



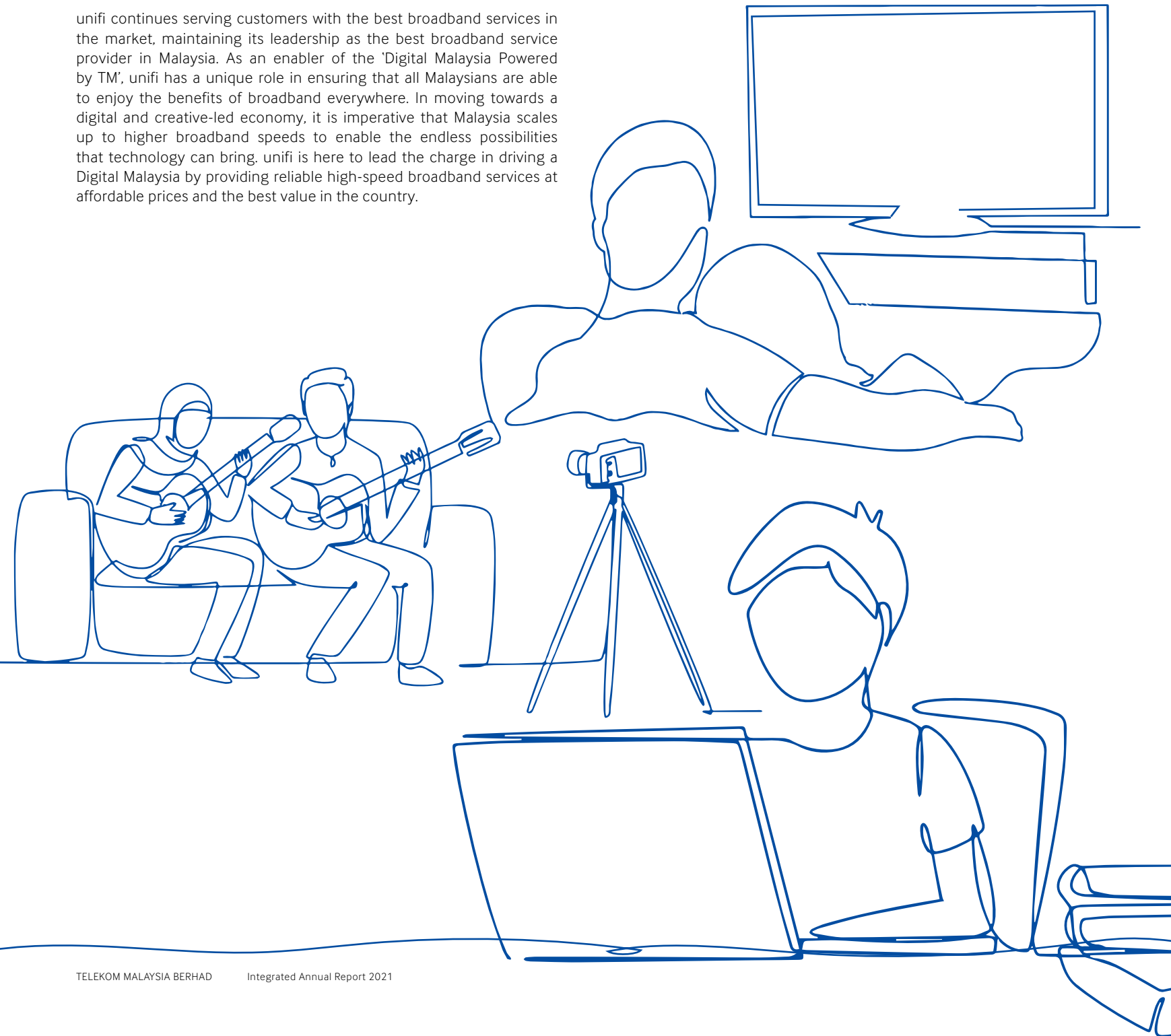
KEEPING EVERYONE CONNECTED

During the reporting year, unifi remained dedicated to Making Life and Business Easier for both home and SME customers, particularly SOHO, micro and small businesses. unifi also made commendable progress in delivering exceptional customer experience this year. We made bold commitments to improve our customer experience, which we met through digital technologies and new solutions that make unifi customers' lives easier.

Please click [here](#) for more information on unifi

WHAT WE DO

unifi continues serving customers with the best broadband services in the market, maintaining its leadership as the best broadband service provider in Malaysia. As an enabler of the 'Digital Malaysia Powered by TM', unifi has a unique role in ensuring that all Malaysians are able to enjoy the benefits of broadband everywhere. In moving towards a digital and creative-led economy, it is imperative that Malaysia scales up to higher broadband speeds to enable the endless possibilities that technology can bring. unifi is here to lead the charge in driving a Digital Malaysia by providing reliable high-speed broadband services at affordable prices and the best value in the country.



OUR FOCUS IN 2021

WHAT WE DID

unifi for Home

- Offered fast unlimited Home Fibre Broadband, with speeds up to 800Mbps
- Elevated customers' home entertainment experience via a brand-new Smart TV
- Improved customers' productivity through branded laptops packed with handy business features and advanced connectivity options
- Launched unifi mesh Wi-Fi to remove coverage blind spots within customers' homes
- Offered exciting prizes, including a brand new PS5, to encourage customers to subscribe to unifi online

unifi for Business

- Offered exciting prizes to encourage business customers to subscribe to unifi Biz packages. This included a four-wheel drive (4WD) every month as well as other exciting prizes comprising smartphones, laptops and Shopee e-Wallet reloads
- Launched SME Digitalisation Grant initiatives, offering SMEs bundle of connectivity solutions comprising Microsoft 365 Business, Digital Marketing Solutions, cari@unifi Premium Listing and matching grant

unifi Mobile

- Introduced unifi Mobile with Device Bundle, a subscription plan with a discounted monthly commitment fee and a free device
- Initiated the Jaringan Prihatin Programme, the Government's initiative to deliver subsidised telco packages to B40 groups. This includes bill subsidy up to RM180 annually, with extra 25GB monthly data via a postpaid unifi Mobile RM39

unifi TV

- Selected as Malaysia's official broadcaster for the Tokyo Olympic Games 2020
- Enhanced our content offering by providing the best entertainment pack in the market – available on all devices and HD content

WHAT WE ACHIEVED

Customers

- Customers experienced better service through package upgrades
- Customers received better in-premise coverage through mesh Wi-Fi
- Customers enjoyed PS5 and other prizes through unifi's exciting contest

Customers

- SME customers can easily access SME Digitalisation Grant via subscription to unifi Biz

Government & Regulators

- Supported the Ministry of Finance's Pelan Jana Semula Ekonomi Negara (PENJANA) initiative to accelerate SMEs' digital adoption, which benefitted unifi's own SME customers as well

Customers

- unifi Mobile customers were able to enjoy discounted monthly commitment fees and free devices by subscribing to the device bundle

Government & Regulators

- Supported the Government's efforts to connect B40 communities and close the digital divide

Communities

- B40 Groups received subsidised telco packages to help them stay connected
- Customers enjoyed more affordable services by subscribing to unifi Mobile postpaid RM39

Customers

- unifi TV customers enjoyed an additional **12 new** content offerings through unifi TV
- unifi customers/viewers were able to watch Tokyo Olympic Games 2020 on dedicated channels

OUR FOCUS IN 2021 (CONT'D)

WHAT WE DID

Smart & Innovative Solutions

Worked closely with TM Research & Development (TM R&D) team to deliver the following smarter solutions that improve customer experience:

- **SPICE.ai:** An integrated AI-driven customer experience platform that includes Automatic Speech Recognition (ASR), Mesh Wi-Fi offering, single view billing information, holistic 360 views and service assurance
- **TROIKA:** An intelligent demand management system targeting 'Zero' Waiters within JENDELA requirements
- **TM Force:** An intelligent workforce management platform to help unifi improve its restoration services
- **CAMELIA:** An intelligent support system for passive network fault diagnostic and prediction. The system leverages best-in-class technologies to transition from reactive to proactive/predictive troubleshooting capabilities

Stakeholders  Customers  Employees  Shareholders & Investment Communities

For more details of our innovative & smart solutions, please see page 87.

WHAT WE ACHIEVED

Customers

- **SPICE.ai:** Enhanced customer experience by reducing frontliners call handling time for each users
- **TROIKA:** Accelerated waiters clearance within 14 days, thus improving customer service
- **TM Force:** Enhanced Cycle Time to Install (CTTI) within four (4) days and optimised Meeting Customer Appointment Time (MCAT)
- **CAMELIA:** Improved customer network restoration time to within 24 hours

VALUE CREATED

Value Created For TM

Revenue (RM' million)

2021 **RM5,097.4** million **+10.7%** Growth

2020 **RM4,605.2** million

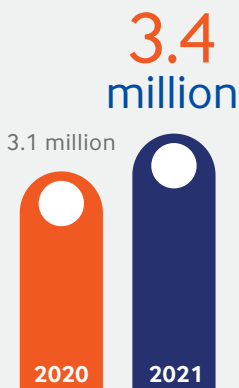
EBIT (RM' million)

2021 **RM1,009.6** million **+64.7%** Growth

2020 **RM613.0** million

Value Created For Stakeholders

Total Customers Nationwide



HOME



2021: **3.0** million

includes voice, broadband, unifi Mobile and unifi TV

(2020: 2.7 million)

SME



2021: **0.4** million

includes voice, broadband, unifi Mobile and solutions

(2020: 0.4 million)

ENHANCING CUSTOMER EXPERIENCE

Through the #unificares campaign, the Group channelled RM1.0 billion into five (5) revolutionary initiatives designed to uplift the customer experience in both customer support capabilities and network improvements. Through unifi’s Care Crew, the team was able to connect with customers and show how TM will always be there for them.

HOW WE ENHANCED CUSTOMER EXPERIENCE

Proactive Service Alert

- Delivered upfront alerts via SMS and myunifi app notifications upon internet service failure. Customers will be prompted to submit a report and receive updates about restoration progress
- Offered a new experience to customers from reactive reporting to proactively receiving notification through three (3) simple steps - accept the notification, validate and agree for restoration



- Save customers’ time and efforts by avoiding around 10,000 monthly reactive interactions at the touchpoints
- Customers receive real-time notifications to address network issues, with 19% of impacted customers proactively managed
- SME customers experienced minimal disruptions through fast network resolutions during service disruptions

Service Tracker/Real-Time Tracker

- Providing customers with peace of mind by enabling them to track real-time progress and restoration updates via the myunifi mobile application
- Empower customers to view information on the assigned technicians, including their whereabouts during appointments



- Customers are kept well-informed of the progress and status of their service restorations, including details of the assigned technicians and appointments

Service Restoration Guarantee

- Launched the industry’s first 24-hour Service Restoration Guarantee with a billing compensation for premium customers



- 74% of customers’ internet services were restored within 24 hours, thus reducing customers’ downtime to keep them connected
- The remaining 26% of customers were compensated for restorations beyond 24 hours

unifi Elite

- Set up a group of experts trained to provide customers with tailor-made consultation and solutions to further enhance their connectivity experience



- Customers enjoy peace of mind with a team of Wi-Fi experts optimising coverage and maximising speed within their premises

Self-Diagnostics Tool

- Set up a self-troubleshooting tool on myunifi app that enables customers to self-diagnose and troubleshoot their internet connection, telephony and IPTV performances, with auto-creation of trouble tickets if unresolved



- 47% of customers completed simple self-diagnosis to troubleshoot their unifi services, thus saving time to conveniently resolve their connectivity issues

AWARDS & RECOGNITIONS

Recognised as the best broadband service provider in the market and as an enabler of a Digital Malaysia, unifi has received various accolades for meeting various industry standards as follows:



Awards

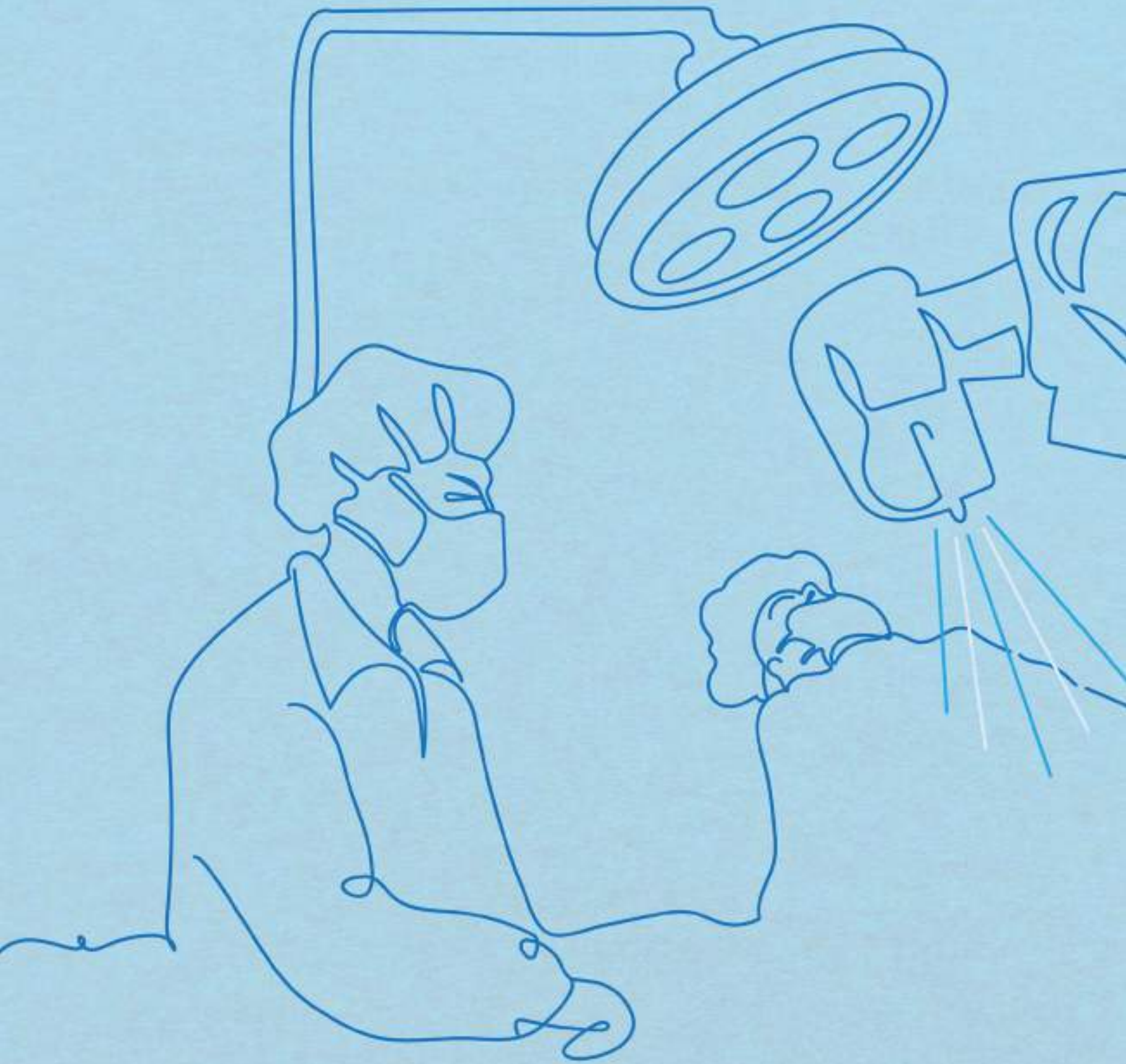
- Brand of The Year 2021/2022
- Best Broadband and Internet Service Provider (ISP) Category
- Silver For Best Use of Mobile Category for myunifi App
- Best Product Award 2021 - unifi
 - Best Fixed Broadband Service Provider (unifi)
 - Best Business Fixed Broadband Service Provider (unifi Biz)

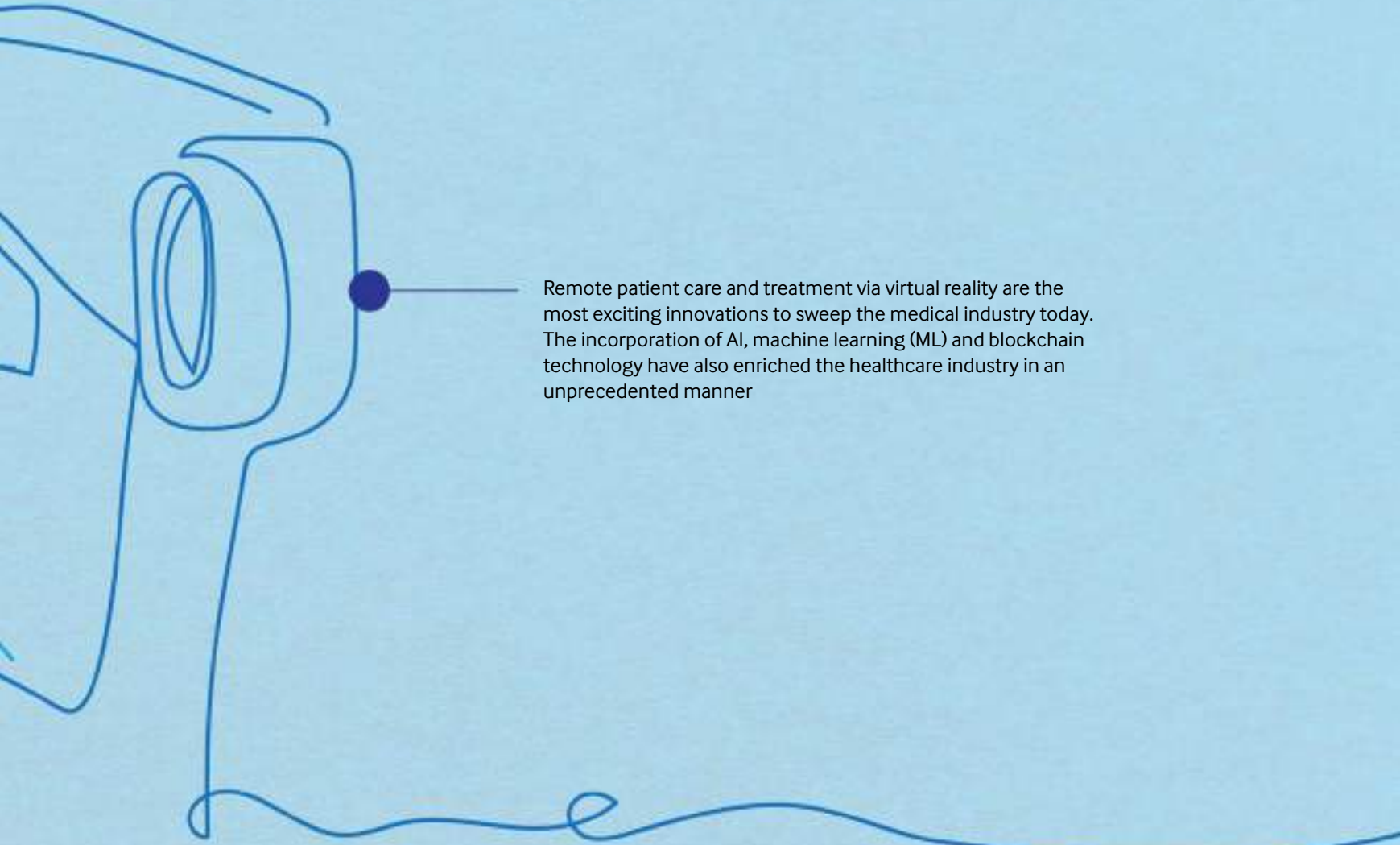
Awarding Body

- World Branding Forum
- CX Asia Excellence Award 2021
- PC.Com

MOVING FORWARD

In the year ahead, unifi will take the lead in catalysing the vision of a 'Digital Malaysia Powered by TM'. With online connectivity playing a central role in the new normal, unifi will continue to bridge the connectivity gap by serving customers with innovative and high-quality products at affordable prices. Despite the immense pressure and fierce competition, unifi will maintain its leadership as the top convergence provider in Malaysia with the broadest internet coverage, 'unique and differentiated experience' that best suits customer needs. Also, through partnerships with international Over-The-Top (OTT) players and collaboration with local partners, unifi will continue to provide various entertainment content to cater to different viewing preferences. This includes the continuous improvement of the end-to-end customer experience through digital interaction and simplification. Additionally, unifi will maintain its efforts to become a preferred digital partner of SMEs, serving their critical needs from connectivity to need-based digital solutions and mobility, thus helping them manage costs and achieve growth.





Remote patient care and treatment via virtual reality are the most exciting innovations to sweep the medical industry today. The incorporation of AI, machine learning (ML) and blockchain technology have also enriched the healthcare industry in an unprecedented manner

Transforming tomorrow

Fortified with a comprehensive suite of digital solutions, TM One is strategically positioned to enhance all sectors of businesses; public or private. Its next-generation connectivity, digital products, and partnerships allow TM One to stimulate and shape Malaysia's current and future digital landscape



TAKING TRANSFORMATION FORWARD

As the prime digital enabler of Malaysia’s large enterprises and public sector, in 2021 TM One continues to make great strides in taking transformation forward for our customers with our comprehensive suite of digital solutions and managed services across next-generation connectivity services, Cloud α (Alpha), Cyber Defence Centre (CYDEC), globally-certified Tier III data centres, and smart services. During the year, TM One has been appointed as the only local Cloud Service Provider (CSP) in the MyDIGITAL panel to accelerate the Government’s digital transformation journey. TM One also formed partnerships with leading global technology and service providers to solidify our offerings for our customers. With national and global recognition, a robust suite of vertical and horizontal solutions, wrapped with strong collaborations, TM One empowers Malaysia’s key economic and critical sectors as well as the digital economy and Government towards a Digital Nation.

Please click [here](#) for more information on TM One

WHAT WE DO

TM One provides end-to-end managed services and digital solutions to organisations in the enterprise and public sector segments. Our services run across our robust and secured digital connectivity and digital infrastructure that is extensive and reliable, boosted with the capacity and expertise to support and cater to all industry verticals. TM One’s own AI-powered hyperscaled cloud services, α Edge cloud, is positioned as the intelligent industry cloud platform. This is complemented by nine (9) data centres, with three (3) built to meet the rigorous requirements of the Tier III/Rated 3 standards that provide world-class data centre services. Two (2) of our data centres - the Klang Valley Data Centre (KVDC) in Cyberjaya and the Iskandar Puteri Data Centre (IPDC) in Johor,

form a twin-core data centre solution – the first of its kind in Malaysia. TM One is also committed to building digital trust and cybersecurity resiliency with its CYDEC solutions.

With these capabilities, we help our customers in taking their transformation forward. For the enterprise sector, we support and accelerate the digital journey of our customers by scaling up their digital infrastructure. While for the public sector, we empower the Government agencies and institutions in achieving the aspirations of MyDIGITAL.



TM One offers a full suite of integrated services and solutions

- Next-Generation Connectivity Services
- Cloud Services
- Cybersecurity Services
- Data Centre Services
- Smart Services
- Collaboration Services
- Business Process Outsourcing (BPO)
- Professional and Managed Services

OUR FOCUS IN 2021

WHAT WE DID

Taking Transformation Forward

- **Cloud:** Enabled the leading global provider of smart devices HONOR's e-commerce platform to serve its customers across Asia, Africa and Latin America through our AI-powered α Edge cloud solution. Our cloud is SAP, ISMS and PCI DSS certified, and we expanded our cloud-based collaboration services with Zoom (Malaysia)
- **Smart Services:** Delivered smarter solutions that provide new value-added digital and intelligent services in workforce safety, smart factories and smart utilities
- **Digital Connectivity:** Accelerated the adoption of IR4.0 and Industry4WRD Digital Transformation through a collaboration with MIDA by delivering high-speed broadband to 33 key industrial areas nationwide
- **Banking & Healthcare:** As the Preferred Digital Partner, we forged collaborations with several key customers such as Bank Islam, Golden Touch Investment Bank and Sunway Healthcare Group to accelerate their digital transformation
- **Education:** Ensured a smooth and uninterrupted digital citizen services experience by powering key Government platforms with robust and scalable cloud services such as the SPM & STPM examination results portal for the Ministry of Education (MOE)
- **Government:** Contributed to a future-ready Government by equipping officials with digital skills and knowledge through Cloud Connect Academy in partnership with TM's MyDIGITAL Managed Services Provider, Cloud Connect Sdn Bhd

Strengthening Malaysia's Cybersecurity

- Collaborated with CyberSecurity Malaysia to build greater cybersecurity awareness, enhance Malaysia's cybersecurity maturity level and strengthen cyberspace resilience
- Formed strategic partnerships with top global industry players i.e., Telefónica Tech, to strengthen the digital infrastructure of private/public sectors through global cybersecurity solutions
- Provided end-to-end comprehensive cybersecurity solutions delivered principally through CYDEC, a portfolio of active cyber defence capabilities, managed security solutions and services

WHAT WE ACHIEVED

Customers

- Provided our customers with an easy and seamless journey to scale their digital connectivity and digital infrastructure needs with TM One's professional and managed services
- Enhanced the productivity and efficiency of our customers through the adoption of smart services that are powered by AI, analytics, the Internet of Things (IoT) and a single integrated platform

Government & Regulators Shareholders & Investors

- Accelerated the Government's journey towards digitalisation as the sole local CSP appointed in the MyDIGITAL panel
- Enabled the Government's digital aspiration and initiatives, e.g., Shared Prosperity Vision 2030, 12MP, MyDIGITAL and various State Governments' digitalisation initiatives by connecting 90% of federal and state Governments and agencies nationwide
- Managed services for thousands of large enterprises with tens to hundreds of sites and devices each from across all industry verticals, critical and key economic sectors covering logistics, transportation, retail, manufacturing, healthcare, education, banking and financial institutions, energy and others
- Deployed smart city solutions that help local authorities address various urban challenges and create a more liveable Malaysia with seven (7) smart solutions

Customers Government & Regulators

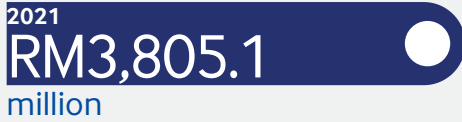
- Enhanced the nation's cyber defence in the public and private sectors to protect citizens and business data against cyber threats
- Built a more secure and sustainable Digital Economy, Digital Government and Digital Society and Malaysians through a robust cyber ecosystem
- Developed Global Cyber Security Operations Centre (G-CSOC)



VALUE CREATED

Value Created For TM

Revenue (RM' million)



Growth
-4%



EBIT (RM' million)



Growth
-10%



Value Created For Stakeholders

Enterprises and Industries Connected

Enterprises



~9,000

Government Agencies



~1,300

ENHANCING CUSTOMER EXPERIENCE

TM One's relationship Net Promoter Score (rNPS) is strong as a "Trusted Brand" in providing best in class customer experience. Shifting towards personalised end-to-end-account experience and active engagement unique to customer needs.

TM One gives significant impact and progress in using a customer-driven approach to further enhance customer experience.

HOW WE ENHANCED CUSTOMER EXPERIENCE

Customers' journey and interactions with TM One have improved as shown by the:

- Reduced the number of Detractor Customers from 10% (mid-year) to 9% (year-end)
- Zero Detractor Customers across several states
- Improved number of Promoter Customers from 54% (mid-year) to 57% (year-end)

Differentiated account experience

- Proactively reviewed customer issues and provided value-added service consultancy



- Customers have greater trust in TM One's services, with an increase in trust rating score from +37 (mid-year) to +45 (year-end)

Bandwidth Optimisation & Opportunity Spike Taskforce (BOOST)

- Deployed additional access points to increase customer utilisation for Government agencies



- Customers from the public sector are more satisfied with TM One, as shown by the eight-point improvement in the Customer Satisfaction Index for Government agencies

AWARDS & RECOGNITIONS

Recognising our capabilities as the leading nation’s digital enabler for enterprises and the public sector and the best place to work, TM One has received various accolades from partners, environmental bodies, Financial Services authorities, research institutions, and even international media. Our infrastructure is also certified as meeting the various global industry standards.



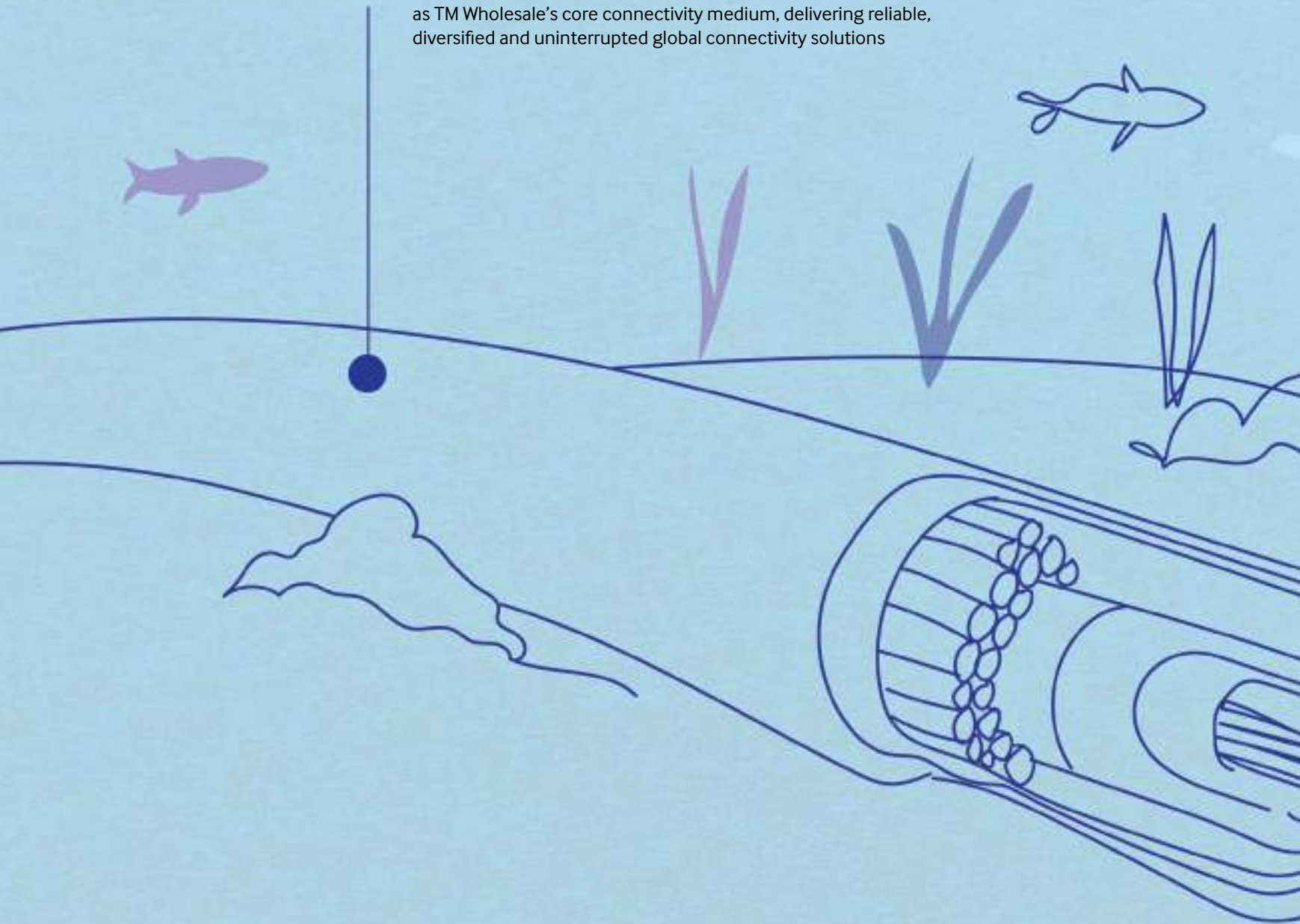
CATEGORY	AWARDS	AWARDING BODY
Partner Recognition	Cloud & Managed Services Partner of the Year 2021	Cisco
	Transformational Deal of the Year 2021	Cisco
	Public Sector Partner of the Year 2021	Cisco
	2021 Best Partner Award – Cloud	Huawei
	2021 Capability Improvement Partner Award	Huawei
Environmental	Certified Green Building Index for IPDC	Green Building
	Certified Leadership in Energy and Environment Design for Data Centre	LEED
Security	Certified RMIT for Data Centre	Bank Negara Malaysia
	Certified TVRA for Data Centre	Monetary Authority of Singapore (MAS)
ISO	ISO 9001 for Connectivity, ISO 20000 for Service Desk, ISO 27001 for VAS and NOC, Data Centre, Cloud and Business Process Outsourcing (BPO)	ISO
Data Centre	Certified Uptime Tier III Constructed Facility for IPDC and KVDC	Uptime Institute
	Certified TIA942 Rated 3 for Brickfields DC	ANSI/TIA942
	Certified PCI DSS for KVDC, IPDC and Brickfields DC	Payment Card Industry Security Standards Council (PCI SSC)
Customer Experience	2021 Malaysia Domestic Customer Experience Outsourcing Services Customer Value Leadership Award	Frost & Sullivan
	2021 Indonesia Customer Experience Contact Centre Outsourcing Services Customer Value Leadership Award	Frost & Sullivan
Employee Engagement	2021 Best Stellar Workplace Award for Small Employer	KONTAN
	2021 Stellar Workplace Recognition in Employee Commitment & Satisfaction	KONTAN

MOVING FORWARD

We are cautiously optimistic for 2022, in which we expect economic and business recovery from the pandemic. As organisations seek to remain competitive and pursue their growth and transformation ambition, TM One’s comprehensive, robust and secured end-to-end managed services and digital solutions will enable businesses to unlock their full digital potential through agile technology, infrastructure and capabilities. TM One’s team of experts and professionals will continue to assist and advise our customers throughout their digital transformation journey towards addressing their business challenges, from strategic review and risk assessment to outlining the action plans through to implementation and operations support.

TM One’s building blocks of next-generation digital connectivity that include 5G services, cloud and data centre services, bolstered with cybersecurity solutions, empower organisations to harness the power of AI, Big Data and analytics, IR 4.0 and smart services. With the adoption of agile practice, design-thinking process and RPA, we could optimise business processes and workflows by harnessing insights from your data through our business intelligence-based solutions.

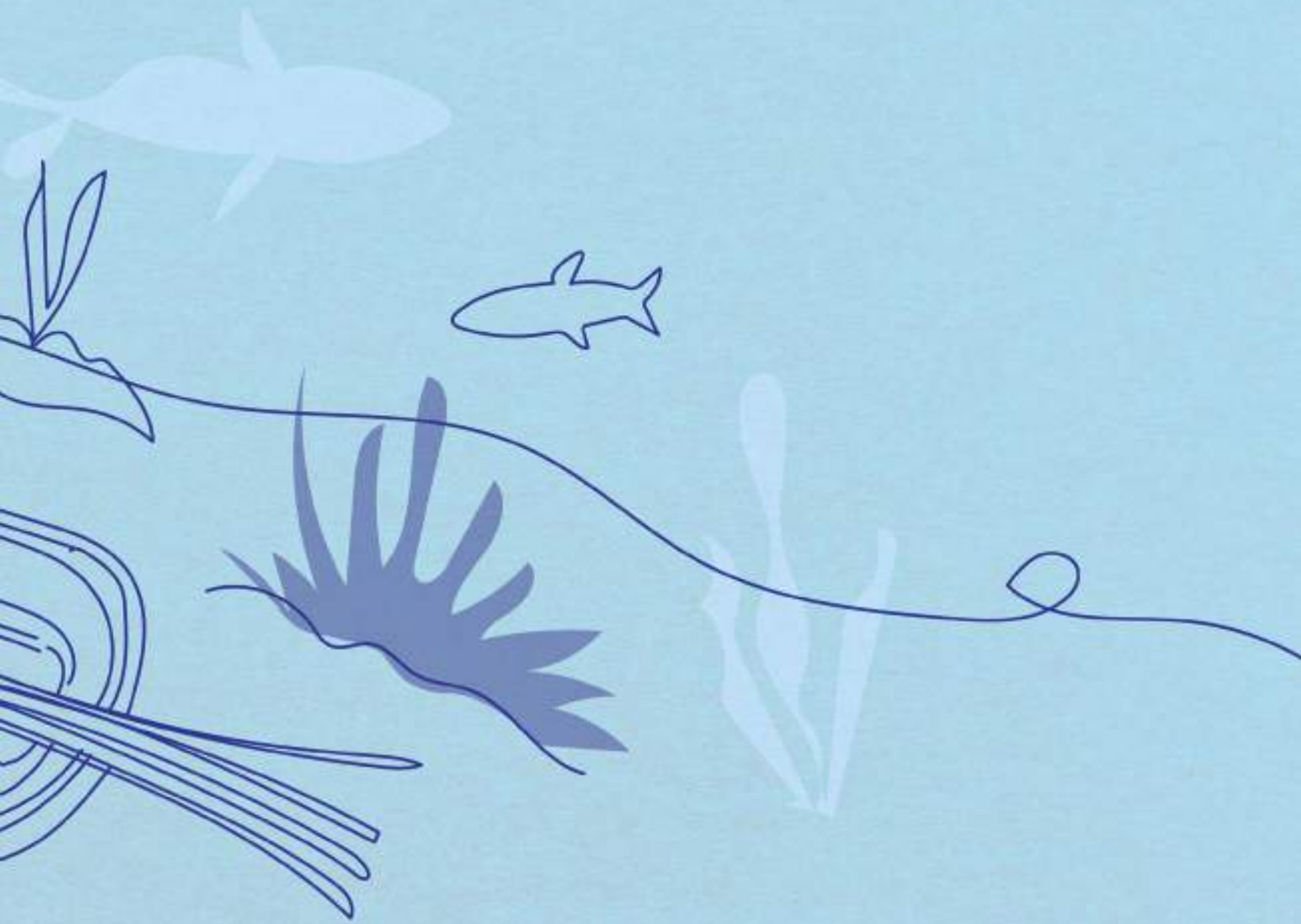
A total 320,000 kilometres of discrete submarine cables serve as TM Wholesale's core connectivity medium, delivering reliable, diversified and uninterrupted global connectivity solutions





Bridging solutions

As the nation's primary backend connectivity solutions provider, TM Wholesale's goal is to position Malaysia as a regional hub with its bespoke digital solutions repertoire. This is achieved through its extensive partnership ecosystem and includes both high-speed broadband and mobile infrastructure





BRINGING A DIGITAL MALAYSIA TO THE WORLD

Since the inception of the wholesale division in 2004, TM Wholesale has been relentlessly diversifying our wholesale infrastructure solutions to provide greater reachability and resilient connectivity in both domestic and international segments. In 2021, TM Wholesale continued to add value to our digital infrastructure solutions by increasing our CDN footprints worldwide and bringing them closer to the end-user. At the same time, TM Wholesale enhanced its 4G and 5G network solutions to accelerate digital inclusivity in Malaysia. TM Wholesale has also been amplifying TM’s regional coverage by expanding PoPs and submarine cable network reachability on top of the newly established TMiX nodes nationwide. This takes us one step further towards making Malaysia a digital hub for the ASEAN region.

Please click [here](#) for more information on TM Wholesale

WHAT WE DO

TM Wholesale’s focus encompasses domestic wholesale and international business, offering an extensive range of core connectivity and digital infrastructure solutions to customers worldwide. For the Malaysian market, TM Wholesale strives to become the trusted wholesale infrastructure provider and 5G enabler through its end-to-end customised wholesale data, connectivity and platform solutions. TM Wholesale continues to enrich the digital ecosystem in complementing Malaysia’s digital blueprint aspiration with its vast and unparalleled infrastructure of over 650,000 km fibre-optic cables and more than 3.0 million broadband access ports.

In the international market, TM Wholesale aims to position Malaysia as a bespoke digital hub for the ASEAN region by expanding its digital

infrastructure and solutions through comprehensive partnership ecosystems with hyperscalers and global service providers worldwide. TM Wholesale is supported by 30 submarine cable systems spanning over 320,000 km with almost 60Tbps capacity worldwide, 28 international gateway Points of Presence (PoPs) and over 80 Content Delivery Network (CDN) nodes to deliver reliable, diversified and uninterrupted global connectivity solutions to customers. This extensive global coverage is complemented by wide-ranging wholesale data centre capabilities, including more than 10Tbps of local and international peering capacity and over 30 TM Internet Exchange (TMiX) nodes nationwide. TM Wholesale is committed to making business easier for customers by providing integrated wholesale domestic and global solutions, connecting Malaysia and the rest of the world.

OUR FOCUS IN 2021

WHAT WE DID

Connecting Malaysia to the World

- Enhanced extensive submarine cable portfolio, enabling Malaysians to experience augmented digital journey of global connectivity
- Intensified global connectivity footprints through additional PoPs in major cities worldwide for greater internet experience for Malaysians
- Improved customer experience for Malaysia’s business establishments globally via TM’s Regional Offices’ presence in six (6) strategic continents

WHAT WE ACHIEVED

Customers

- Customers receive greater reachability for international data services with **30** submarine cables worldwide, connecting them to the world
- Customers gain extended coverage worldwide through over **100** global PoPs locations, including **28** international gateway PoPs for diversified core and adjacent business services
- Improved customer satisfaction and loyalty, as indicated by a **+35** score in the NPS index

Shareholders & Investors

- Improved financial performance, with close to **40%** revenue growth from main global data product offerings



OUR FOCUS IN 2021 (CONT'D)

WHAT WE DID

Bringing the World to Malaysia

- Brought business, media, entertainment and education contents closer to home through amplification of CDN services and nodes in Malaysia, ASEAN and the rest of the world
- Expanded wholesale data centre capabilities and internet ecosystem providing greater reachability for hyperscalers and global service providers in Malaysia
- Established TMiX over TM's wholly-owned IP backbone network as part of TM Wholesale's effort to make Malaysia a digital hub for the ASEAN region

Enriching Malaysia's Digital Ecosystem

- Fortified the digital experience by providing superior 4G and 5G fibre infrastructure services to all mobile service providers
- Ensured digital inclusivity among Malaysians through boundless efforts on expansion of High-Speed Broadband (Access) infrastructure covering urban and rural communities

Positioning Malaysia as the Region's Digital Hub

- Delivered comprehensive wholesale solutions enabling cutting-edge digital offerings for domestic and regional service providers
- Consolidated the region's digital connectivity requirements, leveraging Malaysia's strategic geo-position as a terrestrial superhighway connecting ASEAN to the world

WHAT WE ACHIEVED

Customers

- Customers gain access to more than **80** CDN nodes worldwide in delivering content closer to end-users for greater customer experience and service quality
- Improved interconnection capabilities for customers, with more than **15** major hyperscalers and DSPs within TM's data centres
- Enhanced cost and operational efficiencies for customers through an open interconnection internet exchange ecosystem with more than **30** TMiX nodes nationwide

Government & Regulators

- Strengthen TM's position as the preferred wholesale infrastructure provider in catalysing Digital Malaysia's aspiration

Shareholders & Investors

Customers

- Increased opportunities for mobile service providers to expand service coverage and bandwidth upgrades with more than **3,000** fiberised sites nationwide, enabling a greater digital experience for Malaysians
- Resilient broadband infrastructure services even in the pandemic state of affairs with more than **3.0 million** broadband ports allowing continuous internet access for Malaysians throughout the year

Shareholders & Investors

- Improved financial performance, with close to **20%** revenue growth from main domestic data product offerings
- Strengthen TM's position as the preferred wholesale infrastructure provider in catalysing Digital Malaysia aspiration

Customers

- Provided customers with ease of mind through comprehensive domestic and international wholesale solutions from a trusted single provider, enabling improved operational excellence to domestic and regional customers

Government & Regulators

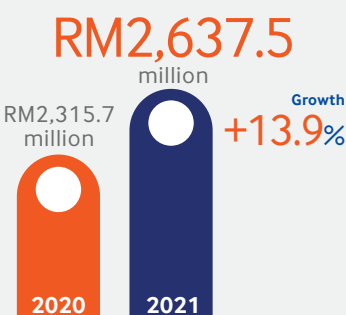
- Superior network coverage in Malaysia and the rest of the world through **>650,000 km** domestic fibre cables and **>320,000 km** submarine cables

Shareholders & Investors

VALUE CREATED

Value Created for TM

Revenue (RM' million)

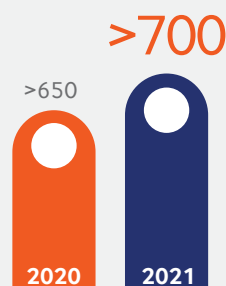


EBIT (RM' million)



Value Created for Stakeholders

Total Customers Worldwide



Domestic



International



ENHANCING CUSTOMER EXPERIENCE

Manifesting a world-class customer experience remained a top priority for TM Wholesale, with an increased focus on delivering convenient and personalised services throughout the customers' journey. Through various initiatives implemented this year, the team achieved greater levels of customer satisfaction, with an improved NPS of +35.

HOW WE ENHANCED CUSTOMER EXPERIENCE

Focus Group for Incident Management

- Established highly skilled teams to expedite customers' incidents resolution in both domestic and international markets



- Delivered TM Wholesale's promise to customers, with a 98% achievement on Service Level Agreement (SLA)

Enhanced Service Quality Improvement Group (SQIG)

- Synergised TM's internal stakeholders for comprehensive service to customers



- Increased customers' operational efficiency by 3% YoY services up-time improvement

Fulfilment Task Force

- Enhanced the fulfilment task force, leveraging an automated partner selection mechanism based on performance and track records



- Customers served by the most capable and qualified partners, contributing to an outstanding NPS score of +35

Digitalised Internal Reporting Dashboard Initiative

- Introduced an automated reporting dashboard for enhanced operational efficiency



- Faster response to customers on project status with better visibility to resources and infra-availability

AWARDS & RECOGNITIONS

TM Wholesale has been recognised as a trusted partner in delivering seamless integrated solutions and infinite possibilities to accelerate customers' connectivity and coverage to the digital world. This is reflected in the various accolades received by TM Wholesale during the reporting year.



AWARDS

Asia Pacific Zero Outage Supplier Award 2020

Excellent Carrier Partner Award 2021 under Regional Strategic Partner category

Network and Resources Cooperation Award 2021

AWARDING BODY

T-Systems International GmbH

China Telecom Global Limited

China Unicom Global Limited

MOVING FORWARD

In the years ahead, TM Wholesale will continue to drive wholesale business growth in both domestic and international segments. Domestically, towards becoming the trusted wholesale infrastructure provider and 5G enabler, TM Wholesale will focus on propelling Malaysia's digital blueprint through continuous support for JENDELA and MyDIGITAL aspiration. The LOB will further pursue nationwide 4G and 5G fibre infrastructure deployment, expand broadband access coverage and promote comprehensive strategic collaboration with domestic service providers. Additionally, TM Wholesale will deepen TM's in-country edge network solution nationwide to make the content closer to the end-user for a better-quality service experience. Its subsidiaries, Fiberail and Fibrecomm, are joining the course to enrich core business values as well as enhance adjacent and digital services.

Globally, TM Wholesale will continue its aspiration of becoming a bespoke digital hub for the ASEAN region, mainly through strategic collaborations with hyperscalers and global service providers in Malaysia. TM Wholesale will further invigorate its core foundation by acquiring efficient submarine cable capacity, strengthening end-to-end wholesale data centre solutions and establishing strategic partnerships with digital players worldwide. Its CDN solutions are advancing towards a broader range of edge services in parallel with the region's revolution of edge computing and cloud gaming. Customer experience remains a top priority, with the diversification of offerings as well as enhancing products and services to ensure business continuity and sustainability.

SHAPING A DIGITAL PERFORMANCE CULTURE

As part of the New TM transformation, Group Human Capital Management (GHCM) continues to future-proof our people with skills for new growth areas that will elevate our business to the next level. Beyond business performance and growth, GHCM also ensures that organisational health is well-taken care of, and a new culture and way of working are prioritised.

GHCM implemented various measures to keep *Warga TM* safe and engaged as they adapted to changes in their work environment. This included helping them navigate the challenges of working amidst the pandemic, and subsequently adjusting to the new hybrid working model as restrictions were being lifted.

GHCM's commitment to creating an inclusive and innovative work culture resulted in TM's reputation as 'Employer of Choice', with various awards and accolades received in 2021.

AWARDS & ACCOLADES



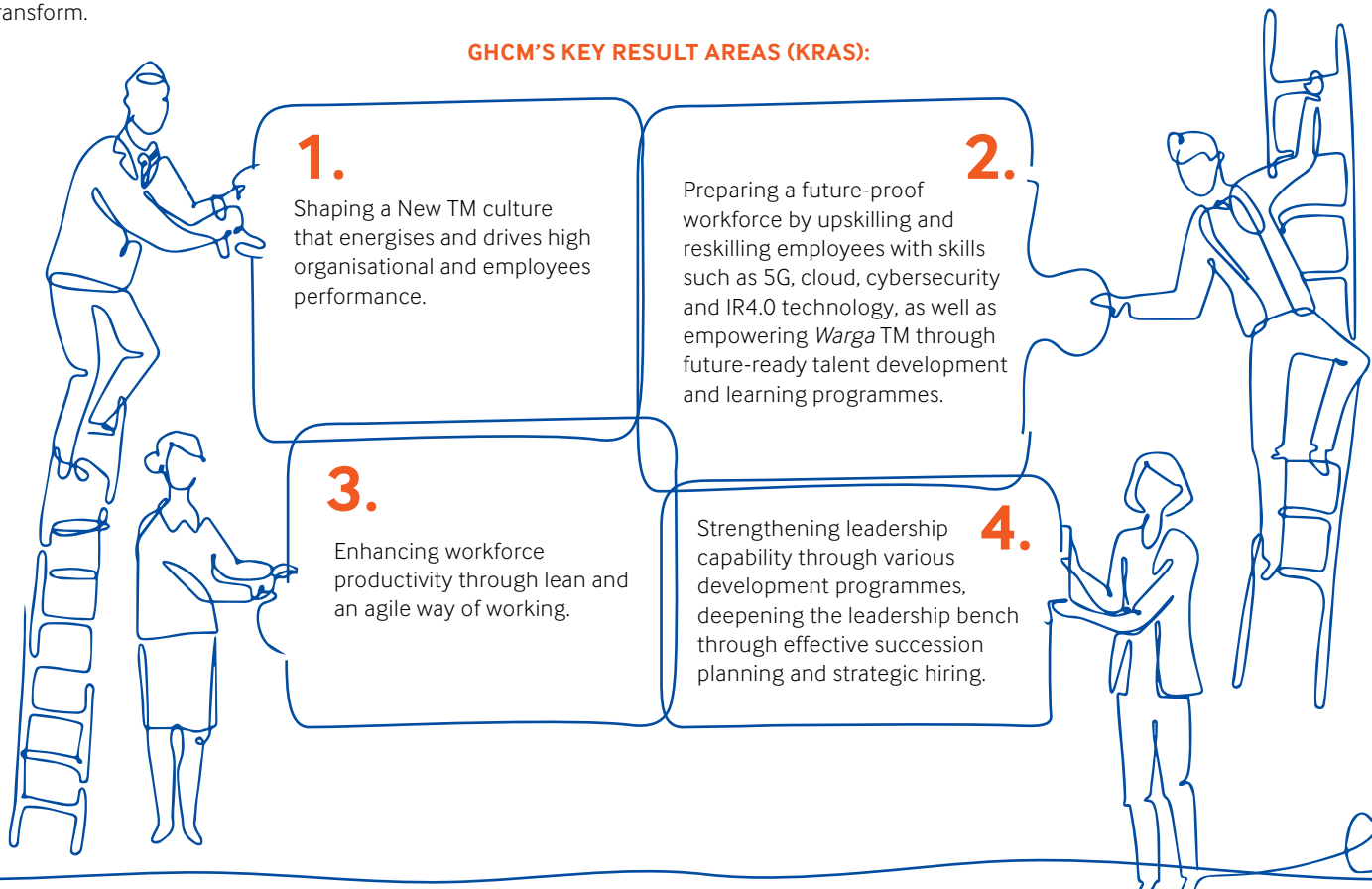
- Malaysia's 100 (M100) Leading Graduate Employers 2021
- Graduates' Choice Award 2021/2022
- GRADUAN Brand Awards 2021
- LinkedIn's 2021 Top Companies – Top 5
- HR Asia Best Companies to Work for In Asia 2021
- Asia's Best Employer Brand Award 2021

WHAT WE DO

GHCM partners with business units and leaders to drive organisational and people transformation that creates sustainable impact and realises our Digital Malaysia aspirations. This is done through future-proofing our organisation, continually equipping our people with the right skill sets and winning behaviours, reinforcing the agile way of working and reshaping our workforce into a stronger execution engine that perform and transform.

We strive to maintain an energising working environment and work culture that keep our employees highly engaged and motivated. The goal is to bring out the best of the employees, driven by a higher sense of purpose and unified objective to deliver 'Life and Business Made Easier' for all Malaysians.

GHCM'S KEY RESULT AREAS (KRAS):



OUR FOCUS IN 2021

WHAT WE DID



New TM Culture

- Launched the new Culture Statement called #IniCaraKita in Sept 2021 to reenergise the organisation
- Infused OHI measurement into leaders' KPIs to strike the right balance between organisational performance and organisational health
- Implemented a comprehensive culture change programme throughout all levels of the organisations to align mindsets, and ensure #IniCaraKita behaviours permeate into the day-to-day work habit of employees

Stakeholders  Employees



Future-Ready Employees

- Equipping *Warga TM* with the skills to drive the organisation's new growth areas such as 5G, cloud, cybersecurity and IR4.0
- Intensified the Now Everyone Can Sell (NECS) upskilling programme to rally and prepare non-sales employees to contribute to revenue growth

Stakeholders  Employees  Customers

COVID-19 Initiatives

- Consistently keeping abreast of and complied to the latest SOPs and guidelines set by authorities
- Supported the national vaccination effort by turning Multimedia University (MMU) Cyberjaya and Melaka campuses into vaccination centres (PPV), as well as deploying volunteers at PPVs nationwide
- Provided a holistic support system for employees affected by COVID-19
- Protected employees and customers as well as ensuring continuity of TM's operations by driving vaccination rates
- Intensified multi-faceted communication and well-being programmes to ensure employees physical and mental health are supported, and spirits are kept high

Stakeholders  Employees  Government & Regulators

WHAT WE ACHIEVED

- Culture Statement #IniCaraKita launched with **12** winning behaviours expected of each employee
- Unified and strong public commitment by top management to embrace and role-model #IniCaraKita
- Introduced culture microsite as central point of reference, and held quarterly talks to generate interest and understanding
- Over **100** Culture Champions handpicked, trained and ready to drive #IniCaraKita at various levels
- **33** sessions of immersive and interactive culture training conducted from October to December for top management followed by next level teams



- **2,144** employees trained in 5G
- Organised trainings in data centre, cloud and cybersecurity, resulting in potential sales/deals worth **RM166.0 million** and closed deal of **RM123.6 million**
- NECS training generated close to **22,000** physical sales generated, contributing to **RM58.6 million** in revenue



- **109** COVID-19 communications sent to employees from 2020-2021
- **99.6%** of TM employees vaccinated
- **RM6.4 million** spent on COVID-19 Special Allowance for frontliners
- **176** well-being 360 programmes held virtually to support *Warga TM* including virtual fitness sessions, health talks and webinars
- **24** mental health sessions held, with more than **3,700** employees attending



OUR FOCUS IN 2021 (CONT'D)

WHAT WE DID

Driving High-Performance

- Strengthening performance management culture with goals that are aligned to the overall organisational strategies. Driving discipline to ensure performance feedback and review are conducted on timely basis
- Sharpening pay-for-performance through differentiated rewards for high performers
- Reinforcing Employee Performance Enhancement Programme (PEP) to manage and improve below-expectation performers
- Enhancing efficiency and employee experience by migrating performance management system for Non-Executive (MAPSNE) employees into a single platform

Stakeholders



Employees



Shareholders
& Investment
Communities

For more details on our Human Capital management, please see pages 107 to 112.

WHAT WE ACHIEVED

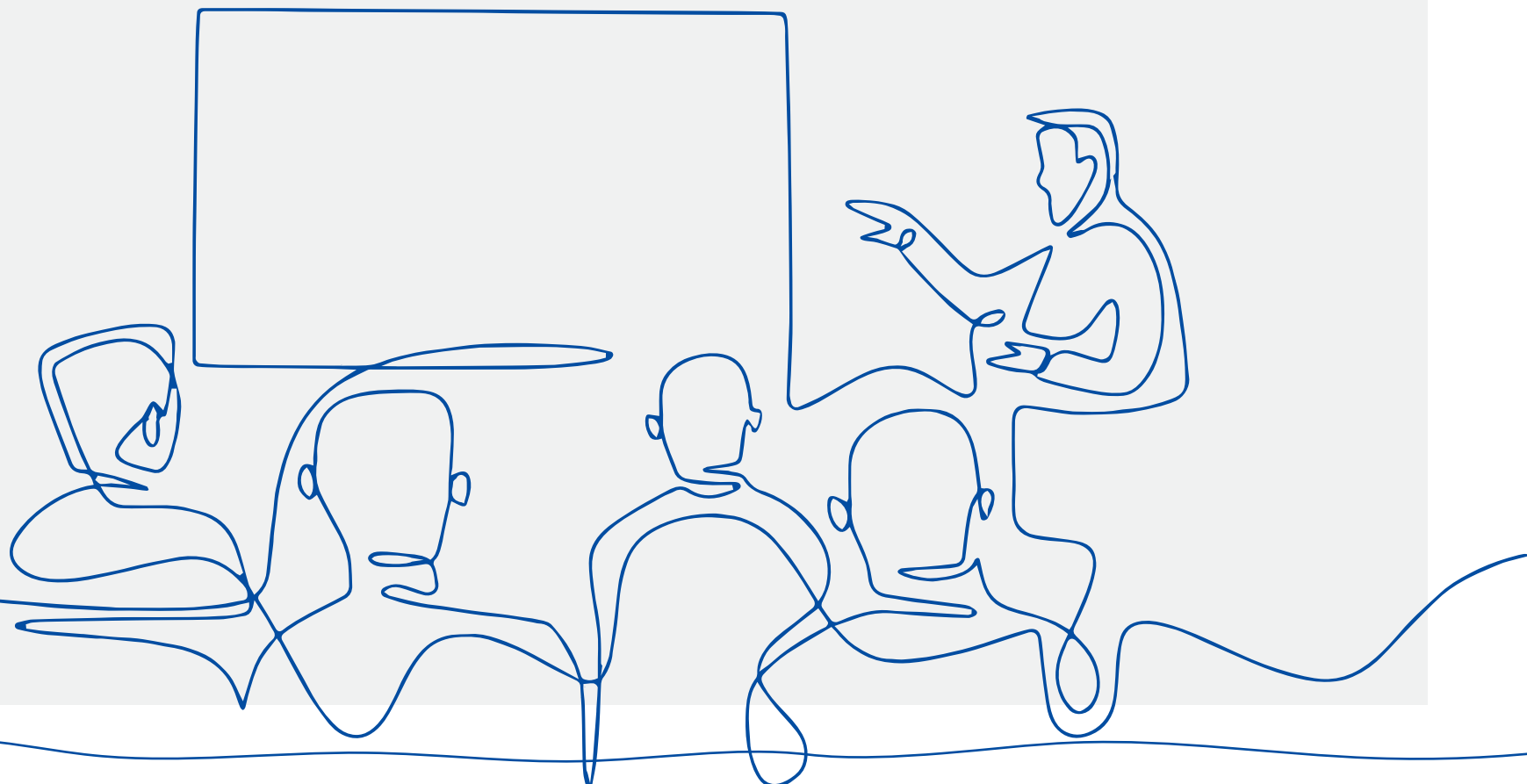
- **98%** completed mid-year and year-end performance reviews ahead of schedule
- **100%** of Non-executives in TM are onboard the new performance management system (MAPSNE)

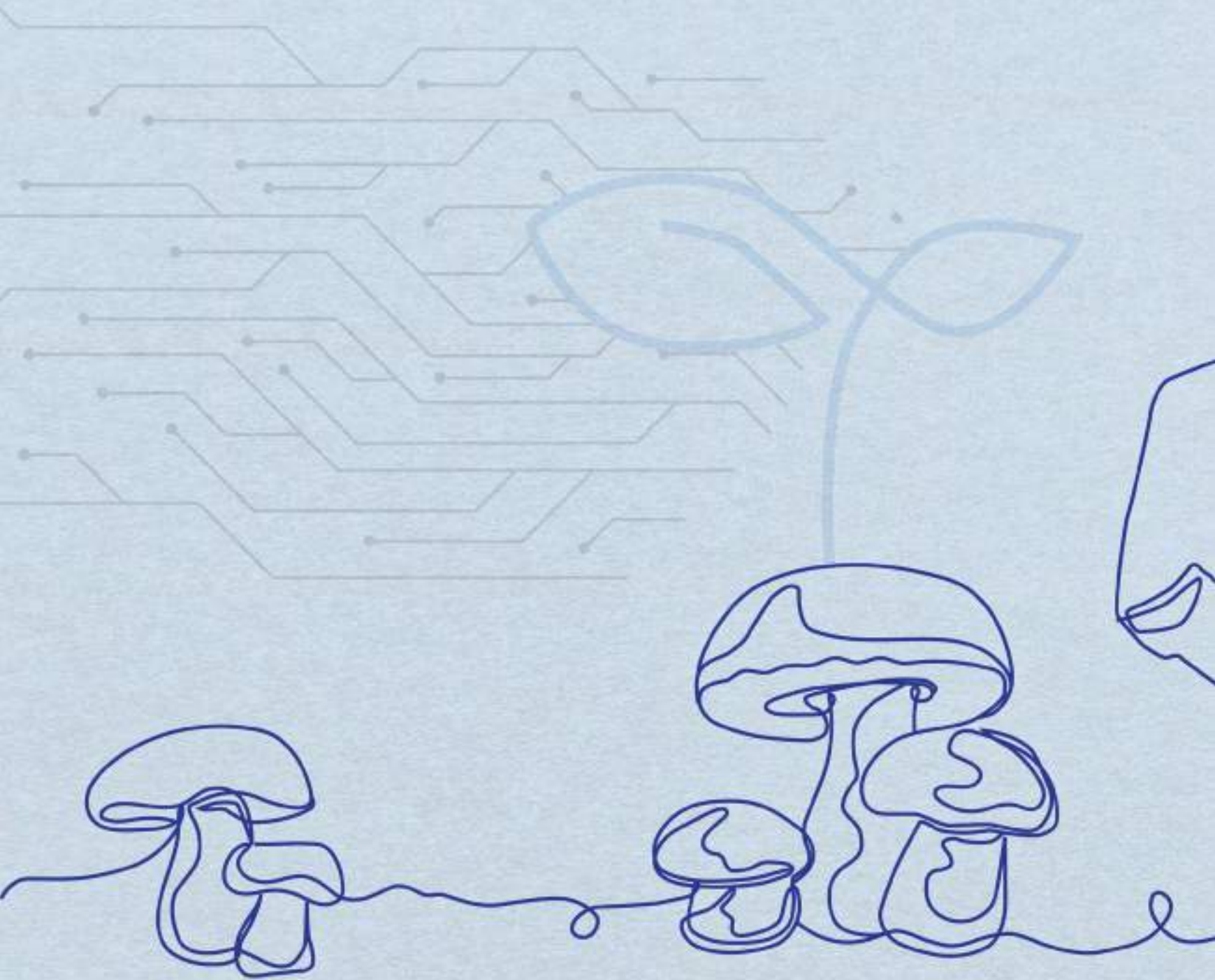


MOVING FORWARD

In 2022, GHCM will continue to drive business strategies through timely and effective HR initiatives, in support of the New TM transformation. GHCM will build on the foundation laid in 2021 to future-proof our workforce, inculcate a high-performance culture, strengthen talents and capabilities, turbo charge our way of working through agile practices, redesign our operating model and optimise our organisation.

Through its efforts, GHCM strives to strengthen TM's reputation as the 'Employer of Choice' and to realise its aspiration to become a human-centred technology company.





Business made easier

To facilitate the nation's transition to digital business, inclusive ecosystems are put in place to ensure that businesses, regardless of scale, are able to compete on an even footing. Priority concerns relevant to this segment are ease of use and accessibility, to better accommodate the digital fluency of potential users



Mushroom farmers in Pahang have leveraged their newfound digital solutions by unifi business to complement their existing repertoire, to great success



THE BACKBONE OF OUR NETWORK

Group Network & Technology (GNT) continues to play a central role in supporting JENDELA and closing the digital divide, which has been particularly crucial with the ongoing COVID-19 challenges. As the nation faced repeated MCOs, we witnessed increased consumer bandwidth consumption, changes in customer behaviour and higher expectations for stable connectivity. Through a proactive network management approach, GNT stepped up to meet the surge in internet traffic, while expanding our infrastructure network to deliver connectivity to rural communities.

WHAT WE DO

As the backbone of the Group, GNT is responsible for the planning, building, operating and maintenance of the TM network infrastructure, delivering critical connectivity to customers. GNT's core focus is Connectivity Excellence. This means continuously improving operational efficiency for better service quality, as well as modernising the network infrastructure to meet future demands. GNT aligns the overall network





modernisation strategy with the New TM Compass, which contributes to growth for all business units. It also continues to optimise costs for network/technology investment and network operations and maintenance. By taking care of our critical network, GNT plays a central role in our ability to create stakeholder value.

OUR FOCUS IN 2021

WHAT WE DID

Network Expansion & Optimisation

- Accelerated fibre rollout to increase network coverage to more households and businesses
- Decommissioned legacy copper network into fibre network for faster internet speeds
- Implemented Mobile Network Smart Rollout to optimise our Long-Term Evolution (LTE) rollout plan focusing on profitable and strategic driven sites
- Optimised network capacity and simplified processes through automation to improve customer experience
- Leveraged our partners for targeted Multi-Operator Core Node (MOCN) sites activation to mitigate the 3G sunset impact
- Deployed intelligent technologies, SDN and NFV to improve network efficiency and productivity

Stakeholders  Customers  Government & Regulators  Communities  Shareholders & Investment Communities

For more details of our network infrastructure, please see pages 86 to 90.

WHAT WE ACHIEVED

- **5.77 million** fiberised households in 2021*
- **800Mbps** internet speed delivered
- **RM67.5 million** in cost savings through network optimisation
- **1,183,890** new service installations and **1,058,235** network ports deployed in 2021 (**record-breaking**)

* As declared to MCMC

MOVING FORWARD

GNT will continue to drive the Group's network excellence in the years to come as we continue to enable a Digital Malaysia. This includes Network Modernisation in areas such as Next-Generation Transport Network, Telco cloud, Edge cloud facility, IPTV, Broadcast and Next Generation Voice Platform, which allows us to explore creative solutions for autonomous operations to elevate the customer experience. On the submarine cable system, GNT is developing an international cable (SMW6) and a few domestic cables for increased capacity and coverage.

As the leading service provider in Malaysia, GNT will continue venturing into predictive and proactive service capabilities; leveraging solutions developed in-house by TM R&D. GNT's National Network Operation Centre (NNOC) will utilise the award-winning intelligent analytical platform (CAMELIA) to manage our network. At the same time, GNT continues to develop 5G backhaul for DNB, with services offered to unifi Mobile customers within coverage areas. Lastly, GNT will continue to future-proof our access infrastructure by expanding fibre coverage whilst decommissioning the legacy copper network.

PAVING THE WAY TOWARDS DIGITAL

Group IT & Digital (GITD) continued to propel the Group’s digital development forward in 2021. Guided by the New TM Compass, GITD remained focused on strengthening its position as a technology enabler and data-driven in-house organisation. Throughout the year, GITD greatly exceeded multiple of its organisational optimisation targets. This includes TM’s RPA robot taking over annual human work hours by almost 150% more than the initial and the Value Programme’s headcount optimisation of over 200% of the year’s target. By championing digital and technological solutions, GITD contributed RM14.7 million in EBIT for the Group, making us on track to achieving our target of RM65.0 million by 2023.



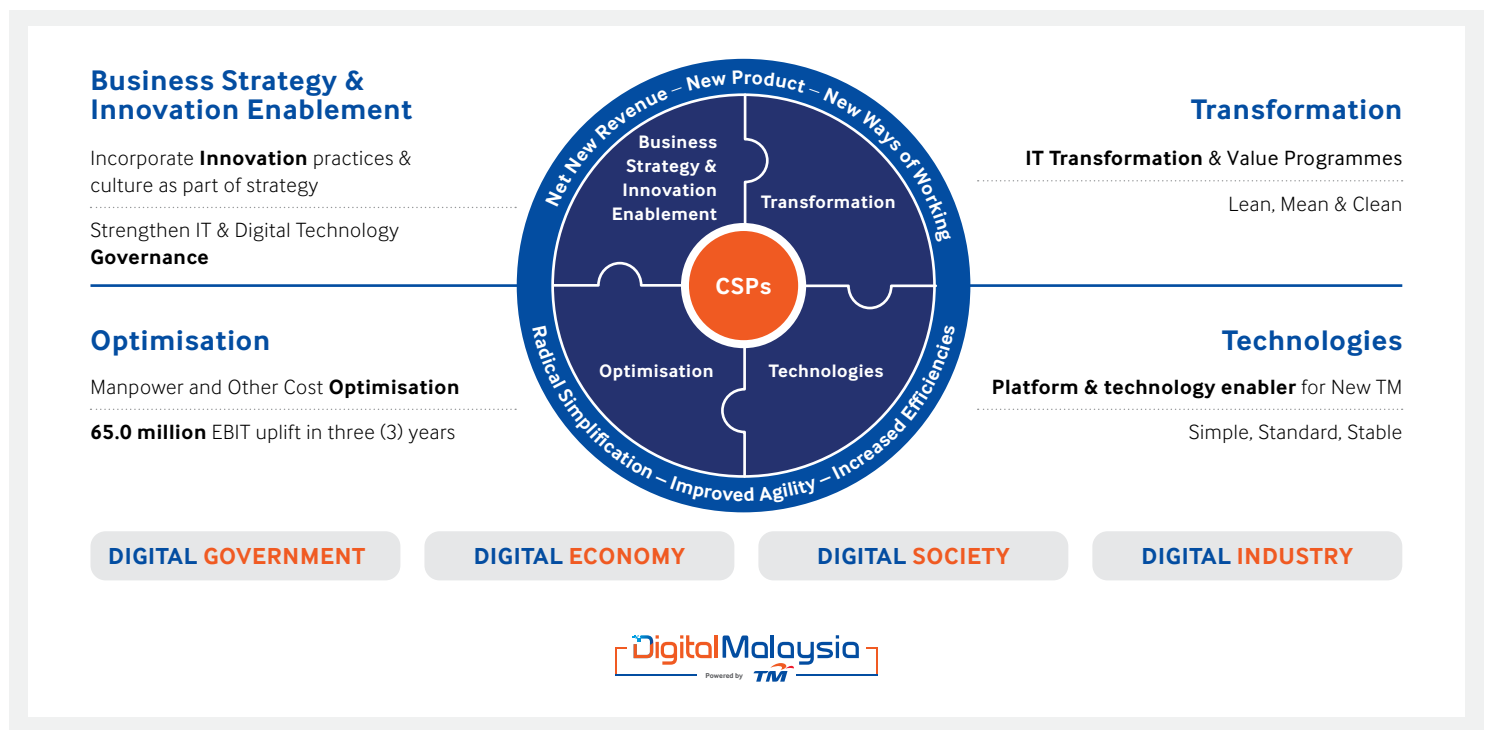
AWARDS & ACCOLADES

- **“Best Use of AI/Automation to Increase Productivity”** from INSPIRE Tech Awards 2021
- **“Digital Transformation Award”** from Asia Pacific Cloud & Data Centre Awards 2021

WHAT WE DO

The industry is undergoing fundamental and disruptive transformation, underpinned by the emergence of new smart technology ecosystems and digital players driving a radical shift in value enablement. As a response, we established GITD two (2) years ago to transform TM accordingly, into a “Lean, Mean and Clean” organisation via “Simple, Standard and Stable” principles. GITD catalyses the Group’s digitalisation agenda and creates greater stakeholder value. GITD focuses on creating a future-proof organisation through two (2) methods—Automation & Digitalisation and Digital Hybrid Workplace.

Through innovative technological solutions, GITD helps the Group improve process efficiencies, generate higher revenue, optimise cost savings and, more importantly, make life easier for our customers and people. Additionally, GITD’s IT Transformation Plan has enabled TM to be among the 25% of communication service providers in Malaysia developing programmes to participate in digital ecosystems, thus giving us a head start on the competition. Despite its relatively ‘young’ age, GITD continues to make commendable progress in cost optimisation, future-proofing the business and charting the path for TM to transform into a human-centred technology company.





OUR FOCUS IN 2021

WHAT WE DID


Value Programme (VP)

- **Stellar Project:** Championed the BSS transformation by migrating unifi Mobile customers onto a new platform
- **CX Transformation:** Implemented interactive bill management system (iBill), Campaign Management System (CMS) and SPICE.ai to improve customer processes
- **Cloud Infrastructure:** Implemented iGrid as a micro-services and multi-cloud ready platform together with an advanced implementation of security protection against threats

Stakeholders  Customers  Shareholders & Investment Communities



Productivity

- **ROBIN:** Expanded TM's RPA to take over annual work hours throughout the organisation
- **Digital Tools:** Developed in-house digital solutions to improve productivity i.e., 'Trust' (Productivity App) and 'Tribe' (agile resource management and tracking system)
- **Project Hijrah:** Consolidated multiple tools/applications into a single platform to create a Digital Hybrid Workplace

Stakeholders  Employees  Shareholders & Investment Communities

People Optimisation

- **ISO Certifications:** Obtained certifications to improve the digital and IT of our people. These certifications include:
 - Information Security Management System (ISMS)
 - Test Maturity Model Integration (TMMI) Level 3
 - Software Asset Management (SAM) Maturity Level 1

Stakeholders  Employees  Shareholders & Investment Communities

WHAT WE ACHIEVED

- **RM14.7 million** in operational savings, exceeding the target by **245%**
- **195** headcounts optimised, exceeding the target by **214%**
- **20** applications decommissioned due to application standardisation



- **41** RPAs deployed in 2021, with **132,000** annual work hours off-loaded
- **104%** workforce productivity enabled via in-house digital tools.
- **RM1.2 million** costs saved annually through the Hijrah project



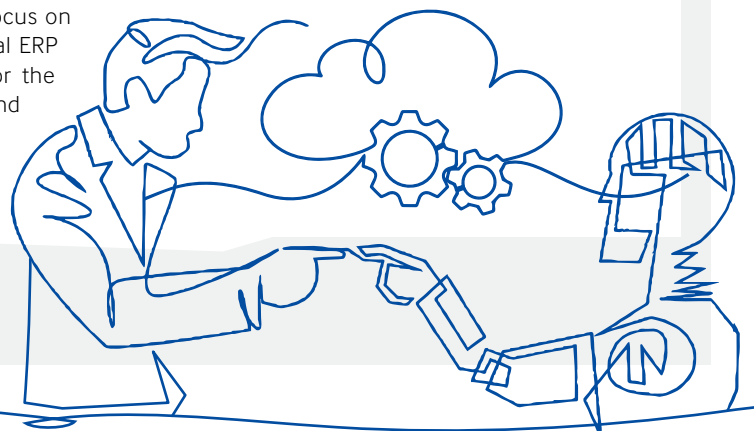
- **109** certifications obtained in strategic knowledge areas

MOVING FORWARD

In 2022, GITD will continue to build its momentum in the value programmes, driving cost and productivity optimisations while future-proofing the organisation. Following the favourable outcome of GITD value programmes in 2021, new value programmes will be introduced, focusing on strengthening IT Operations and delivery.

The STELLAR ecosystem will progress towards becoming 'a matured and robust BSS platform' capable of serving unifi, TM One and TM Wholesale customers for many years to come. To ensure this, GITD will continue with a subsequent migration plan of unifi Broadband and other fixed services upon completion of unifi Mobile migration activities to ensure continuous improvement of TM FMC offerings.

Additionally, Enterprise Resource Planning (ERP) Transformation will focus on more efficient and sustainable business operation with the new Digital ERP implementation and Legacy ERP ecosystem decommissioning. As for the cloud, GITD will help TM transition into a hybrid/multi-cloud model and modern application development.



STRENGTHENING CYBERSECURITY FOR BETTER PROTECTION

Throughout 2021, Group Information Security (GIS) has been planning, executing and measuring the effectiveness of cybersecurity programmes to improve governance, compliance, risk and operations management for TM Group. The programmes have strengthened TM’s infrastructure protection against cyber threats, protected stakeholders’ data and ensured the high availability of TM services at all times. Through GIS, we enable the Group’s business resiliency as we progress with our digital aspirations.

WHAT WE DO

GIS is responsible for protecting TM information security assets against cybersecurity threats and vulnerabilities, to which the organisation’s attack surface may be exposed and constitute information risk. GIS ensures that the Group’s security objectives are consistently met and cyber risks are effectively mitigated, thus contributing to the business

continuity, operational efficiency and cost-effectiveness. GIS is always proactive and aligns with high cybersecurity standards in protecting data privacy and security. Through GIS, we are able to provide a more secure customer and stakeholder experience.

OUR FOCUS IN 2021

WHAT WE DID

Security Policies & Standards

- Periodically reviewed and enhanced TM’s Information Security Policy according to business needs and emerging risks to business assets
- Complied with various international security standards:
 - Information Security Management System (ISO/IEC27001, ISO/IEC27017, ISO/IEC27018)
 - Payment Card Industry Data Security Standards (PCI DSS)
 - Business Continuity Management System (BCMS)

Stakeholders Customers Employees Suppliers Business Partners Shareholders & Investment Communities

Enhance Cybersecurity Culture

- Organised TM’s Cybersecurity Response Drill to increase awareness and preparedness against cyberattacks
- Launched six (6) TM Information Security Policy e-learning modules and cybersecurity webinars for employees
- Distributed information security awareness packs for employees and business partners
- Held continuous fortnightly security awareness and advisory for all employees, subsidiaries, business partners and network administrators

Stakeholders Employees Suppliers Business Partners

WHAT WE ACHIEVED

- Received **ISO/IEC 27001** certifications for the following areas within TM:
 - National Network Operations Centre (NNOC)
 - GITD
 - TM One MERS 999
 - TM R&D
 - GIS Security Operation Centre (SOC)
- Received **PCI DSS** certifications for TM Payment Gateway (PG) System, with ongoing assessment for TM One Cloud Alpha Edge (CAE)



- 80** employees across 13 LOBs participated in the TM Cyber Drill exercise
- 15,905** employees completed the e-learning modules within three (3) months
- 302** employees reached through cybersecurity webinars, targeted at Senior Management and Secretaries



OUR FOCUS IN 2021 (CONT'D)

WHAT WE DID

Strengthen Security Measures

- Expanded our Centralised Vulnerability Assessment System (CVAS) to continuously scan and identify security issues
- Conducted regular security assessments and penetration testing by internal and external teams
- Assessed TM applications to identify weaknesses and vulnerabilities within our infrastructure
- Fortified Identity and Access Control Management as well as enhancing Endpoint Security Management to protect against security incidents
- Adopted Security by Design to ensure security control standardisation across assets and effectiveness is measurable

Stakeholders



For more details on our cybersecurity, please see pages 92 to 93.

WHAT WE ACHIEVED

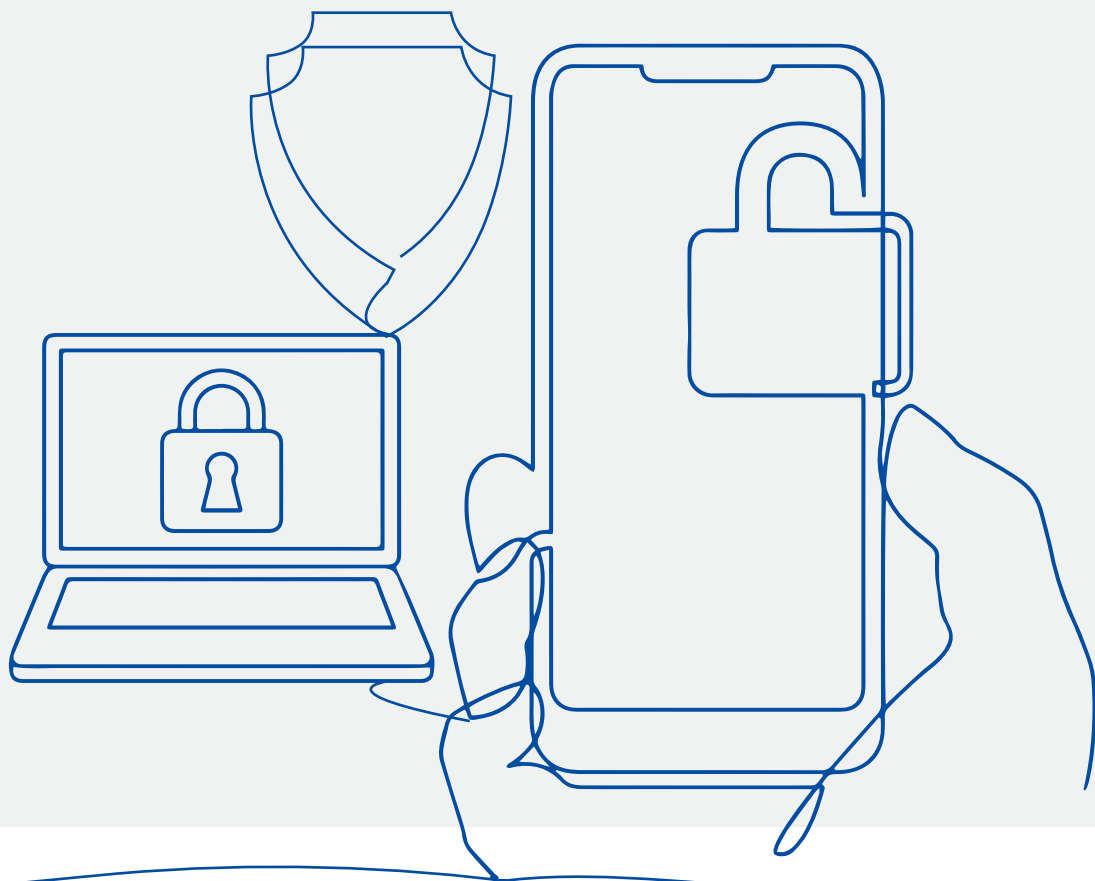
- **165** systems/applications with 4,451 assets have been onboarded in CVAS
- Over **1,000** IP addresses underwent security assessments and penetration testing
- **127** applications assessed
- **18,500** corporate devices installed with Endpoint Protections
- Enhanced security of core authentication system involving architecture enhancement, perimeter controls as well as system and application security policies



MOVING FORWARD

In the coming years, GIS will strengthen cyber resilience to improve the Group's ability to prepare, respond and recover from cyberattacks. This is in line with the Group's objectives toward resiliency in digitalisation. GIS will focus on a top-down approach to security baseline for Access Control, Endpoint Controls, Secure Application Development and Network Security, and solution lifecycle in terms of design, development, implementation and maintenance.

Additionally, GIS is establishing a security champion for each LOB with competence in cybersecurity, thus ensuring the adoption of cybersecurity requirements when implementing digitalisation initiatives/operations. The security champion shall become a force multiplier who can address questions, ensure security awareness, and help enforce cybersecurity best practices across the organisation. GIS will also emphasise periodic engagement and assessment of compliance with cybersecurity standards, best practices and industry requirements, thus protecting our business performance and stakeholder value.





We connect Malaysia to the world with over **300,000km of submarine cables** worldwide, enough to circle the globe 8 times, so the first review of your frozen otak-otak can read

정말 맛있어요

(It's really delicious)



#ProgressForAll

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