

- 226 Why It Matters
- 226 Our Approach
- 228 Governance

- 228 Our Commitment to Safety
- 229 How We Create Value
- 231 Moving Forward

TM places workforce health and safety at the core of operational excellence as a non-negotiable priority. Classified as Priority 3, it plays a critical role in protecting our people and ensuring business continuity.

We anchor our approach in the TM Occupational Safety, Health and Environment (OSHE) Policy and actively cultivate a “Safety First” culture across all organisational levels. To sustain our low-risk achievement status, we continuously strengthen our OSHE ecosystem through digitalisation, knowledge scalability and proactive collaboration. By embedding a safety-first mindset into our organisational DNA, we move beyond compliance and actively safeguard our people while reinforcing long-term business resilience.

Capitals Deployed: **Affected Stakeholders:** **Sustainability Pillar:** **Priority:** **UN SDGs:**

Note: A complete list of our priority levels and detailed explanations of each, can be found on page 107. This provides further context on how we classify and manage material matters across the organisation.

Why It Matters

At TM, we deliver on our stakeholder's expectation by:

- Providing a safe and secure work environment by embedding health and safety into our everyday work culture
- Proactively reducing risks in high-risk operations to protect our people and suppliers, safeguard TM's reputation and support long-term sustainability

Our Approach

Our strategic approach is built on the cornerstone of two (2) main objectives to ensure immediate risk reduction and long-term sustainability. They are:

<p style="text-align: center;">Maintain a Low-Risk Rating by 2026</p> <p>Systematically strengthen our OSHE risk profile through robust governance, disciplined risk management and consistent operational controls across all business units and contractors.</p>	<p style="text-align: center;">Shift from Compliance-Driven to Generative Safety Culture</p> <p>Achieve a Generative Safety Culture by 2030, where safety is embedded as a core value and personal responsibility guides every decision and action.</p>
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To achieve these two (2) goals, we are guided by the ISO 45001:2018 requirements and TM's OSHE Policy, which prioritise:

 Prevent work-related injuries and illnesses	 Foster accountability and proactive risk management	 Encourage active employee and suppliers participation in safety programmes
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Our OSHE approach for the workforce and supply chain is driven by these priorities and anchored in our Digital Powerhouse strategy.

Our Approach

The OSHE Roadmap

Guided by the "Safety. We Own It" framework, the OSHE Roadmap empowers every employee to take ownership of workplace safety, building a culture of accountability, shared responsibility and continuous improvement.

1 LEADERSHIP COMMITMENT COMPASS

Leaders at all levels are guided by this framework to consistently demonstrate visible OSHE leadership, accountability and decision-making.

Objectives:

- To strengthen leader ownership of OSHE outcomes.
- To drive consistent safety behaviours across the organisation.
- To reduce serious incidents through strong top-down commitment.

2 EMPLOYEE INVOLVEMENT AND PARTICIPATION

Through self-audit and recognition programmes, this approach empowers employees to actively make TM a safer workplace by participating in OSHE through reporting, consultation and continuous improvement initiatives.

Objectives:

- To increase near-miss and hazard reporting.
- To build shared responsibility for safety.
- To strengthen safety culture maturity and trust.

3 EMBEDDING SAFETY IN EVERY DECISION

Integrating all of TM's OSHE considerations such as risk-based decision-making to integrating safety KPIs into operational, commercial and strategic decision-making processes.

Objectives:

- To prevent risks being introduced at the planning stage.
- To balance productivity with safety.
- To achieve sustainable low-risk operations.

4 REVOLUTIONISING SAFETY VIA DIGITALISATION

With the invention of real-time analytics, digital platforms and tools to enhance OSHE reporting, we can predict risks, boost compliance and create a smarter, safer environment.

Objectives:

- To improve real-time visibility of OSHE risks.
- To enable data-driven decision-making.
- To increase efficiency and transparency of OSHE management.

5 STRATEGIC CONTRACTOR MANAGEMENT

We integrate OSHE requirements into our procurement and contractual practices, ensuring contractors meet our high standards in alignment with our expectations, we have a structured contractor OSHE governance framework covering selection, onboarding and performance management.

Objectives:

- To reduce contractor-related incidents.
- To ensure consistent safety standards across supply chain.
- To strengthen contractor accountability and compliance.

6 COMPREHENSIVE AND INTERACTIVE SAFETY KNOWLEDGE

With a learner's mindset, we provide e-learning modules that facilitate engaging, role-based OSHE learning through training, simulations, videos and knowledge sharing platforms.

Objectives:

- To improve competency and hazard awareness.
- To reinforce Life Saving Rules (LSR) and critical controls.
- To embed safe behaviours through continuous learning.

7 EXTERNAL COLLABORATION

Closely working with regulatory bodies and industry experts will drive innovation, set new boundaries and strengthen national safety standards.

Objectives:

- To benchmark against industry best practices.
- To stay ahead of regulatory and emerging risks.
- To accelerate OSHE maturity and innovation.

PEOPLE

M12 Health and Safety

Our Governance

Ensuring compliance with legal, regulatory and ISO 45001:2018, our health and safety efforts are guided by the following policies and frameworks:

TM's Occupational Safety and Health Management System (OSHMS)


A structured framework that sets clear policies, procedures and safe work instructions to systematically manage workplace safety and health risks across TM's operations.

OSHE Policy

A formal commitment by TM's leaders represented by Group Chief Executive Officer to provide a safe and healthy workplace, comply with legal requirements, prevent injuries and ill health and continuously improve OSHE performance.

TM Smoke-Free Workplace Policy 2024

This policy sets clear and strict guidelines to enforce a smoke-free environment, aligned with the Control of Smoking Products for Public Health Act 2024 (Act 852), ensuring legal compliance while promoting a healthier and more productive workplace.

 For details on our common sustainability policies, see page 106.

OSHE Governance Structure

We take a proactive approach to workplace safety. Our OSHE Committees meet quarterly to review ongoing and emerging issues, prioritise action plans and set measurable targets to improve OSH performance.

Through a structured, multi-tier governance framework, we ensure health and safety initiatives are consistently integrated across all operational levels of the organisation:

Tier 1: TM Group OSHE Steering Committee

- Serves as the apex governing body for safety and health matters, focusing on strategic oversight and decision-making.
- Chaired by top management, represented by Chief Human Capital Officer and union presidents, with the GM of Security Management & OSHE (SMOSHE) as Secretary.

Tier 2: LOBs/Division OSHE Committee and Subsidiaries OSHE Committee

- Ensures the implementation of the corporate strategies for both divisional and subsidiary committees.
- Chaired by Heads of Department (HODs) or CEOs (for subsidiaries), these committees maintain close collaboration with Tier 1 to report progress and challenges.

Tier 3: Operational Regional, Building & Premises and State OSHE Committee

- Focuses on localised oversight to ensure safety and health initiatives resonate with operational realities.
- Chaired by State GM, HODs or Premise Managers, these committees include representatives from both employer and employee groups, ensuring inclusivity in governance.

HAZARD IDENTIFICATION, RISK ASSESSMENT AND RISK CONTROL (HIRARC) APPROACH

The HIRARC approach is a form of accountability and compliance, integrated with regular reviews and monitoring to ensure continuous improvement to the process when changes are introduced. Managing workplace risks and ensuring safety through HIRARC include:

Hazard Identification

Identify potential sources of harm (e.g: physical, chemical, biological, ergonomic, mental and social wellbeing) in tasks, processes or the environment.



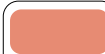




Risk Assessment

Evaluate the likelihood and severity of harm for each hazard, prioritise risks using a risk matrix and classify them as low, medium, high or extreme.



Risk Control

Apply the hierarchy of controls:

-  **Elimination** (most effective)
-  **Substitution**
-  **Engineering Controls**
-  **Administrative Controls**
-  **Personal Protective Equipment (PPE)** (least effective)

Our Commitment to Safety

TM is committed to providing the highest possible standard of a safe, healthy and environmentally sustainable workplace for our employees, contractors, visitors and all other stakeholders across our operations. Endorsed by the Managing Director/GCEO, our OSHE Policy commits TM to complying with ISO 45001:2018 and all applicable legal requirements. Through the adoption of an Occupational Safety and Health Management System (OSHMS), we aim to prevent work-related injuries and ill health while continuously improving our OSH performance.

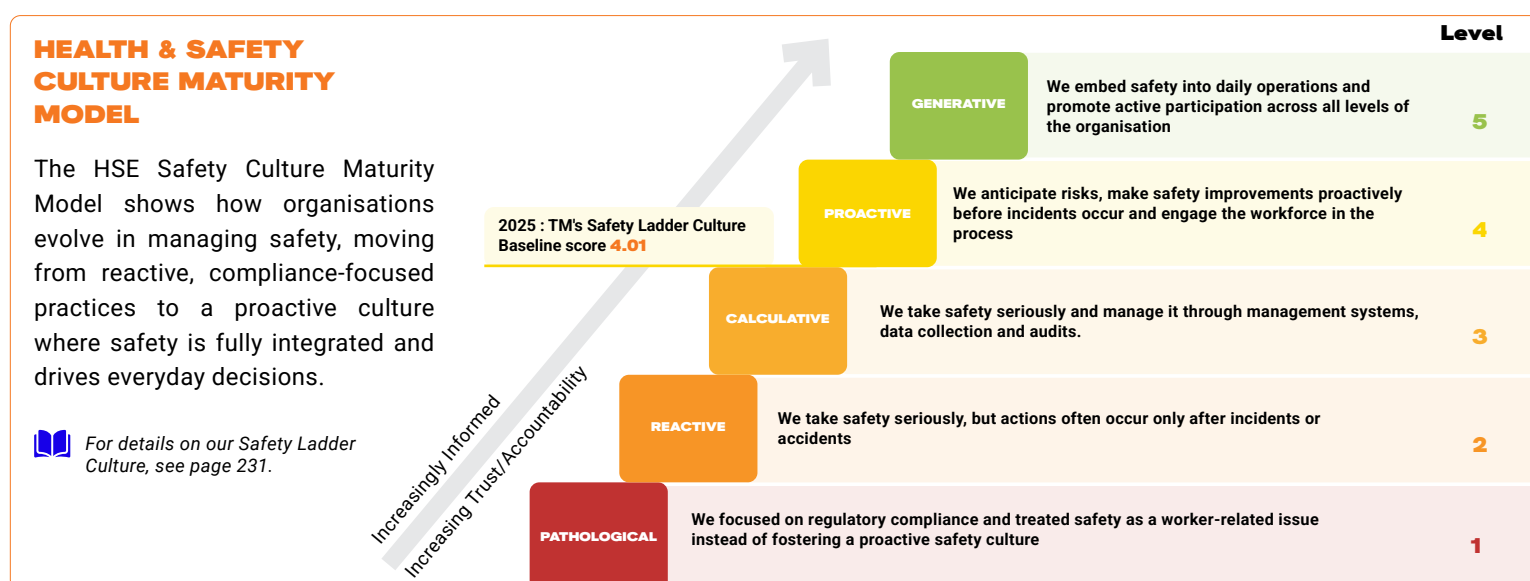
The implementation of OSHMS is a strategic and operational decision for TM. The success of OSHMS depends on leadership, commitment and participation from all levels and functions in TM. This also includes consultation and participation of workers and, where they exist, worker's representatives.

Procedures to investigate work-related injuries and incidents

We manage incidents through a clear and structured process that prioritises safety first, ensures timely reporting and reinforces accountability. Every incident is reported, verified and assessed for work-related relevance, with investigations conducted accordingly. We then implement, monitor and review corrective and preventive actions, share lessons learned and reassess OSHE related risks. The process concludes with management review and KPI updates, supporting effective closure, consequences action and a strong safety culture.

How We Create Value

In 2025, we implemented the initiatives to strengthen operational discipline, accelerate TM's journey towards a Generative Safety Culture and support TM's overall target of achieving a Low-Risk OSH Rating.



Value Created in 2025

Initiatives	Description
Hazard Reporting	<p>Description</p> <ul style="list-style-type: none"> We rolled out the "U See U Act" internal campaign to encourage employees to actively observe, report and act on unsafe acts, unsafe conditions and near-miss incidents. The initiative empowers employees to report hazards in MERCIS before they escalate into accidents or injuries. Refer to the "Procedures to Investigate Work-Related Injuries and Incidents" section on page 229 for details on hazard reporting. <p>Impact Story</p> <ul style="list-style-type: none"> 218 hazards reported. Risks addressed before harm occurred, preventing potential accidents. Stronger hazard awareness and safety ownership across the workforce. <p>Overall, the campaign shifted behaviour from reactive incident reporting to preventive and proactive action, reinforcing a safety-first culture and supporting long-term operational resilience.</p>
Engagement Programmes with Contractor OSHE Coordinator	<p>Description</p> <ul style="list-style-type: none"> We conduct a structured engagement programme with Contractor OSHE Persons-in-Charge through regular coordination and awareness sessions. Contractor OSHE Coordinator is responsible for managing Occupational Safety, Health and Environment (OSHE) compliance for contractors on a worksite. These sessions reinforce contractor compliance with TM's OSH policies, procedures and legal requirements, particularly for high-risk activities. <p>Impact Story</p> <ul style="list-style-type: none"> 786 participants attended the programmes. Stronger contractor compliance with safety and health standards. Reduced OSH risks arising from contractor-related activities. <p>Through these engagements, we move beyond a transactional approach to contractor management, building a more collaborative risk partnership that strengthens safety capability, shared accountability and resilience across our operating ecosystem.</p>

PEOPLE

M12 Health and Safety

Initiatives	
<p>Onsite Monitoring of Certified Broadband Contractor (CBC)</p>	<p>Description</p> <ul style="list-style-type: none"> We carry out systematic monitoring at worksites and customer premises to observe, verify and enforce contractor compliance with safety and health requirements. <p>Impact Story</p> <ul style="list-style-type: none"> 35 programmes conducted. Ensures continuous compliance with safety and health requirements at all work locations. Prevents accidents and serious incidents through early intervention and real-time control.
<p>OSHE Committee Secretary Development Programme</p>	<p>Description</p> <ul style="list-style-type: none"> We introduced a development and awareness programme to equip OSHE Committee Secretaries with essential health and safety knowledge, skills and competencies across BPOC (Building Premise OSHE Committee), NSOC (Network State OSHE Committee) and FMROC (Facility Management Regional OSHE Committee). The programme strengthens the capability and confidence of committee secretaries, supporting effective governance and the smooth functioning of OSHE Committees. <p>Impact Story</p> <ul style="list-style-type: none"> 157 participants attended the programme. Strengthening OSHE secretariat's competencies improves governance, speeds up hazard resolution and fosters a collaborative safety culture, enhancing enterprise-wide OSHE resilience and supporting ESG objectives.
<p>TM National OSHE Day 2025</p>	<p>Description</p> <ul style="list-style-type: none"> We organised a national-level OSHE event in conjunction with the World Day for Safety and Health at Work (28 April 2025) to strengthen health and safety awareness across TM nationwide. The event was delivered in collaboration with internal stakeholders and external partners, including the State Department of Occupational Safety and Health (DOSH). TM achieved national recognition in The Malaysia Book of Records for the largest participation in an Occupational Safety and Health Integrity Pledge Recital. <p>Impact Story</p> <ul style="list-style-type: none"> 10,116 participants attended the event. The event marked a key milestone in demonstrating TM's organisation-wide commitment to a Safety-First culture, strengthening our health and safety reputation among external stakeholders. It also enabled employees to build closer partnerships with safety professionals and industry peers, reinforcing collaboration, knowledge sharing and continuous improvement in OSHE practices.
<p>OSHE Supervision Programme (OSP)</p>	<p>Description</p> <ul style="list-style-type: none"> We developed and delivered a structured OSHE Supervision Programme tailored for Security Management personnel, including TM Auxiliary Police. The programme strengthens OSH knowledge, supervisory capability and risk awareness during security and enforcement duties. <p>Impact Story</p> <ul style="list-style-type: none"> 118 participants attended the programme. The programme builds awareness of OSH risks and reinforces consistent safety practices during security operations across all sites.
<p>Employee Health Awareness</p>	<p>Description</p> <ul style="list-style-type: none"> We rolled out an E-Learning Module on TM's Smoke-Free Workplace Policy 2024, aligned with the Control of Smoking Products for Public Health Act 2024 (Act 852) and in accordance with ISO 45001:2018 requirements. <p>Impact Story</p> <ul style="list-style-type: none"> 17,461 (99.7%) employees completed the e-learning awareness module and pledge. Employee acknowledgement strengthened accountability and supported a healthier workplace environment.

Initiatives	
Safety Culture Ladder Survey	<p>Description</p> <ul style="list-style-type: none"> We conduct the assessment annually to actively evaluate TM's safety culture, identify gaps in employee perceptions and behaviours and use the insights to design targeted, risk-focused interventions that strengthen safety performance. <p>Impact Story</p> <ul style="list-style-type: none"> 11,561 surveys were completed by our employees, achieving a score of 4.01, placing TM at the Proactive stage of the Safety Culture maturity scale. <i>(For reference, score 5.00 represents the highest – Generative stage.)</i> Our ability to anticipate risks, strengthen preventive controls and embed shared accountability for safety and health across the organisation.
OSH Management System (OSHMS) Re-certification for the 3rd Cycle	<p>Description</p> <ul style="list-style-type: none"> Our 3rd-cycle certification since 2019 reflects the maturity of our OSHMS, by the reduction of the OSH Risk Rating from High to Low. Our commitment to protecting people, strengthening operational resilience and upholding strong governance across our nationwide operations. <p>Impact Story</p> <ul style="list-style-type: none"> Enabled proactive risk management, continuous improvement and reliable service delivery.
TM OSHEIN	<p>Description</p> <ul style="list-style-type: none"> The OSHE Intelligence System (OSHEIN), an AI-powered digital safety intelligence platform that enhances workplace safety through real-time monitoring, predictive analytics and actionable corrective recommendations is being developed. OSHEIN will enhance workplace safety by enabling faster OSHE risk identification, compliance and drive proactive safety management.

TM's OSHE received an Honourable Mention at the **TM GCEO TEAM EXCELLENCE AWARD** for Q2 and Q3 2025, the team's strong commitment to safety excellence.

Our Safety Performance 2025

FOR ALL EMPLOYEES:

Zero fatalities | **Lost Time Injury Frequency Rate (LTIFR)** **0.71**

LOST TIME INJURY CASES

4 Working at Height (WAH)		0 Working in Confined Space (WCS)	
2 Working on/by Road (WOR)		19 Working in Office/Premise (WOP)	
0 Working near High Voltage (WHV)		0 Hot Work (HW)	
		1 Material Handling (MH)	

26 recordable work-related injury cases

 For full details on Health & Safety performance, please refer to the Sustainability Performance Data available at www.tm.com.my/sustainability

Moving Forward

Our OSHE Roadmap guides our journey toward continuous improvement. We execute this strategy across three (3) strategic horizons:

Short-Term: Achieving Operational Excellence

We prioritise achieving and sustaining a Low-Risk Rating by 2026. To reach this, we strengthen leadership accountability, deepen employee participation and embed OSHE considerations into every operational and strategic decision.

Medium-Term: Driving Digital Transformation

We accelerate digitalisation by deploying real-time risk visibility, predictive analytics and data-driven safety management. These OSHE digitalisation initiatives align with the National OSH Master Plan (OSHMP30) while tightening contractor governance to standardise safety across our supply chain. Simultaneously, we deliver targeted, role-based learning to reinforce critical safety behaviours.

Long-Term: Sustaining Mastery & Leadership

We advance OSHE maturity by continuously partnering with regulators and industry peers. By anticipating regulatory shifts and emerging risks, we ensure our safety ecosystem remains proactive, resilient and future-ready.

PEOPLE

M13 **DIGITAL INCLUSION**

Inside this section:

- 232 Why It Matters
- 232 Our Approach

- 233 Governance and Policy
- 233 How We Create Value
- 235 Moving Forward

As Malaysia’s leading telecommunications provider, we identified Digital Inclusion as Priority 2 material matters, representing our dedication to bridging the digital divide and educating as well as empowering communities and businesses with essential digital skills through various engagement initiatives.

This involves breaking down barriers to connectivity and digital tools and addressing a social gap to ensure that everyone, regardless of their background, can thrive in a digital world.

Capitals Deployed:
Affected Stakeholders:
Sustainability Pillar:
Priority: **2**
UN SDGs:

Note: A complete list of our priority levels and detailed explanations of each can be found on page 107. This provides further context on how we classify and manage material matters across the organisation.

Why It Matters

As the internet is increasingly recognised as a third public utility in Malaysia, Digital Inclusion is more than a social initiative; it is a strategic imperative that ensures the sustainability of our business and Malaysia’s economy. The rationale for Digital Inclusion’s significance to us includes:

<p>Securing Our Social License to Operate</p> <p>By connecting underserved communities, we directly support national development and reinforce our social license to operate</p>	<p>Delivering Inclusive Access</p> <p>By providing equitable access to urban and rural areas, we deliver connectivity and data opportunities to every Malaysian, regardless of their geography</p>
<p>Bridging the Digital Gap</p> <p>By making technology accessible, affordable and user-friendly, we reduce the digital gap, enhance digital literacy and fulfil our mission as the primary enabler of Malaysia’s digital economy</p>	<p>Catalysing Economic Growth</p> <p>By expanding Digital Inclusion, we create a larger pool of connected consumers and businesses, driving continuous demand for our core services</p>

Our Approach

TM’s approach to Digital Inclusion is built on the principle of Inclusive Access. Our initiatives foster digital literacy, nurture a culture of innovation and promote online safety. By doing so, it ensures no one is left behind and creates a secure environment for the digital economy.

Our approach is anchored by four (4) key objectives:

Target Outcomes

Robust Infrastructure – Reliable Connectivity	No one is left behind – inclusive access
Meaningful Connectivity – The Convergence Champion	Seamless digital experience and lifestyle
Affordability – Packages that Cater to Different Economic Needs	Digital access becomes economically possible for everyone
MSME Empowerment – Bridging the Business Divide	Small businesses become digital competitors


Governance and Policy

We are guided by the following effective and robust guidelines and policies to ensure a structured and accountable approach to advancing Digital Inclusion:

Notifications of Universal Service Targets (UST) under Regulation 4 of the USP Regulations 2002

Official notices issued by the regulator identifying specific areas or groups that must receive telecommunications or internet services under the USP programme.

In addition to the above, we are guided by TM Business Initiative Governance Framework Policy, TM Data Governance Framework and First-Tier Financial Limit of Authority to ensure structured, accountable and effective execution of our Digital Inclusion initiatives.

 For details on our common sustainability policies, see page 106.

How We Create Value

Under our Digital Inclusion pillar, we aim to deliver meaningful connectivity by providing affordable, reliable high-speed internet, equipping Malaysians with the skills to navigate the digital world and fostering trust in digital safety and security.

As we aspire to become a Digital Powerhouse by 2030, TM creates value by transforming digital access into tangible social and economic outcomes:

Outcomes

Affordability	Enhanced quality of life through affordable access to education, healthcare and financial services via 5G and fibre connectivity.
Capability Building	Boosted productivity and market reach; since 2022 (post pandemic), more than 130,000 MSME subscribers are now empowered through our MSME digital enablement programmes.
Safe and Secure Digital Space	Increased digital literacy and safety, fostering a more resilient and informed online population.
Reachability and Accessibility	Direct contribution to national digital targets (<i>Jalanan Digital Negara – JENDELA</i>) and the development of a high-income digital economy.

The following sections outline the core initiatives implemented in 2025:

Consumers

As Malaysia’s leading convergence provider, we deliver superior value through targeted digital initiatives:

Initiatives	Description
Providing Value for Money Package Offerings	<p>Description</p> <ul style="list-style-type: none"> We made high-speed internet affordable for all Malaysians through entry-level broadband and mobile plans <p>Impact Story</p> <ul style="list-style-type: none"> UNI5G WOW Prepaid Plan: priced from RM10, this plan offers 10GB of 5G and 4G LTE data with 30-day validity for flexible mobile broadband access from RM10 UNI5G Postpaid Package: the plan is priced from RM39, offering a cost-effective solution for reliable and seamless digital access from RM39 Fixed Broadband Plan: offers 100Mbps high-speed connectivity with uncapped data from RM89/month
Ensuring Universal Connectivity	<p>Description</p> <ul style="list-style-type: none"> We expanded our network to ensure every Malaysian, regardless of location, could enjoy reliable internet <p>Impact Story</p> <ul style="list-style-type: none"> In 2025, we surpassed our JENDELA Phase 2 targets by achieving 107% of our three-year goal, connecting additional premises nationwide

PEOPLE

M13 Digital Inclusion

Business

We positioned Unifi Business as the preferred partner for Micro, Small and Medium Enterprises (MSMEs) through these value-driven initiatives:

Initiatives	
<p>Driving MSMEs Growth Through Bundled Broadband, Mobile and Digital Solutions</p>	<p>Description</p> <ul style="list-style-type: none"> Bundled 5G devices and business broadband with essential digital tools such as our Digital Marketing Solution (DMS) Continued to enhance the value of our broadband and mobile offerings through device-and-plan combinations for the micro, small and medium segments Guided by market cost comparison, we curated affordable mobile postpaid plans bundled with 5G devices or business broadband plans bundled with essential digital solutions such as DMS, helping budget-conscious businesses reach a wider audience and increase leads across multiple online platforms In May 2025, we introduced a new digital solution, Go Bookit, an online appointment booking system to help MSMEs to efficiently manage appointments, notifications and customer database <p>Impact Story</p> <ul style="list-style-type: none"> Reduced financial barriers to digital adoption for small businesses by offering mobile bundles embedded with essential digital tools, from as low as RM69 per month In total, Unifi Business has activated more than 13,000 campaigns with DMS over the past three (3) years, demonstrating utilisation of digital solutions among MSME customers to improve productivity and profitability
<p>Closing the Digital Divide Through Targeted Initiatives</p>	<p>Description</p> <ul style="list-style-type: none"> Drove digital adoption through the Unifi Business Club (UBC) and nationwide events such as <i>Jelajah Terpaling Digital</i> Through the Unifi Business Mukut Community Programme in Pulau Tioman, we enhanced digital presence of the local entrepreneurs with a dedicated AI-powered online portal, visitmukut.com and equipped them with our digital solution, Go Bookit, a booking management system that allows tourists to directly book services such as tour guides, boat operators and accommodations through the portal Empowered B40 entrepreneurs through the <i>Usahawan Digital TM</i> programme by providing digital connectivity, tools and training. This initiative supported the national <i>Sejahtera MADANI</i>'s goal of alleviating poverty by enabling vulnerable groups to build sustainable online businesses <p>Impact Story</p> <ul style="list-style-type: none"> Upskilled more than 600 Micro SMEs across 13 nationwide sessions on the topics of how to level up and grow their business with digital solutions and through e-commerce platforms Launched IMPAK BIZ, a free digital maturity assessment and recommendation tool used by more than 2,000 MSMEs to date, leveling up their business digitally with focused, actionable recommendations from experts Empowered Pulau Tioman entrepreneurs via visitmukut.com, attracting more than 9,600 page views since July 2025 Trained 40 B40 entrepreneurs under the <i>Usahawan Digital TM</i> programme
<p>Boosting Productivity via Grants</p>	<p>Description</p> <ul style="list-style-type: none"> Continued to facilitate the Government's <i>Geran Digital PMKS MADANI</i>, providing MSMEs with a 50% matching grant (up to RM5,000) for high-speed internet, cybersecurity, digital marketing and e-commerce tools <p>Impact Story</p> <ul style="list-style-type: none"> Assisted more than 70% of the total applicants to successfully obtain the grant, significantly reducing their digital transformation costs

Community

We believe that true connectivity goes beyond infrastructure; it requires establishing a foundation of trust and capability. By leveraging our national footprint, we empower local communities with the digital literacy and security skills necessary to navigate the online world with confidence and purpose.

Initiatives

Enhancing Awareness on Internet Safety

Description

- Delivered affordable high-speed internet while building digital confidence by equipping Malaysians with essential skills for safe and secure online navigation
- Championed internet safety by leading awareness programmes at TM-managed NADI centres, ensuring local communities remain vigilant and secure online

Impact Story

- More than **95,200 individuals** participated in the internet safety awareness programmes conducted at TM-managed NADI centres, improving their vigilance and safe practices while navigating the web

Empowering Communities through TM-Managed NADI*

Description

- Under this initiative, we continued to provide high-speed internet to communities and digital-based entrepreneurship development skills

Impact Story

- Managed and operated 506 NADI nationwide (out of 1,099 NADI centres across Malaysia)
- Supported more than **53,000** local MSMEs through entrepreneur empowerment initiatives, including free classes, workshops and webinars on marketing, branding and digital skills, among others. This enabled them to enhance their productivity and strengthen their market presence


*Pusat Sebaran Maklumat Nasional (National Information Dissemination Centre – NADI) is a Malaysian Government initiative designed to bridge the digital divide, especially in rural and underserved areas.



We collaborated with *makchic*, a Malaysian-based online platform delivering trustworthy family-related content, to publish a pictorial internet safety guidebook for children, featuring engaging storytelling on how they can stay safe online.



Launch of the pictorial internet safety guidebook in collaboration with *makchic*

 Read more about the internet safety guidebook at makchic.com/sosbook

Moving Forward

We will accelerate digital adoption and inclusion through a structured, high-impact roadmap designed to fuel Malaysia’s digital economy. In the short term, we will continue to deliver value-driven offerings across all segments. For consumers and local communities, we will expand access to high-quality connectivity to ensure no one is left behind. Simultaneously, we will empower MSMEs by simplifying our service bundles, lowering entry-level investments and integrating the essential digital tools they need to scale their operations effectively.

INDUSTRY RECOGNITION FOR SME DIGITAL CONNECTIVITY LEADERSHIP

In September 2025, Unifi Business was recognised as the Best SME Connectivity Provider at the Business Today Industry Choice Awards 2025 for delivering accessible and scalable digital solutions that support MSME digitalisation.

ARTICLE:

EMPOWERING THE NEXT GENERATION THROUGH EDUCATION AND DIGITAL INCLUSION

As we advance our aspiration to become a Digital Powerhouse by 2030 (PWR 2030), we recognise that long-term success depends on our ability to build, sustain and renew human capital at scale. In an increasingly AI-driven global economy, we have adopted a deliberate and long-term approach to talent development through the strategic collaboration between Yayasan TM (YTM) and Multimedia University (MMU).

This integrated “cradle-to-career” talent pipeline strengthens capability development across multiple life stages, from early digital exposure to workforce readiness, while ensuring that individuals from diverse socio-economic backgrounds are able to participate meaningfully in the digital economy. The approach reflects our belief that resilient organisations are built alongside resilient communities.

BUILDING FOUNDATIONAL DIGITAL CAPABILITIES

Talent development begins at the foundational level through YTM’s focus on STEM education and innovation. The TM Future Skills (TMFS) programme represents a cornerstone of this effort. From an initial pilot involving three (3) schools, the programme has expanded to 35 schools nationwide under the Sekolah Angkat MADANI initiative, encompassing 19 secondary schools and 16 primary schools across multiple states.

Through TMFS, more than 22,000 students and over 2,500 teachers have been exposed to applied learning in robotics, programming, coding and data analytics. By embedding exposure at a formative stage, the programme supports the development of curiosity, confidence and foundational digital skills that influence long-term learning and career trajectories.

Inclusivity is embedded within programme design. Through the Robocode initiative, we supported special needs students across 15 schools in Terengganu, Pahang and Kedah with customised learning modules and sustained mentoring. These interventions enabled participants to build technical confidence and teamwork skills, culminating in their participation in structured robotics challenges.

Complementing this, the Young Techno Maker initiative equipped 20 schools with 3D printers and Internet of Things (IoT) kits. Supported by industry-led coaching, students progressed from conceptual learning to hands-on prototyping, strengthening creativity, critical thinking and problem-solving capabilities increasingly valued in the digital economy.

EXPANDING ACCESS THROUGH SCHOLARSHIPS AND FINANCIAL ASSISTANCE

We recognise that access to education plays a critical role in shaping long-term capability development. Accordingly, we ensure that financial constraints do not hinder academic progression, particularly for students from B40 and underserved backgrounds. Through Yayasan TM (YTM) and Yayasan Universiti Multimedia (YUM), we administer a suite of scholarships and financial assistance programmes that support access, continuity and progression across education pathways.

Since its establishment, Yayasan TM has awarded more than 19,000 scholarships with a cumulative value exceeding RM650 million, supporting students across secondary and tertiary education. At the secondary level, the Young Leaders Scholarship provides one-off financial assistance to high-performing Form Four and Form Five students from B40 families in SBP, MRSM and public schools, helping students remain focused on their studies during critical examination years.

At the tertiary level, YTM’s Future Leaders’ Scholarship (FLS) supports high-achieving students pursuing studies at leading local and international universities. Beyond financial sponsorship, FLS incorporates structured leadership development, mentoring and professional exposure, strengthening graduate readiness and long-term employability in technology-driven fields.

Complementing this, Yayasan Universiti Multimedia (YUM) provides financial assistance to B40 students enrolled at Multimedia University (MMU). This support enables deserving students to pursue industry-relevant programmes, particularly in engineering, digital and artificial intelligence disciplines without financial barriers, reinforcing MMU’s role as an inclusive talent incubator within our broader ecosystem.

Together, these initiatives support continuity in education, widen participation in high-demand disciplines and strengthen the sustainability of the digital talent pipeline.

STRENGTHENING AI AND DIGITAL TALENT THROUGH MMU

MMU plays a central role in advancing TM's digital and AI capability agenda. To respond to evolving industry demands, MMU has undertaken a strategic academic transformation with the establishment of the Faculty of Artificial Intelligence and Engineering (FAIE), replacing the traditional Faculty of Engineering.

FAIE offers specialised programmes such as the Bachelor of Science (Hons) in Applied Artificial Intelligence and Intelligent Robotics, integrating engineering fundamentals with applied AI use cases across sectors including smart healthcare, autonomous mobility and precision agriculture.

The academic ecosystem is further enhanced through the MMU AI Lab, developed in collaboration with industry partners such as ZTE and Intel. Equipped with industry-grade infrastructure, including the ZTE AiCube full-stack AI platform, the lab supports applied learning in generative AI, computer vision and cybersecurity—strengthening practical competencies and real-world problem-solving capabilities.

SUPPORTING TECHNICAL TALENT THROUGH TVET PATHWAYS

Recognising the importance of technical and vocational talent in supporting digital infrastructure and services, we have adopted a multi pathway approach to workforce development. This includes national TVET collaborations alongside Higher Technical and Vocational Education and Training (HTVET) delivery through Multimedia University (MMU), strengthening technical capability across multiple entry points.

Through the TVET MADANI initiative, we sponsor students in digital and fibre optic short courses, upgrade technical laboratories at selected institutions and enhances curriculum in areas such as Big Data, Cloud Computing, cybersecurity and fibre network deployment. These initiatives are expected to support 300–400 TVET graduates annually, with us facilitating employment opportunities across our business ecosystem.

Complementing this, MMU delivers industry oriented HTVET pathways that bridge academic learning with applied workforce deployment, particularly in digital and fibre related disciplines critical to TM's operations. MMU's HTVET programmes integrate certificate, diploma and degree level offerings with industry endorsed curriculum and professional certifications.

Collectively, these pathways strengthen job readiness by combining technical training with exposure to real world operational environments, enabling smoother transitions into technical and specialist roles within TM's ecosystem and its extensive contractor and vendor network.

ENABLING A FUTURE-READY WORKFORCE

At the organisational level, we ensure workforce readiness by systematically identifying priority skills and future competencies, integrating emerging technologies such as Artificial Intelligence and Cloud Analytics into learning and development frameworks to support the Group's PWR 2030 transformation.

Further enhancing skills development, we introduced the Talent Marketplace Platform, a centralised digital talent inventory designed to improve visibility of critical skills across the organisation. The platform enables talent-to-project matching by aligning individual capabilities with growth opportunities, supporting agile deployment of skills while broadening employee exposure to cross-functional and strategic initiatives. To date, 3,534 digital-competent talents have been successfully onboarded onto the Talent Marketplace, strengthening workforce mobility and accelerating skills application across the Group.

To strengthen leadership depth and succession continuity, we invest in a suite of Top Talent Development Programmes, including LEAD, ASPIRE and CATALYST, which are designed to prepare high-potential talents for strategic and leadership roles across the Group. Collectively, these programmes have developed 736 TM talents, strengthening leadership readiness and building a robust internal pipeline to support long-term organisational needs.

ASPIRE, a tailored development programme focused on nurturing high-potential women talents, provides structured development through leadership training, experiential learning, coaching, mentoring and sponsor engagement. Since its inception in 2023, 90 women employees have participated in ASPIRE, with 60 participants completing the programme in 2025. Of those who completed the programme, 11% progressed into senior management roles, contributing to stronger leadership continuity and increased representation of women within senior leadership positions.

Together, these initiatives enhance workforce agility, strengthen leadership succession and ensure that skills are not only developed but effectively deployed—reinforcing organisational resilience and positioning us to execute our long-term strategic ambitions.

OUTLOOK: SUSTAINING LONG-TERM HUMAN CAPITAL VALUE

TM's education and talent initiatives reflect a long-term commitment to capability building and access across the talent lifecycle. By strengthening early exposure, widening pathways to higher education, expanding AI-ready infrastructure and supporting continuous workforce development, we are cultivating a self-reinforcing digital talent ecosystem.

Ultimately, this approach extends beyond workforce development. It reflects our commitment to creating enduring value, supporting individuals, strengthening institutions and ensuring the Group remains resilient, competitive and future-ready as we progresses towards its aspiration of becoming a Digital Powerhouse by 2030.

PEOPLE

M14 COMMUNITY EMPOWERMENT

Inside this section:

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Community Empowerment is one (1) of TM's Priority 1 material matters, reflecting the importance of promoting social equity and nurturing future talent to expand socio-economic opportunities across Malaysia.

Guided by our greater purpose as a nation builder, we strive to ensure that digital progress benefits every community. By expanding access, building digital skills and creating opportunities, we generate meaningful social impact while supporting Malaysia's journey towards an inclusive and resilient digital future. These efforts advance TM's aspiration to become a Digital Powerhouse by 2030.

Capitals Deployed: Affected Stakeholders: Sustainability Pillar: Priority: **1** UN SDGs:

Note: A complete list of our priority levels and detailed explanations of each can be found on page 107. This provides further context on how we classify and manage material matters across the organisation.

Why It Matters

As Malaysia accelerates its digital transformation, it is critical that communities are not left behind. While connectivity continues to expand nationwide, gaps in digital access, skills and economic opportunities remain, particularly in underserved and rural areas. Bridging these gaps ensures that digital progress translates into real improvements in livelihoods, education and socio-economic mobility.

For TM, empowering communities is central to our role as Malaysia's leading national connectivity provider while advancing towards our PWR 2030 ambition. By expanding digital access, nurturing future-ready talent and enabling local entrepreneurship, we aim for the communities to become self-sustaining and able to participate meaningfully in the digital economy. When communities thrive, they strengthen local economies, drive inclusive growth and contribute to a more resilient digital future for Malaysia.

Our Approach

We advance community empowerment through close collaboration across the Group. Yayasan TM (YTM), Multimedia University (MMU), Yayasan MMU (YUM) and Group Corporate lead many flagship programmes, while teams across TM and our Lines of Business contribute expertise, resources and partnerships to expand reach and impact nationwide. Strategic collaborations further strengthen these efforts. Through Yayasan TM's partnership with the GLC *Demi Rakyat & Negara* (GDRN) initiative, for example, we support communities affected by disasters and accelerate recovery efforts.

By combining our strengths in connectivity, digital solutions, education and community partnerships, we empower communities more effectively and create lasting social impact.

Execution Arm	Primary Roles and Focus
Yayasan TM (YTM)	As the social impact arm of TM, YTM drives community empowerment initiatives that expand access to education, strengthen community resilience and preserve Malaysia's cultural heritage. Note: As a registered foundation, YTM operates under its Trust Deeds and maintains strong fiscal accountability. It also renews its tax-exempt status regularly (covering the 2025 to 2029 cycle), ensuring programmes are delivered ethically and aligned with approved social objectives.
Multimedia University (MMU)	MMU contributes to community empowerment by developing future-ready digital talent and expanding access to quality education. Through industry-aligned programmes, research and community engagement initiatives, the university equips students and communities with the knowledge and digital capabilities needed to participate in the evolving digital economy.
Yayasan MMU (YUM)	Established under MMU, YUM mobilises donations, zakat, waqaf and endowments from corporations and individuals to support scholarships, financial aid and community initiatives. These contributions help remove financial barriers to education while expanding opportunities for students and communities in need.
Group Corporate	Extends TM community empowerment efforts by leveraging partnerships and outreach programmes. These initiatives support diverse communities, including the neurodivergent community and further drive national initiatives, including <i>Kampung Angkat</i> and <i>Sekolah Angkat Malaysia MADANI</i> programmes. They also promote national pride through sports development initiatives such as sepak takraw.

Across TM, our Lines of Business further extend community empowerment through technology-driven initiatives, volunteerism and programmes such as NADI in collaboration with MCMC. These initiatives broaden our reach nationwide while reinforcing TM's role as a nation builder advancing inclusive digital progress.

We focus on creating lasting impact for communities while supporting Malaysia's long-term growth and resilience. By aligning our capabilities, partnerships and programmes, we work to build a more inclusive, resilient and digitally empowered Malaysia.

Our six (6) focused approaches are as follows:

<p>Expanding Digital Access Ensuring underserved communities benefit from reliable connectivity and digital platforms</p>	<p>Strengthening Community Resilience Helping communities prepare and respond to disasters and emerging challenges</p>
<p>Developing Digital Talent Equipping Malaysians with future-ready skills in STEM, digital technologies and innovation</p>	<p>Celebrating Culture and National Pride Promoting inclusion and social cohesion through sports, arts and cultural initiatives</p>
<p>Empowering Local Entrepreneurs Supporting MSMEs and community entrepreneurs through digital enablement and business development</p>	<p>Partnering for Greater Impact Collaborating with Government agencies, academia and industry to scale community programmes nationwide</p>

Governance and Policy

We ensure ethical delivery and accountability with structured oversight through a robust set of policies:

<p>Sponsorship Management Policy Through financial and in-kind contributions, TM supports community initiatives while reinforcing its role as a responsible corporate organisation that prioritises stakeholder well-being and contributes to broader societal progress.</p>	<p>YTM Trust Deeds & Supplementary Policy The Trust Deeds define YTM's legal purpose and the governance structure for its Trustees. A Supplementary Policy further outlines operational procedures, reinforcing transparent management and ensuring full compliance with regulatory requirements.</p>	<p>MMU Sustainability Policies These policies mandate sustainable practices across our campuses. By extending these guidelines to all staff, students, vendors and visitors, MMU leads by example in environmental and social stewardship within the university and the broader community.</p>
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For details on our common sustainability policies, see page 106.

How We Create Value

We advance national progress by driving inclusive digital transformation that empowers businesses, uplifts communities and strengthens economic resilience. This commitment is delivered through a portfolio of high-impact initiatives.

The key initiatives implemented in 2025 include:

Expanding Digital Access & Capability Building

Jangkau Digital TM: Transforming Kampung Mukut into a Smart Eco Village

In August 2025, TM launched *Jangkau Digital TM*, our flagship *Kampung Angkat* initiative aligned with the Government's *Kampung Angkat MADANI* programme. We began in Kampung Mukut, Pulau Tioman, collaborating with the local community and the Tioman Development Authority to transform the village into a Smart Eco Village, integrating these four (4) initiatives:

<p>Building the Digital Foundation for Inclusive Growth</p> <p>Reliable connectivity is the backbone of this transformation. We strengthened Tioman's digital infrastructure with a 75 km submarine cable from Kuala Rompin and installed 15 outdoor WiFi Access Points across Kampung Mukut. Residents, businesses and visitors can now enjoy high-speed connectivity, enabling digital services, communication and online transactions in this previously remote location.</p> <hr/> <p>Developing Future Talent</p> <p>Education is a core pillar of our impact. Through the TM Future Skills programme, students at SK Mukut and SMK Tekek gain exposure to coding, robotics, artificial intelligence and 3D design, equipping them with future-ready digital skills. We also support the SK Mukut sailing team with windsurf equipment, competition apparel and the construction of a new boat slipway, scheduled for completion in April 2026.</p>	<p>Empowering MSME and Uplifting Economic</p> <p>Connectivity has opened new opportunities for local entrepreneurs. Through visitmukut.com, an AI-powered platform by Unifi Business, we enable local tourism operators to showcase their offerings online. The Go Bookit extension allows visitors to book services digitally while operators manage reservations efficiently. From the launch, 13 local operators joined the platform, and within six (6) months, the site recorded over 2,000 unique visitors and approximately 10,000 page views, expanding Mukut's tourism reach and strengthening income opportunities for the community.</p> <hr/> <p>Protecting Nature While Advancing Progress</p> <p>Environmental stewardship is central to the initiative. We protect the village's eco-tourism appeal with AI-enabled CCTV systems to enhance public safety and manage visitor flows. Our future efforts will focus on the restoration of nature trails and community-led conservation initiatives.</p>
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Impact Story

Jangkau Digital TM shows how connectivity transforms rural communities. Reliable digital access opens pathways for learning, entrepreneurship and innovation, enabling residents to fully participate in the digital economy. Local tourism operators reach wider markets, students acquire future-ready skills and the community benefits from sustainable livelihoods. At the same time, conservation initiatives safeguard the island's marine ecosystem and promote responsible tourism. Together, these outcomes demonstrate how digital infrastructure, community empowerment and environmental stewardship can work hand-in-hand to create a scalable model for inclusive rural transformation across Malaysia.

PEOPLE

M14 Community Empowerment

Initiatives

Developing Digital Talent

Scholarships and Financial Assistance

Description

- Through YTM, MMU and YUM, we provided scholarships and financial assistance to support deserving students across secondary, tertiary and university levels. These programmes help remove financial barriers to education, enabling students to pursue their studies and reach their full potential

Impact Story

- In 2025, we invested over **RM47 million** to support more than **7,000** students through scholarships and financial assistance. By expanding access to quality education, these initiatives help students overcome barriers, build future-ready skills and strengthen socio-economic mobility, ensuring a pipeline of talent equipped to drive Malaysia’s digital economy and contribute to national development

Developing Future-Ready Digital Talent

Description

- Through the TM Future Skills initiative, we nurtured interest in Science, Technology, Engineering and Mathematics (STEM) by providing hands-on exposure to robotics, programming, coding, 3D printing and data analytics. The programme equipped students and teachers with practical digital skills while strengthening innovation and problem-solving capabilities for the digital economy
- Since its launch, the programme has trained more than **7,000 students** and nearly **250 teachers** across three (3) Champion Schools from 2022 to 2025. In parallel, the certification programme strengthened teaching capacity by certifying **1,000 teachers** in 2025, enabling them to deliver STEM modules to thousands of students nationwide. Through initiatives such as the Tech Titans Challenge hackathon, students gain hands-on experience in innovation, design thinking and applied STEM learning
- We further expanded this effort under the *Sekolah Angkat Malaysia* MADANI initiative, starting with three (3) schools, including SMK Tekek and SK Mukut in Pulau Tioman and SMKA (P) AIMashoor in Penang. The programme introduces STEM training, digital learning hubs equipped with robotics and technology tools and character development through sports such as sailing and sepak takraw. The initiative will be expanded to 35 schools nationwide by April 2026, creating digital learning hubs that extend resources to surrounding schools
- Complementing these efforts, we supported the TVET MADANI programme by sponsoring digital and fibre optics courses, upgrading learning facilities, training lecturers and facilitating job opportunities within our business ecosystem

Impact Story

- These initiatives expanded access to STEM education, digital skills and industry-relevant training, strengthening Malaysia’s pipeline of future-ready digital talent. Early exposure to technology built students’ confidence, creativity and problem-solving abilities, while teacher certification sustained continuous digital learning in classrooms
- When fully implemented, the programmes are expected to benefit over **60,000 students** nationwide. The TVET MADANI initiative trained 416 students in 2025, improving employability in the digital and telecommunications sectors. By aligning education with industry needs, these efforts help narrow the digital learning gap, strengthen workforce readiness and support Malaysia’s transition to a technology-driven economy

Initiatives

Empowering Local Entrepreneurs

Rural Empowerment and Community Help (REACH) 2.0

Description

- Under this initiative, we worked closely with the local community to understand their strengths and challenges, shifting from traditional aid towards sustainable community empowerment. In support of the Government's GEAR UP initiative under *Santuni* MADANI, the programme equips residents with practical skills such as sustainable agriculture, digital literacy and financial literacy to strengthen self-sufficiency and improve livelihoods
- Implemented in Kampung Juasseh Tengah, Negeri Sembilan, the initiative promotes digital entrepreneurship and community learning through the establishment of a Smart Classroom at SK Juasseh Tengah, equipped with laptops and a smart television. Sustainability elements are also embedded through the Ecogreen Project, which includes solar installation and rainwater harvesting to support a community mushroom garden, combining environmental stewardship with local economic activities

Impact Story

- More than **1,000** community members benefited through training, digital learning and community development initiatives. Among participating entrepreneurs, 15 individuals recorded over **30% growth** in sales, demonstrating how targeted skills development and digital enablement translate into tangible economic gains
- By combining entrepreneurship, digital capability building and sustainable practices, the initiative strengthens income opportunities while fostering long-term resilience and inclusive growth

Entrepreneurship Development Centre (EDC) at MMU

Description

- MMU's Entrepreneurship Development Centre (EDC) continues to nurture student entrepreneurs as responsible job creators aligned with the Sustainable Development Goals and ESG agenda. The centre supports students in transforming innovative ideas into sustainable, market-ready ventures
- Through initiatives such as the Entrepreneur Cadetship (eCadet) programme, innovation competitions and startup incubation support, including workspaces, seed funding and mentorship, EDC integrates entrepreneurship, innovation and sustainability into the students' learning journey

Impact Story

- The EDC supported the creation of **24 MSME startups**, translating student innovation into real economic activity. These ventures contribute to job creation, expand inclusive economic participation and encourage young entrepreneurs to develop solutions that address societal and environmental challenges
- The programme reflects MMU's commitment to inclusive opportunity, with 23 female and 14 male student founders involved in the supported ventures. By empowering young entrepreneurs to build sustainable businesses, the initiative strengthens Malaysia's future innovation ecosystem while contributing to long-term economic resilience and community development

PEOPLE

M14 Community Empowerment

Initiatives

Celebrating Culture and National Pride

Sports Development

Description

- In 2025, we strengthened our presence in Malaysia’s sports landscape through sepak takraw in partnership with the *Persekutuan Sepak Takraw Malaysia* (PSM). As the Official Partner, we supported and amplified sepak takraw through four (4) key initiatives:
 - **Supporting the National Sepak Takraw Team** – We supported both the men’s and women’s squads by providing the resources and encouragement needed to compete at the highest levels
 - **Developing future national athletes** – Through the National Sepak Takraw Development Programme (NSTDP), the NSTDP Championship brought together **200 students** from 14 schools nationwide, helping to build a pipeline of young talent for the national team
 - **Strengthening grassroots participation** – At the grassroots level, *Kursus Latihan Asas Sukan* (KLAS) Sepak Takraw programme engaged 258 students from SJKC and SJKT schools. The initiative promoted participation, encouraged healthy lifestyles and strengthened unity through sport
 - **Advancing women’s participation in sepak takraw** – We introduced the Women’s Youth category at the *Kejohanan Sepak Takraw Kebangsaan TM 2025*, with 30 young female athletes participating, reinforcing our commitment to expanding opportunities for women in the sport
- Through these initiatives, we continued to champion sports development in Malaysia by supporting inclusive talent pathways across genders and age groups

Impact Story

- Malaysia’s success at the 2025 Southeast Asian Games underscored the importance of sustained investment in **athlete development**, with the national team reclaiming the Men’s Team Regu gold medal after 34 years
- Our efforts contributed to the long-term sustainability of Malaysia’s traditional sport by supporting talent development from **grassroots participation** to national representation. By creating opportunities for young athletes from diverse backgrounds, these initiatives also promoted inclusivity, encouraged active lifestyles and strengthened social cohesion

Mission to Empower the Neurodivergent Community

Description

- As part of our commitment to social inclusion and community development, we partnered with the neurodivergent community to empower individuals and celebrate their unique talents
- This initiative began with TM’s Hari Raya 2025 campaign, *‘Salam Teristimewa’*, which highlighted the creativity of Malaysia’s autistic community. In collaboration with NakSeni, a social enterprise that supports artists with disabilities, we showcased the works of three (3) autistic artists. Their artworks, rich in emotion and individuality, were transformed into dynamic animated visuals using generative AI tools
- In conjunction with *Hari Kebangsaan* and *Hari Malaysia*, we also collaborated with the neurodivergent rock band ZIMI’J and Early Autism Project Malaysia to produce a special song titled *Helo Malaysia*. The music video combined the band’s performance with creative expressions from the neurodivergent community, celebrating freedom of expression and the diversity that unites Malaysians

Impact Story

- Through these initiatives, we provided platforms for neurodivergent individuals to showcase their creativity, gain visibility and be recognised for their talents. These efforts also raised awareness of autism acceptance, fostering greater understanding of neurodiversity and contributing to a more **inclusive society**

Initiatives	
Digital Tech Incubator 2025	<p>Description</p> <ul style="list-style-type: none"> This initiative empowered local digital artists by providing the space, tools and resources to develop and exhibit technology-driven creative projects. Through the incubator, several showcases were organised, including the TERANG Showcase at Muzium Telegraf Taiping (MTT) and Galeri Filamen at Muzium Telekomunikasi Negara (MTN), creating platforms for artists to present innovative digital works <p>Impact Story</p> <ul style="list-style-type: none"> The showcases engaged 268 digital artists and exhibitors and attracted more than 90,000 visitors, strengthening public appreciation for digital creativity while revitalising heritage spaces such as MTN and MTT. By connecting technology, art and cultural heritage, the initiative supports Malaysia's creative ecosystem and positions museums as vibrant spaces for learning, innovation and community engagement
Artefact Digitalisation	<p>Description</p> <ul style="list-style-type: none"> We continued our efforts to digitally preserve and protect telecommunications artefacts and historical content at MTN and MTT, ensuring these national assets remain accessible for future generations To enhance visitor experience, the museums have been modernised with interactive features, including upgraded submarine cable map projections and a Morse code learning application at MTT using more advanced technology. These enhancements make the exhibitions more immersive, interactive and engaging for visitors <p>Impact Story</p> <ul style="list-style-type: none"> Through digital preservation and interactive learning, the museums served as important platforms for public education on Malaysia's telecommunications history. By combining heritage conservation with modern technology, the initiative brought historical narratives to life and deepened appreciation for the nation's digital and technological journey particularly among younger generations
Strengthening Community Resilience	
Disaster Relief & Recovery	<p>Description</p> <ul style="list-style-type: none"> Provided immediate aid and essential support to communities affected by disasters, particularly during the East Coast Monsoon, helping families recover faster and rebuild livelihoods <p>Impact Story</p> <ul style="list-style-type: none"> A total of RM1.6 million* was invested, benefiting more than 21,600 individuals <p><small>* Including the MOF-GLC Demi Rakyat & Negara (GDRN) Grant</small></p>
Disaster Preparedness and Response Capability	<p>Description</p> <ul style="list-style-type: none"> Strengthened disaster readiness through training, simulation exercises and multi-agency coordination programmes to enhance response effectiveness and community resilience <p>Impact Story</p> <ul style="list-style-type: none"> The <i>Rakan</i> NADMA Disaster Simulation Exercise (RANDEX), conducted in collaboration with NADMA and RED A, trained 218 participants from NGOs and agencies since 2023, improving preparedness, coordination and operational readiness for faster response during the Northeast Monsoon and other disasters The Sarawak Intergovernmental and NGOs Disaster Response and Coordination Workshop (SISCOORD) is a three-day programme trained 60 participants from 34 NGOs and agencies, enhancing multi-agency coordination and strengthening disaster response networks across Sarawak and East Malaysia

PEOPLE

M14 Community Empowerment

Initiatives

Partnering for Greater Impact

Knowledge Transfer Programme (KTP) by MMU

Description

- MMU’s Knowledge Transfer Programme (KTP) connects academic expertise with real-world community and industry needs across areas such as engineering, applied technologies, artificial intelligence, digital learning and creative industries. Through structured knowledge sharing and collaboration, the programme helps translate research into practical solutions that benefit communities

Impact Story

- MMU conducted 43 KTP sessions, engaging academic experts, industry partners and community stakeholders, reaching **4,546 participants** from 117 community groups. Participants gained practical exposure to technology, sustainability practices and digital skills that can be applied in their daily lives and local initiatives
- Beyond knowledge sharing, the programme strengthened collaboration between universities, industry and communities, while raising awareness of SDG and ESG practices. These efforts fostered more sustainable decision-making and contributed to stronger social, economic and environmental resilience within communities

JPA’s Program Pembangunan Kepakaran dan Perunding Kerajaan (PRESTIJ) in Cybersecurity and AI by MMU

Description

- MMU delivered the *Program Pembangunan Kepakaran dan Perunding Kerajaan* (PRESTIJ) under the Public Service Department to strengthen public sector capabilities in cybersecurity and AI-driven digital transformation. In collaboration with JPA and industry partner ZTE, the programme combined intensive training at MMU with international benchmarking across seven (7) cities in China

Impact Story

- **20** senior Government officers completed the programme, strengthening leadership capabilities in cybersecurity, AI and digital transformation. By equipping policymakers with advanced technical knowledge and global exposure, the initiative enhanced the Government’s ability to develop forward-looking digital policies, improve public service delivery and safeguard national digital infrastructure. It strengthened collaboration between academia, industry and Government, accelerating knowledge transfer and supporting Malaysia’s long-term digital resilience

Festive Community Support

Description

- Provided essential assistance to vulnerable communities during festive periods through food packs, *duit raya*, clothing and iftar gatherings, fostering compassion, social solidarity and community engagement

Impact Story

- A total of RM320,000* was contributed for this cause in 2025, benefiting more than **12,700** community members
- * This is excluding the contribution amounting RM276,470 from Kelab TM and BAKIT

NGO and Social Impact Partnerships

Description

- Supported NGOs championing causes such as women empowerment, education equity and environmental conservation, enabling broader outreach and strengthening community well-being through collaborative initiatives

Impact Story

- **13 NGOs** received a total of RM127,990 in support

Moving Forward

TM's community empowerment efforts will continue to evolve preparing the future workforce and addressing emerging technological and societal needs through capability building, innovation and sustainable partnerships.

In the short term, we will strengthen internal and external collaborations to expand on-the-ground impact, particularly in advancing digital participation and disaster relief. We will continue to provide education financial assistance for deserving students at leading global universities, while ESG and SDG themes are embedded across MMU's curriculum and co-curricular initiatives to strengthen sustainability awareness and future-ready competencies.

In the medium term, we will scale digital skills programmes for SMEs and communities and align them with national development priorities. At MMU, the Smart Campus Plan will enhance energy efficiency, environmental stewardship and accessibility through a People with Special Needs-friendly campus ecosystem. By leveraging digital technologies and sustainable infrastructure, the plan will create an inclusive, safe and resource-efficient learning environment that supports innovation, mobility and lifelong learning.

In the long term, we will continue our role as a nation builder by scaling local empowerment initiatives into broader national impact. Continued investment in education will ensure our scholarship programmes remain a strong pipeline for both TM's workforce and Malaysia's future talent needs.



Improving community infrastructure for better living conditions



Reaching out to neurodivergent community



Advancing sports development through partnerships



Equipping students with digital skills



Developing future-ready digital talents



Providing immediate support for community recovery

We bring together our capabilities, partnership and programmes to build a more inclusive, resilient and digitally empowered Malaysia

ARTICLE:

NEURODIVERGENT COMMUNITY: EMPOWERING INCLUSIVITY

SEE • HEAR • BELONG: ENABLING NEURODIVERGENT VOICES THROUGH CULTURE, NATIONHOOD and WORKPLACE READINESS

The Prelude: A New Connectivity

For decades, our story has been told through the lens of infrastructure: kilometres of fibre optics, submarine cables and the invisible waves of connectivity that bind a nation. Yet as we advance towards our aspiration of becoming a Digital Powerhouse, we recognise that the most meaningful connections are not solely technological. They are shaped by empathy, recognition and the ability to see the world through diverse perspectives.

In 2025, we embarked on a deliberate shift in how we approach inclusion. Rather than relying on isolated initiatives, we adopted a full-spectrum ecosystem aligned with our sustainability positioning and long-term social impact goals. This approach reinforces our commitment to social inclusion and community development, with an emphasis on sustainable empowerment, especially during moments of shared cultural significance.

This is the story of how we sought to See untapped potential, Hear voices too often overlooked and create conditions where diverse minds can truly Belong.

SEE:

THE VISION OF SALAM TERISTIMEWA

Enabling Expression through Culture and Authenticity

To See is to recognise talent beyond conventional frames of ability. For many neurodivergent individuals, expression may not follow familiar norms yet their creativity, capability and unique perspectives are often profound.

In April 2025, during World Autism Acceptance Month, we introduced Salam Teristimewa as our Aidilfitri campaign, aiming to shift public perception from limitation towards talent, capability and potential. In collaboration with NAK SENI, a platform that empowers autistic artists to showcase and sell their work, the campaign featured original pieces by artists including Izzati Shahrin and Yuri Azzari. We worked with existing artworks created by the artists themselves, ensuring full creative ownership and authenticity throughout the collaboration.

The artworks were translated into other visual expressions to broaden accessibility and engagement, while preserving the integrity of the original creations. The initiative was also extended through physical platforms, including TM's Hari Raya Open House, where the artists' works were showcased and Raya packets were sold to *Warga TM*. Proceeds were channelled back to NAK SENI, creating a tangible pathway for economic participation.

Salam Teristimewa helped reframe autism from a narrative of sympathy to one (1) of respect, enabling the public to engage with neurodivergent perspectives through shared cultural moments. The initiative demonstrated that inclusion is most meaningful when it is grounded in dignity, ownership and authentic representation.

HEAR:

THE RHYTHM OF HELO MALAYSIA

From Awareness to National Advocacy

Building on this foundation of awareness, we expanded our neurodiversity efforts from cultural engagement to national advocacy through Helo Malaysia. The campaign was launched in conjunction with Hari Kebangsaan and Hari Malaysia 2025, where we participated as the Platinum Strategic Partner.

The campaign featured ZIMI'J, a neurodivergent rock band, alongside artistic contributions from children supported by the Early Autism Project Malaysia. By placing neurodivergent talent at the heart of a national celebration, we sought to normalise inclusion within mainstream platforms, demonstrating that autistic individuals exist across a diverse spectrum and bring unique perspectives to our society.

While we initially considered the potential challenges of sensory environments and public exposure, we addressed these through careful preparation, strong support systems and the professionalism demonstrated by the performers.

The Helo Malaysia music video reached 19.8 million viewers across YouTube and META, significantly increasing visibility and opening new performance and income opportunities for ZIMI'J. The campaign also received industry recognition in the Marketing Magazine Expert's Choice Awards, earning a place among the Top 10 Merdeka TVCs in Malaysia.

Beyond the impressive reach, we were deeply encouraged by feedback from caregivers and members of the public who shared that the campaign enhanced understanding and acceptance of neurodivergent behaviours during festive and public settings, signalling a meaningful shift in societal perception.

Composite image featuring artworks by autistic artists for TM's Aidilfitri campaign.

*BELONG:
THE PWR 2030 WORKPLACE*

From Visibility to Sustainable Empowerment

Visibility and voice are incomplete without belonging. That is why our external initiatives are complemented by internal efforts under PWR 2030, our transformation agenda that places people, capability and culture at the centre of long-term value creation.

We recognise that our success in the years ahead will not be defined by awareness alone, but by sustained empowerment. This includes creating structured entrepreneurship pathways, expanding economic participation and supporting greater independence within the neurodivergent community. It reflects our shift from short-term campaigns to long-term enablement.

Within the company, inclusion is embedded into our broader approach to workforce readiness and governance, ensuring consistency, accountability and scalability across all *Warga TM* nationwide.

Through this commitment, we aim to build a culture where every individual has the opportunity to thrive and truly belong.

*THE SYNERGY:
A FULL SPECTRUM APPROACH*

Together, *See*, *Hear* and *Belong* form an integrated ecosystem.

When talent is *Seen* through culture, it gains a *Voice* on national platforms and is supported to *Belong* through sustainable pathways and systems.

This approach ensures that our commitment to neurodiversity is embedded within our broader Sustainability ambition of Empowering the Future Together, across Prosperity, Planet and People, rather than confined to isolated moments or reporting cycles.

**OUTLOOK FOR TM: SUSTAINING
INCLUSION AS A DIGITAL ADVANTAGE**

Looking ahead, we view neurodiversity as an evolving dimension of how a future-ready Digital Powerhouse engages with society, talent and innovation.

The experiences of Salam Teristimewa and Helo Malaysia have reinforced the importance of moving beyond awareness toward sustained empowerment where creativity, capability and participation translate into long-term opportunity.

Over the coming years, we intend to deepen this ecosystem approach by strengthening pathways that support economic participation, entrepreneurship and independence for the neurodivergent community, while continuing to embed inclusion within mainstream cultural platforms and our organisational systems. These efforts sit most directly within the People pillar, while also reinforcing Prosperity through broader workforce readiness, talent diversification and long-term national competitiveness.

As Malaysia's digital economy continues to expand, we believe that inclusive growth will be critical to sustaining resilience at both organisational and national levels. By integrating social responsibility into how technology is designed, deployed and experienced, we aim to ensure that digital progress is accompanied by lasting social value, consistent with our ambition of Empowering the Future Together.



SUSTAINABILITY PERFORMANCE DATA

TM's Sustainability Performance Data (SPD) presents a consolidated record of our key sustainability metrics over the past three (3) years:

Indicator	Measurement Unit	2023	2024	2025	Target	External Assurance
Environmental management						
Percentage of the company's total data centres portfolio in Malaysia certified to a recognized building management standard for property such as LEED, GBI, ISO 14001 (EMS) and ISO 45001 (EnMS)	Percentage	-	50	50	-	Yes
Energy management						
Total energy consumption	Megawatt	429,102	420,913	480,521	-	Yes
Three (3) years of total energy usage data on properties disclosed	Megawatt	1,287,778	1,280,429	1,330,536	-	Yes
Emissions management						
Scope 1 emissions	tCO ₂ e	9,431	8,763	12,708	-	Yes
Scope 2 emissions	tCO ₂ e	286,450	257,807	267,235	-	Yes
Scope 3 emissions (at least for the categories of business travel and employee commuting)	tCO ₂ e	751	799	79,521	-	Yes
Three (3) years of total GHG emissions data on properties disclosed	tCO ₂ e	948,852	880,603	923,465	-	Yes
Scope 3 emissions - Upstream Transportation & Distribution	tCO ₂ e	-	-	434	-	Yes
Scope 3 emissions - Business travel	tCO ₂ e	3	12	7,682	-	Yes
Scope 3 emissions - Waste Generation	tCO ₂ e	-	-	1,476	-	Yes
Scope 3 emissions - Employee commuting	tCO ₂ e	21,131	21,179	26,317	-	Yes
Scope 3 emissions - Upstream Leased Asset	tCO ₂ e	-	-	563	-	Yes
Scope 3 emissions - Downstream Leased Asset	tCO ₂ e	-	-	43,049	-	Yes
Waste management						
Total waste generated	Metric tonnes	4,721*	4,463*	12,097	-	Yes
Total waste diverted from disposal	Metric tonnes	3,279	2,950	9,372	-	Yes
Total waste directed to disposal	Metric tonnes	1,442	1,513	2,725	-	Yes
Water						
Total volume of water used	Cubic meters	131,506	122,771**	1,681,721	-	Yes
Three (3) years of total water withdrawal data is disclosed by source - Municipal potable water	Cubic meters	532,500	523,765	1,935,998	-	Yes

Notes:

* The total waste generated in 2023 and 2024 has been recalculated based on the total waste diverted from disposal and directed to disposal.

** The total volume of water used for 2024 has been restated from 132,000 m³ to 122,771 m³ following a review and refinement of underlying data to ensure greater accuracy and consistency in reporting.

SUSTAINABILITY PERFORMANCE DATA

Indicator	Measurement Unit	2023	2024	2025	Target	External Assurance
Community/Society						
Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	38,354,335.00	39,787,258.58	57,402,542.01	-	Yes
Total number of beneficiaries of the investment in communities	Number	126,345	95,610	225,830	-	Yes
Labour practices and standards						
Total hours of training by employee category:						
Management	Hours	7,496	10,208	6,044	-	Yes
Executive	Hours	557,005	599,131	785,495	-	Yes
Non-executive	Hours	173,669	203,091	327,222	-	Yes
Percentage of employees that are contractors or temporary staff	Percentage	4.50	4.29	4.38	-	Yes
Total number of employee turnover by employee category:						
Management	Number	23	28	22	-	Yes
Executive	Number	430	442	568	-	Yes
Non-executive	Number	508	255	510	-	Yes
Number of substantiated complaints concerning human rights violations	Number	0	0	0	-	Yes
Maximum number of years executive remuneration is deferred	Number	0	0	0	-	Yes
Percentage of salary of executives to which bonuses are restricted	Percentage	0	0	0	-	Yes
Percentage of salary of other high paid staff to which bonuses are restricted	Percentage	0	0	0	-	Yes
Diversity						
Percentage of employees by gender and age group, for each employee category:						
Age Group by Employee Category						
Management Under 30	Percentage	0	0	0	-	Yes
Management Between 30-39	Percentage	0	0	0	-	Yes
Management Between 40-50	Percentage	0.7	0.6	0.6	-	Yes
Management Above 50	Percentage	0.5	0.5	0.6	-	Yes
Executive Under 30	Percentage	3.9	3.7	3.7	-	Yes
Executive Between 30-39	Percentage	19.4	17.3	14.2	-	Yes
Executive Between 40-50	Percentage	21.9	24.5	28.3	-	Yes
Executive Above 50	Percentage	6.5	7.1	7.1	-	Yes
Non-executive Under 30	Percentage	1.8	1.4	1.1	-	Yes
Non-executive Between 30-39	Percentage	22	19.6	17.1	-	Yes
Non-executive Between 40-50	Percentage	16.3	17.7	20	-	Yes
Non-executive Above 50	Percentage	6.9	7.5	7.4	-	Yes

SUSTAINABILITY PERFORMANCE DATA

Indicator	Measurement Unit	2023	2024	2025	Target	External Assurance
Diversity						
Gender Group by Employee Category						
Management Male	Percentage	0.8	0.8	0.8	-	Yes
Management Female	Percentage	0.4	0.4	0.5	-	Yes
Executive Male	Percentage	26.5	26.8	26.9	-	Yes
Executive Female	Percentage	25.3	25.7	26.4	-	Yes
Non-executive Male	Percentage	32.2	31.8	31.4	-	Yes
Non-executive Female	Percentage	14.8	14.5	14.1	-	Yes
Percentage of global staff with a disability	Percentage	0.09	0.09	0.1	-	Yes
Percentage of women in the global workforce	Percentage	40	41	41	-	Yes
Percentage of women on the Executive committee or equivalent	Percentage	47	47	43	-	Yes
Percentage of women in the management category	Percentage	32	35	36	35	Yes
Number of global staff with a disability	Number	17	16	17	-	Yes
Health and safety						
Number of work-related fatalities	Number	0	0	0	-	Yes
Lost Time Incident Rate (LTIR)	Rate	0.08	0.21	0.14	-	Yes
Number of employees trained on health and safety standards	Number	2,829	14,053	18,821	-	Yes
Number of work-related employee fatalities, over last 3 years	Number	0	0	0	-	Yes
Number of work-related contractor fatalities, over last 3 years	Number	0	0	0	-	Yes
Percentage of sites with OSHE - ISO 45001 certification	Percentage	0.8	0.12	0.12	-	Yes
Good governance						
Percentage of directors by gender and age group:						
Male	Percentage	67	73	67	-	Yes
Female	Percentage	33	27	33	30	Yes
Under 30	Percentage	0	0	0	-	Yes
Between 30-39	Percentage	0	0	0	-	Yes
Between 40-50	Percentage	17	18	17	-	Yes
Above 50	Percentage	83	82	83	-	Yes
Number of Board Directors	Number	12	11	12	-	Yes
Number of independent Directors on the board	Number	6	6	7	-	Yes
Number of women on the board	Number	4	3	4	-	Yes
Annual General Meeting: Number of days between the date of notice and date of meeting	Number	28	29	31	-	Yes

SUSTAINABILITY PERFORMANCE DATA

Indicator	Measurement Unit	2023	2024	2025	Target	External Assurance
Anti-corruption						
Percentage of employees who have received training on anti-corruption by employee category:						
Management	Percentage	6	5	60	-	Yes
Executive	Percentage	36	13	22	-	Yes
Non-executive	Percentage	19	7	24	-	Yes
Percentage of operations assessed for corruption-related risks	Percentage	65	65	50	-	Yes
Confirmed incidents of corruption and action taken	Number	8	18	13	-	Yes
Disclosure of number of staff disciplined or dismissed due to non-compliance with anti-corruption policy/policies	Number	15	23	11	-	Yes
Disclosure of cost of fines, penalties or settlements in relation to corruption	RM	0	0	0	-	Yes
Responsible conduct						
Disclosure of total amount of political contributions made	RM	0	0	0	-	Yes
Number of fines/settlements over the previous 3 years where each is valued > US \$100 million	Number	0	0	0	-	Yes
Combined total value of fines/settlements over the previous 3 years where each is valued > US \$100 million	RM	0	0	0	-	Yes
Supply chain management						
Proportion of spending on local suppliers	Percentage	74	76	79	-	Yes
Data privacy and security						
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0	-	Yes
Number of major cybersecurity incidents that disrupted business operations	Number	0	0	0	-	Yes



For TM's comprehensive three (3) year Sustainability Performance data, please scan the QR code or visit www.tm.com.my/sustainability/appendices-download