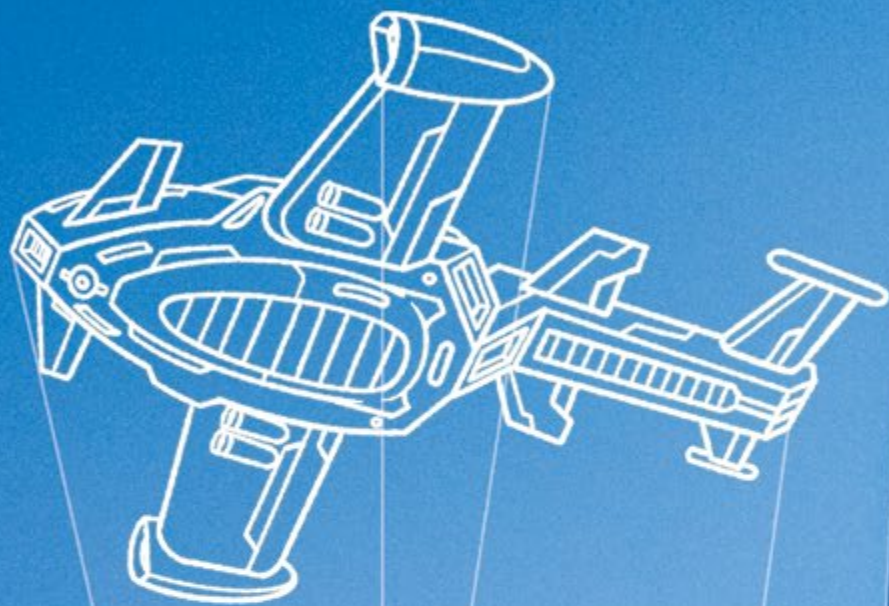


YOUR NEXT IS NOW



**Integrated Annual
Report 2022**

Corporate Overview

COVER RATIONALE



YOUR NEXT IS NOW

Built on a strong foundation and heritage, TM paves its next era as a human-centred technology company. Our purpose and journey is to shape a Digital Malaysia that empowers communities, businesses and Government has come a long way, yet it is far from over; in fact, it has just begun.

We harness technology to create a better tomorrow for all. As Future Shapers, we connect our stakeholders to opportunities by enabling them with innovative solutions that help propel them closer to their next goals. Throughout this annual report, we feature imageries that reflect our commitment:

For communities, we enrich everyday moments by enabling converged lifestyle solutions

For businesses, we enable growth by providing integrated solutions and strategic collaborations that accelerate business transformation

For Government, we accelerate the nation's aspiration towards becoming a Digital Malaysia with holistic connectivity, platform and digital solutions.

Inspired by our vision of the future, the juxtaposition of real-life photography and illustrations are the materialisation of the NOW and the NEXT, demonstrating our suite of digital solutions that not only accelerate a Digital Malaysia but also care for the sustainability of our planet.

COMMITMENT TO SUSTAINABILITY

In upholding our responsibility to the environment, we are committed to reducing our carbon footprint in the production of our Integrated Annual Reports in printed form. We strongly advocate all stakeholders to access our downloadable reports at tm.com.my/iar2022

WHAT'S INSIDE



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ABOUT US

As a leading Converged Telco progressing towards becoming a human-centred TechCo, TM has earned the title of Future Shaper for its remarkable contribution to driving a Digital Malaysia that benefits all.

By humanising technology and making it accessible to everyone, TM is fostering collective growth by putting the needs of individuals, communities and a sustainable future, at the centre of everything we do.





OUR REPORTING JOURNEY

We are pleased to present Telekom Malaysia Berhad's (TM or the Group) Integrated Annual Report (IAR) 2022. In our journey to progress into a human-centred TechCo, we strive to create sustainable value that benefits all our stakeholders. This commitment to inclusive stakeholder value forms the basis of our report, which aims to enable stakeholders to make an informed assessment of our financial and non-financial performance during the year. The report also demonstrates how every decision made has revolved around TM improving the lives of stakeholders, including the wider communities, towards creating a more sustainable and digital future for Malaysia.

Scope & Boundaries

TM's IAR is produced and published annually. This report covers the full calendar year from 1 January to 31 December 2022 for financial and where applicable, up to 15 March 2023 for non-financial updates. The report encompasses all our operations and activities across Malaysia. It includes our key strategic plans alongside the quantitative and qualitative outcomes of our activities implemented, financial and non-financial performance, material matters, risks and opportunities and stakeholder value creations.

Reporting Frameworks

This report was developed according to the following standards, guidelines and best practices:

- Integrated Reporting <IR> Framework
- Bursa Malaysia Securities Berhad's Main Market Listing Requirements (Main LR)
- Malaysian Code on Corporate Governance (MCCG)
- Companies Act 2016
- Malaysian Financial Reporting Standards (MFRS)
- Bursa Malaysia's Main LR on Sustainability Reporting
- Bursa Malaysia's Sustainability Reporting Guide
- Global Reporting Initiative (GRI) Sustainability Reporting Standards
- The Association of Certified Chartered Accountants (ACCA) Malaysia Sustainability Reporting Guidelines for Malaysian Companies
- Task Force on Climate-Related Financial Disclosures (TCFD)
- The United Nations Sustainable Development Goals (UN SDGs)
- ISO 26000:2010 Guidance on Social Responsibility

Reporting Principles

We ensure the quality of our reporting disclosures by adhering to the following principles:



Transparency: We provide clear and accurate information to stakeholders, thus enabling them to accurately assess our performance



Stakeholder Inclusiveness: We describe TM's efforts to meet the evolving needs and expectations of all our stakeholders



Materiality: We emphasise on TM's economic, environmental and social (EES) impacts that significantly affect the sustainability of our business and stakeholder value creation



Balance: We report on both positive and negative aspects of the business so that stakeholders can make fair and well-informed decisions



Comparability: We include information from previous years, where possible, to demonstrate changes in our performance over time



Potential: We indicate the current and future growth potential of the business so stakeholders can understand the reasoning behind our decisions

REPORTING ON VALUE

We adopt an integrated approach to value creation. This provides us with a comprehensive view of every aspect of our business, from monitoring changes in the external environment to staying ahead of our stakeholders' evolving needs. Our integrated-thinking approach to decision-making, management and reporting enables us to deliver long-term value as we fulfil our purpose of empowering communities, businesses and Government.

UNDERSTANDING OUR CONTEXT

Operating Landscape: What is happening outside?

Our ability to deliver value and enable a Digital Malaysia is influenced by external factors, such as emerging technologies, market trends, economic conditions and new regulatory policies. Therefore, we actively monitor this dynamic landscape and stay ahead of any developments.

↳ See page 32

Stakeholder Engagement: What do our stakeholders need?

Our long-term growth and success depend on the continued trust and support of our stakeholders. Therefore, we regularly engage with them to understand how we can serve their diverse needs, covering both financial and non-financial.

↳ See page 26

Risks & Opportunities: What can impact our growth and value?

Our business is exposed to a range of risks and opportunities that could materially impact long-term value. Therefore, we proactively mitigate these risks while leveraging on opportunities for growth.

↳ See page 38

DEVELOPING OUR STRATEGIC PURPOSE

Material Matters: How do we prioritise?

Our ability to create sustainable EES impact focuses on prioritising the matters that materially impact both business and stakeholder value. Therefore, we apply the principle of materiality in formulating our strategies and business decisions.

↳ See page 30

Strategic Direction: Where are we headed?

Our organisation is at a pivotal moment, as we gear up for the next phase of our evolution towards becoming a human-centred TechCo. Therefore, our strategy is now anchored on a refreshed purpose: to shape a Digital Malaysia through technology that empowers communities, businesses and Government.

↳ See page 49

Independent Assurance

The credibility of our reporting disclosures has been verified by the following independent auditors/verification companies:

Activity	Company
Consolidated Financial Statement Audit	Ernst & Young PLT (EY)
Non-Financial Disclosures*	SIRIM QAS International Sdn Bhd

*Within our sustainability chapter from pages 84 to 145

Forward-Looking Statements

This report contains certain forward-looking statements concerning our future priorities, strategies and growth opportunities. These are based on predictions and expectations that may change due to various uncertainties beyond our control. Therefore, all forward-looking statements are not conclusive and have not been reviewed by auditors.

Reach Out to Us!

We are always looking for ways to improve our reporting disclosures to keep our stakeholders better informed on our value creation journey. We welcome all questions or suggestions.

Please share your feedback to:
stratcomms@tm.com.my

Leadership Role

Our integrated reporting process is governed by the Board, led by the Management team and delivered through groupwide collaboration. This enables strong governance over the report, thus ensuring its integrity and quality.

Statement from the Board of Directors

The Board acknowledges its responsibility to ensure the integrity and accuracy of TM's IAR 2022. To our knowledge, this integrated report addresses all the issues material to business and stakeholders, providing a fair assessment of TM's integrated performance during the reporting year.

Azlan Hashim

Tan Sri Mohammed Azlan Hashim
Chairman

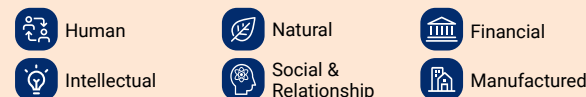


Scan the QR code for our three years Sustainability Performance Data

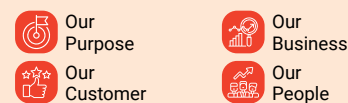
How to Navigate This Report

Throughout the report, we use the following icons to indicate the connectivity of different elements of our business:

Capitals



Strategic Pillars



Material Matters



Stakeholders



Sustainability Impact



EXECUTING OUR STRATEGY

The Six (6) Capitals: What resources do we have?

Our business operations and growth require a strong pipeline of financial and non-financial resources. Therefore, we leverage the following six (6) capitals to effectively execute our value-creation strategy:



Our income and earnings are used to operate and grow the business. We channel our financial funds to pay relevant stakeholders, finance other types of capital and propel our Digital Malaysia aspirations.



Our dedicated and skilled *Warga TM* act as our execution engine. We invest in our employees so they can drive our strategic purpose forward.



Our rich 77-year history as an industry pioneer is what stakeholders trust. We embrace new technologies and digital solutions that strengthen our value proposition and competitive edge.



Our operations rely on various resources, including energy, water, radio spectrum and other natural resources. As we progress on our sustainability journey, we strive to continuously reduce the impact of our activities on the environment.



Our strong and meaningful stakeholder relationships allow us to meet our nation building agenda. We take pride in creating bonds that build a resilient and thriving society.



Our vast infrastructure network, data centres and base stations are essential in connecting Malaysians nationwide. We also have retail outlets, office buildings and other physical assets that play an important role in our growth and operations.

↳ See pages 46-48

DELIVERING MEANINGFUL VALUE

Value Creation

TM's purpose is to create sustainable value for our diverse of stakeholders. This includes strong financial returns for our diverse group of stakeholders, building the careers of our *Warga TM*, providing educational scholarships to future leaders, becoming a strategic partner for Malaysia's critical and sovereign communications network, delivering critical connectivity that empowers people and ensuring we leave behind a better planet and society for our future generations.

↳ See pages 26-52

TM THE ENABLER OF DIGITAL MALAYSIA

As Malaysia's leading converged telco, Telekom Malaysia Berhad (TM) is the national connectivity and digital technology provider. TM has served the nation with its comprehensive suite of communication services and solutions for 77 years and proudly continues to play its role in ensuring inclusive connectivity for all Malaysians.

First established as the Malayan Telecommunications Department in 1946, TM has grown in leaps and bounds through various cycles of the country's telecommunications technology evolution. Leveraging its innovative culture, TM delivers smart solutions that not only make lives easier for the community and businesses but also safeguard the environment as part of its sustainability commitment. TM is ready to enable an end-to-end digital ecosystem to create a more sustainable future for all Malaysians.

TM provides a wide range of communication services and solutions in enterprise digitalisation, fixed (telephony and broadband), mobility, content, WiFi, ICT, cloud, data centre, cyber security, Internet of Things (IoT) and smart services. Anchoring on its focus growth areas, TM is driven by stakeholder value creation and emphasises delivering an enhanced customer experience via continuous customer service quality improvements and innovations while ensuring increased operational efficiency and productivity.

TM continues to evolve to meet the needs of its stakeholders and the demands of the future and lead the industry in innovation, customer centricity and value creation; driven by its vision of becoming a human-centred TechCo. In its transformation journey, TM's business and solutions are evolving to put people at the core of everything. The Group remains steadfast to innovating and implementing technologies that have the potential to enhance the lives and experiences of Malaysians, in multiple ways.

TM is committed to enabling a sustainable future and improving social, economic and environmental well-being of the community. TM has also set ambitious sustainability targets backed by industry best practices to track its near- to long-term sustainability performance. Underpinned by strong corporate governance, TM adheres to the highest standards of ethics, integrity and transparency.

While we continue to invest in our commercial growth and sustainability as a Public Listed Company (PLC), as the nation's leading fibre provider and a Government-Linked Company (GLC), we are uniquely positioned to serve the nation's interest more directly and to bring greater impact on diverse communities. Through our strong commercial and sustainable returns, we will invest in strengthening our core business, exploring new growth areas and making a positive impact on the communities and nation at large.



Our Vision

To shape a Digital Malaysia through technology that empowers communities, businesses & Government

Our Mission

Humanising technology and making it accessible to all Malaysians in a sustainable manner

For communities, we enrich everyday moments by enabling converged lifestyle solutions

For businesses, we enable growth by providing integrated solutions & strategic collaborations that accelerate business transformation

For Government, we accelerate the nation's aspiration towards becoming a Digital Malaysia with holistic connectivity, platform and digital solutions



A SNAPSHOT OF 2022

KEY ACHIEVEMENTS

- **GROUP REVENUE**
RM12,118.1
million
- **GROUP PATAMI**
RM1,143.3
million
- **EBIT**
RM2,090.2
million
- **TOTAL DIVIDEND PAYOUT**
RM627.5
million

ESG PERFORMANCE

FTSE4Good Bursa Malaysia

- **4 out of 4 stars** rating
- Top **25%** of Malaysian public listed companies

Carbon Disclosure Project (CDP)

- Improved rating to **B** in 2022 (2021: C)
- Significant improvement in scoring for governance and carbon emissions
- Improved rating to **A-** for Supplier Engagement Rating (SER) in 2022 (2021: B-)

FTSE Russell – Rated 3.6


- Improved total scoring to **3.6** in 2022 (2021: 3.1)

Environmental Footprint

- **12.45%** reduction in overall carbon emissions

OUR CUSTOMERS

TOTAL CUSTOMERS NATIONWIDE


**3.5**
million

▶ **HOME** **3.1 million**
includes voice, broadband,
Unifi Mobile and Unifi TV

▶ **SME** **0.4 million**
includes voice, broadband,
Unifi Mobile and solutions



- **6,000** Enterprises
- **2,800** Government customers
- **9** Data centres



- **163** Malaysian service providers
- **571** International Telcos, OTT, hyperscalers

OUR NETWORK

CABLES GLOBALLY INCLUDING:

- ▶ **>690,000 km** domestic cables
- ▶ **>340,000 km** submarine cables with 32 submarine cable systems

OUR PEOPLE

WARGA TM

19,499



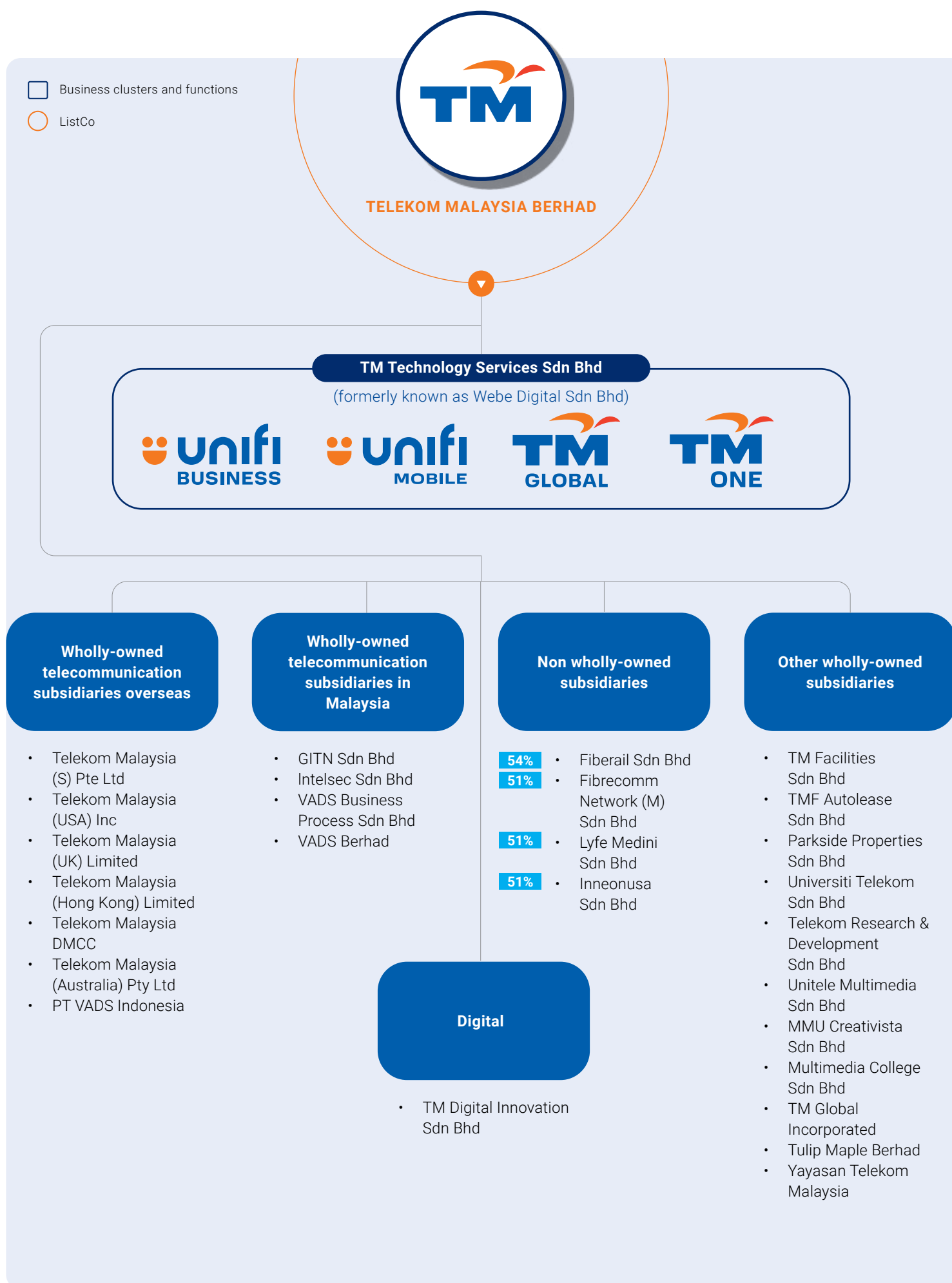
DIVERSITY:

36% women on the Board

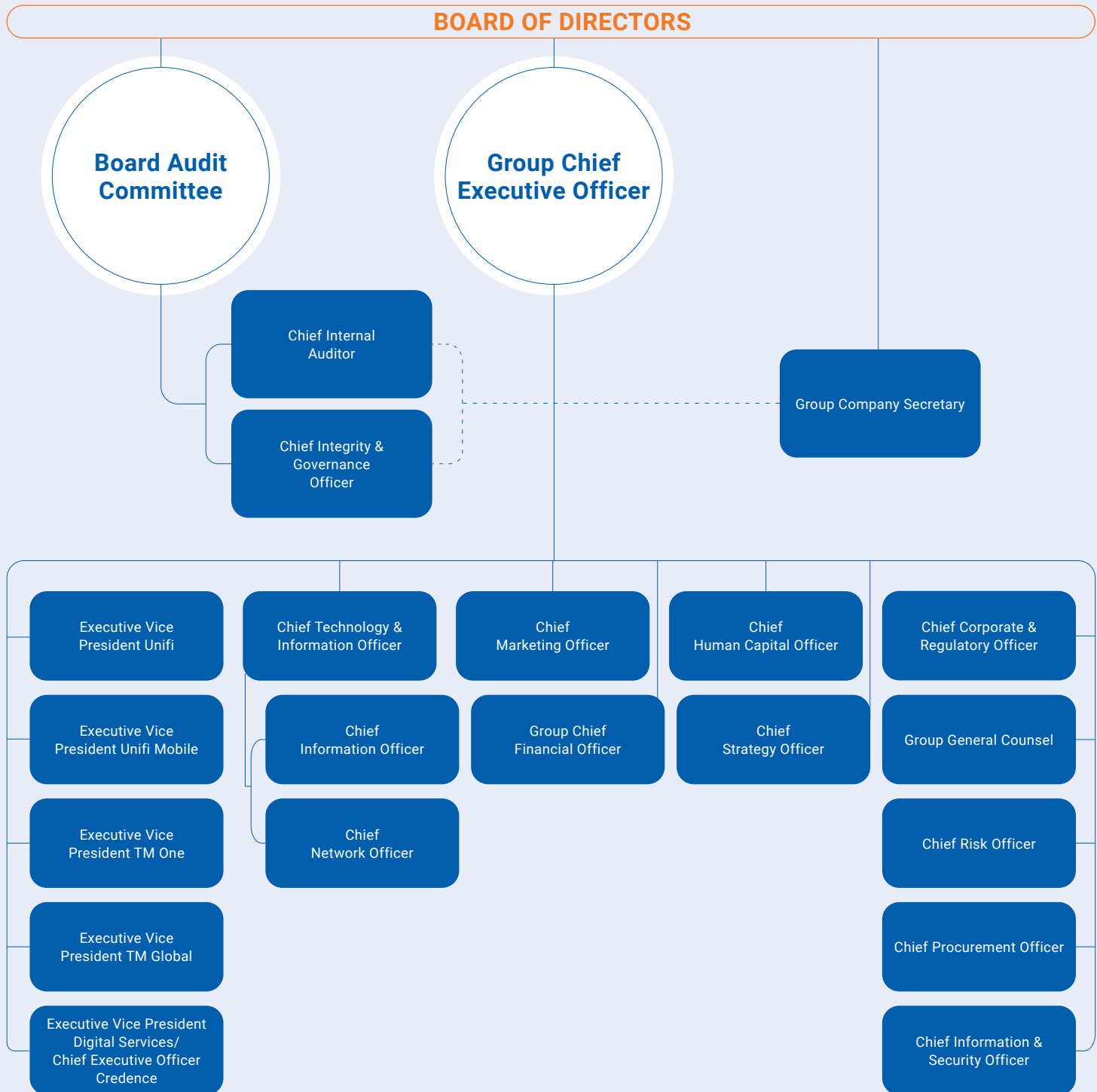
31% women in Senior Management



GROUP CORPORATE STRUCTURE



GROUP ORGANISATION STRUCTURE



OUR SUSTAINABILITY JOURNEY

TM's Sustainability Purpose

As a nation building organisation, sustainability has always been integral to our business. Our business objectives have always been aligned with improving the lives of people, striking the balance between profits and purpose. Today, sustainability is integrated into every aspect of our business, from high-level boardroom discussions to the daily practices of our staff. By embracing sustainability, we are committed to driving our transformation towards becoming a human-centred TechCo, powering a Digital Malaysia and contributing to a brighter future for the *Rakyat*.

↳ For more details on our sustainability progress, please see pages 84-145

TM's Sustainability Vision:
To Make Life Easier, Towards a Sustainable Tomorrow

Sustainability Pillars

TM's Sustainability Statement of Purpose



Integrating Sustainability Across the Company

We introduced sustainability-related KPIs across all divisions responsible for advancing our sustainability agenda.

↳ Read more on pages 78-82

2022 Sustainability Milestones

Strong Governance Over Stakeholder Value

We conducted materiality assessment, with involvement and approval by TM's leadership and Board.

↳ Read more on pages 30-31

Ahead of the Curve in Climate Action

We are at an advanced stage in climate reporting, with the issuance of TM's inaugural TCFD report targeted by mid-2023.

↳ To access our TCFD report, go to tm.com.my/sustainability

Outperforming the Industry in ESG

We have improved our score in various ESG indices and ratings:

- FTSE4Good Bursa Malaysia: 4 out of 4 stars
- FTSE Russell Global Rating: 3.6 (2021: 3.1)
- Carbon Disclosure Project (CDP): B (2021: C)
- CDP Supplier Engagement Rating (SER): A- (2021: B-)
- Kicked-off S&P Global Corporate Sustainability Assessment

↳ Read more on page 83

A MESSAGE FROM OUR CHAIRMAN

Dear Stakeholders,

2022 has been a very good year for TM. We have achieved positive performance in multiple aspects of our business, with strong financial growth, infrastructure modernisation and expansion and notable progress in our journey. To ensure our future sustainability as a company, we have also made significant advancements in our transformation into a human-centred TechCo. With a clear understanding that the value of technology is only as good as the people it serves, we have dedicated ourselves to putting people at the centre of everything that we do.



Tan Sri Mohammed Azlan Hashim

Chairman

I am happy to share that TM remains on track with its nation building agenda, particularly in driving our vision of Digital Malaysia, empowering communities, businesses and the Government. We believe that our success as a company is deeply intertwined with the success of our nation and remain committed to playing our part in building a stronger, inclusive and prosperous Malaysia.

OVERVIEW OF THE YEAR

Rebounding from the pandemic-induced slowdown, our economy saw a robust growth of 8.7% in 2022. As borders reopened, Malaysians witnessed a surge in economic activities, contributing to the country's strong performance. However, despite the thriving local economy, the global economy experienced a slower growth rate of only 2.8% in the same year - a stark reminder of challenges that are far from over.

Our Malaysian telecommunications industry continued to experience strong growth in both fixed and mobile broadband subscriptions. As the digital lifestyle became the new normal, society began to realise the need to stay connected, thus transforming the way we work, live and play. As a result, the telecommunications industry witnessed continued growth in 2022, driven by unprecedented demand for digital connectivity and communications.

Our network expansion provides underserved communities with access to essential services such as banking, healthcare and education, greatly improving their quality of life





Against this backdrop, the Malaysian Government has been advocating better connectivity, coverage and quality, resulting in the launch of the Digital Economy Blueprint and JENDELA initiatives. Under the Government's plans, we saw rapid increase in the coverage of 5G across the country. To date, it has already reached 15 million Malaysians across almost 4,000 sites, paving the way for a plethora of opportunities from job creation to economic growth. Through these initiatives, Malaysia is truly on its way to become a strong digital player in the region, driving innovation and development.

BUILDING A BETTER FUTURE FOR MALAYSIA

As a GLC, we remain fully committed to nation building and creating a better future for all Malaysians. Our primary role is to drive the country's sustainable and inclusive development through connectivity and technology, benefiting all segments of society. We are a strategic enabler and main partner of the Government's digital endeavours, including the JENDELA programme that aims to bridge the digital divide in Malaysia. In 2022, we equipped more than 500,000 households and premises with fibre Internet access, against a target of about 355,000 under the JENDELA initiative. Our network expansion provides underserved communities with access to essential services such as banking, healthcare and education, greatly improving their quality of life.

We are also helping to propel Malaysia towards a smarter and more connected future. Our focus on 5G and emerging technologies is the driving force behind the creation of smart cities that will revolutionise people and businesses. We have made significant progress in the implementation of 5G network fibre backhaul across the country. Our work in creating smart cities will not only transform the way we interact with technology but will also bring about significant growth and job opportunities created by the digital economy. Through our delivery of cost-effective connectivity and innovative digital solutions, we have empowered close to 400,000 SMEs – the backbone of our digital economy – across consumers, businesses and Government segments towards a more connected future.

In addition, connectivity and technological advancements can also be used to drive a greener, low-carbon economy. We are aligned with Malaysia's Green Technology Master Plan and are driving digital solutions that eliminate energy wastage while reducing resource consumption. Our KL, Cyberjaya and Johor Bahru data centres have successfully secured the Green Electricity Tariff (GET) from Tenaga Nasional Berhad (TNB), to provide Malaysian consumers with the option of using green electricity from renewable energy supply. This is consistent with the Government's initiatives in achieving net zero Greenhouse Gas (GHG) emissions for the country by the year 2050.

The Malaysian Government launched the Digital Economy Blueprint and JENDELA initiatives to improve connectivity, coverage and quality.

Equipped more than 500,000 households and premises with fibre Internet access, surpassed target of 355,000 set under the JENDELA initiative.

Supports Malaysia's Green Technology Master Plan and promote digital solutions that reduce resource consumption and eliminate energy wastage.

The Board has declared a total dividend of **16.5 sen per share**, with a total payout amounting to **RM627.5 million**





Our strong foundation in sustainability has enabled us to **build a sustainable business** while creating value for our stakeholders

STRONG GOVERNANCE AND LEADERSHIP

Corporate governance is the foundation of our long-term success. TM's Board of Directors are committed to upholding the highest standards of corporate governance and ensuring that decisions and actions are always in the best interest of our stakeholders. Throughout the year, the Board continued to strengthen the Management Team to address market challenges, unlock new opportunities and drive TM's transformation.

At the same time, we continued to ensure that the Board remained well-equipped to lead in the rapidly changing landscape, which is critical to the business sustainability. To future-proof the Board, we invested in the knowledge and expertise of members through Board Training Programmes. Programmes include external training by domain experts and knowledge sharing sessions on new growth areas with subject matter experts, covering topics such as Business Sustainability, Performance Management, Risk Management, Corporate Governance and ESG, among others. By equipping and enhancing the Board's knowledge, we are confident in navigating the dynamic business environment and deliver value to stakeholders.

CREATING VALUE FOR OUR STAKEHOLDERS

As both a PLC and GLC, TM plays a crucial role in serving a range of stakeholders. We understand that maximising shareholders' value is vital, but we also remain dedicated to fostering the development of Malaysia's economy and nation building initiatives. At the heart of TM's success is the commitment to making life better for our customers, employees, shareholders and the community at large. To this end, we have enhanced our digital platforms with self-serve features that enable customers to engage with us safely and seamlessly. As we serve our customers, TM continues to prioritise the well-being of our employees, implementing flexible work arrangements to optimise their productivity by intensifying the deployment of digital tools and applications to further facilitate their service delivery to the customers.

TM's value creation efforts are extended to local communities, as shown by our prolonged support for the Malaysian Emergency Response Services (MERS) 999 and active involvement in myriad disaster emergency response efforts nationwide. We have also reached out in support of the various affected communities through Yayasan Telekom

Malaysia (YTM). In our latest initiative, YTM collaborated with Istana Negara for YTM-Istana Negara Community-Based Disaster Risk Reduction and Management (CBDRRM) programme, aimed at empowering communities, especially for women and children, as well as building community resilience during disasters by equipping them with the necessary knowledge and skills for disaster preparedness. In YTM's transformation towards becoming a more social impact-based foundation, it continues to dedicate significant resources to ensure Malaysian students of all backgrounds, especially those from low-income families, have equal access to education and development programmes. Our scholarships and financial assistance have benefitted more than 1,400 upper secondary students and over 500 undergraduate students studying in higher education institutions locally and abroad throughout 2022.

To ensure growth for long-term shareholder value, TM considers various factors, including business and earnings performance, capital commitments, financial conditions, distributable reserves and other relevant aspects that influence our ability to generate sustainable value. We are committed to distributing yearly dividends of 40% - 60% of Profit After Tax and Non-Controlling Interests (PATAMI). For this financial year, the Board has declared a total dividend of 16.5 sen per share, with a total payout amounting to RM627.5 million.

INTEGRATING SUSTAINABILITY INTO TM

At TM, we believe in the power of sustainability. Our strong foundation in sustainability has enabled us to build a sustainable business while creating value for our stakeholders. Moving forward, we are committed to accelerating our sustainability journey with bold aspirations.

We firmly believe that progress should benefit all Malaysians and no one should be left behind. This tenet guides our sustainability efforts as we commit to ensuring 100% of mega suppliers comply with our ESG practices by 2024, deliver at least 70% of all premises nationwide with access to high-speed Internet by 2025 and achieve net zero emissions by 2050. As of 2022, I am proud to report that we are on track to achieving these ESG commitments as shown in the Sustainability scorecard section of this report.

We have also achieved a key milestone this year by embedding sustainability-related KPIs across various divisions responsible for achieving our ESG commitments. This highlights our commitment to strong governance and accountability in our sustainability decisions and performance.

Through our determination in driving sustainability, we have maintained our 4-star FTSE4Good Bursa Malaysia rating. We have also seen improvements in other ESG ratings, including the FTSE Russell ESG score rising from 3.1 to 3.6 in 2022 and the CDP rating upgrade to 'B' from 'C' and 'A-' from 'B-' for the CDP SER last year, both above the industry average. Furthermore, we continue our efforts to integrate sustainability into our culture, to ensure we are well-positioned to meet the evolving expectations of investors and other stakeholders, consequently strengthening our aspiration as a responsible human-centred TechCo. In the area of governance, we continue to uphold transparency, disclosure and zero-tolerance to all forms of corruption, receiving the Gold Category in the recent Integrity, Governance and Anti-Corruption Award (AIGA) 2022. This is a testament to TM's ongoing efforts towards becoming one of the most trusted companies in Malaysia.

CORPORATE TRANSFORMATION

In 2022, TM announced plans to reorganise the company as part of a three-year transformation plan (2021-2023). This move will see a consolidation of our core businesses in Malaysia into a single operating entity named TM Technology Services Sdn Bhd. It will enable us to realign and refocus the business and operations for resilience and efficiency which will help us face new challenges and stay ahead in the digital era.

As our workforce begins to integrate within this new operating entity, all our employee functions, entitlements and benefits will remain unchanged. In fact, we believe that this new setup will unlock greater potential for innovation and more agile ways of working, strengthening the workforce while building a greater competitive advantage for the Group.

This reorganisation is aimed at fortifying TM's role as we advance the country's digital transformation agenda and enable us to serve our customers in a more cohesive manner. Beyond TM's growth, this transformation marks a new milestone in our continuous journey of innovation, while remaining anchored to our purpose of enabling digital inclusion, opportunities and progress for all.

At the same time, the Board also established Credence, a cloud and digital services company whose objectives include delivering solutions and capabilities in cloud, data, Software as a Service (SaaS) and services to enterprises and the public sector. Credence is tasked to help these organisations better understand and speed up their digital transformation journey with better value and lower risk.

OUTLOOK

We anticipate a global economic slowdown in 2023, which is expected to have an impact on the telecommunications industry. Additionally, there will likely be an increase in the cost of doing business. However, we remain confident in our ability to navigate these challenges by focusing on greater efficiency and productivity.

We are cognisant of the need for continuous innovation in order to remain competitive in the face of these challenges. Our ability to evolve and adapt has been instrumental in our success thus far and we remain committed to exploring new opportunities and staying ahead of the curve.

Regulatory developments will have a significant impact on our business in the

To ensure growth for long-term shareholder value, TM considers various factors, including business and earnings performance, capital commitments, financial conditions, distributable reserves and other relevant aspects that influence our ability to **generate sustainable value**





upcoming year. We hope to see a balanced approach that avoids unnecessary consequences while continuing to deliver cheaper rates and better services to the *Rakyat*. We will continue to monitor these developments closely and adapt quickly, as needed.

In terms of competition, we anticipate a more challenging commercial landscape in 2023. We must anticipate potential changes in the 5G scenario and prepare accordingly. We also expect new challenges with regard to the 2023 Mandatory Standard on Access Pricing (MSAP). However, we see a strong growth potential in fixed-mobile convergence (FMC) arena, particularly in mobile and we believe that digitalisation will be crucial for MSMEs and businesses in 2023 and beyond. We also recognise that there are other areas that will be worth venturing and developing, such as cyber security, content delivery networks (CDN) and data centres (DCs), which we will continue to invest in as part of our growth opportunities.

We are aware that there will be more challenges ahead, but we remain very optimistic of our ability to adapt and

succeed. We will continue to innovate, evolve and stay focused on our commitment to delivering value to our stakeholders.

ACKNOWLEDGEMENTS

On behalf of the Board of Directors, I would like to take this opportunity to acknowledge and express our gratitude to all our stakeholders and in particular, our regulator, Malaysian Communications and Multimedia Commission (MCMC) for their unwavering support towards TM.

I would particularly like to extend a warm welcome to Y.B. Fahmi Fadzil, the new Minister of Communications and Digital and Tan Sri Mohamad Salim Fateh Din, the new Chairman of MCMC. We look forward to working together and providing our full support in bringing the industry to greater levels of service for the benefit of all.

Thank you to our shareholders for their continued trust and confidence in TM. As we progress with our nation building agenda, we will stay true to our promise of delivering sustainable returns for the years to come.

I also want to express my appreciation to our business partners, vendors and suppliers for their unwavering commitment to TM despite the challenges faced. We look forward to a stronger collaboration and partnership in the future.

To our dedicated and steadfast *Warga TM*, thank you for keeping TM moving and delivering positive results, even when faced with unprecedented challenges. We recognise that change may be daunting, but it is also essential for progress. We sincerely appreciate your support for the company's reorganisation as we transform into a human-centred TechCo.

Last but not least, thank you to our loyal and faithful customers. Our success as a company is deeply rooted in our ability to consistently meet and exceed your expectations and we are committed to continuing to provide you with our best service always.

While there is still much work to be done, we are excited about the opportunities ahead. Once again, thank you for your support and dedication to our aspiration of shaping a Digital Malaysia that will empower our communities, businesses and the Government.

Tan Sri Mohammed Azlan Hashim
Chairman

TM Technology Services Sdn Bhd will enable us to realign and refocus our business and operations for resilience and efficiency which will help us face new challenges and stay ahead in the digital era



MESSAGE FROM GCEO

Dear Stakeholders,

2022 was the second year of our transformation programme that started in 2021 and we are delighted with the momentous progress we've seen for the year. We maintained a positive growth momentum in profitability for the year and accelerated our nation building efforts.



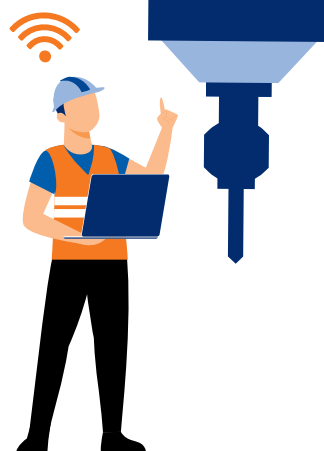
Our performance is a testament to how businesses can be a force for good. As a PLC, we continued to record financial strength and deliver robust shareholder returns, greatly exceeding our market guidance. As a GLC, our work goes beyond commercial success. We uphold our role in contributing to nation building and we are committed to fulfilling this responsibility. Every decision we make revolves around how we create value for our stakeholders and contribute to the development of Malaysia and the *Rakyat*.

This commitment has underscored our transformation into a human-centred TechCo. As we pivot the company towards new levels of commercial success through technology, we remain committed to putting people at the core of our agenda. Our customers, employees, business partners, Government and the *Rakyat* will always be at the forefront of our decisions. Therefore, I am pleased to share my assessment of the year and how we continue to accelerate and expand our nation building efforts while delivering value for all our stakeholders.



Dato' Imri Mokhtar

**Managing Director/
Group Chief Executive Officer**





REVIEW OF THE OPERATING LANDSCAPE

The Malaysian economy recorded a growth of 8.7% in 2022, a significant increase compared to 3.1% the previous year. This growth is due to the continued surge of domestic demand, a firm recovery in the labour market, expansion across all economic sectors and ongoing policy support. However, Malaysian businesses also faced challenges due to the weakening Ringgit and the increase in inflation driven by global impact, demand conditions and elevated cost pressures. These factors pose a challenge to TM, as customers adopt more measured spending to account for inflation.

The corporate landscape has undergone a significant transformation, largely due to the evolving use of technology by Enterprises. With the advent of cloud computing, data analytics and artificial intelligence (AI), more and more businesses are turning to technology to improve their operations and gain a competitive advantage. This convergence has led to a blurring of industry lines, as companies in telecommunications and technology are now competing for the same customers. On the back of this new landscape, existing players are investing heavily in technology to remain relevant while new players are entering the stage with disruptive business models. This has resulted in a more dynamic and fast-paced environment, where companies must be agile and innovative to stay ahead.

OUR BUSINESS: DELIVERING PROFITS WITH PURPOSE

TM's topline results in 2022 are at an all-time high (since the 2008 demerger), with all lines of our business (Unifi, TM One and TM Global) improving their revenue performance compared to the previous year. With our transformation programmes continuing to remain in place, our cost efficiency has improved from 2021 and this has pushed us to register notable double-digit profitability achievements for both EBIT and PATAMI in 2022.

Our FY2022 EBIT grew 22.2% to RM2.09 billion from RM1.71 billion previously, driven by strong revenue growth and improved cost efficiency. PATAMI rose to RM1.14 billion from RM0.90 billion, up 27.7% through higher operating profit and lower financing costs.

Following the pace of our transformation and market demand, we have accelerated our CAPEX for FY2022, investing approximately RM2.4 billion or 20% of our operating revenue. This exceeded our earlier guidance, but it was a necessary investment for our future business growth. Notably, this is also our highest CAPEX investment since 2017, a testament to our commitment to digitising the nation and enabling better customer experience with attractive value propositions.

In addition, we have improved our cost efficiency in which the percentage of total cost to revenue is lower at 83.9% for the current year as compared to 86.5% in FY2021.

As a result of our strong performance, our market capitalisation stood at RM20.63 billion in 2022. We are excited to continue our growth trajectory, building on these successes to drive value for our customers, shareholders and other stakeholders.

For our shareholders, we declared a Final Interim Dividend of 7.5 sen per share amounting to RM286.6 million, with a total dividend of 16.5 sen per share amounting to RM627.5 million for the financial year 2022, which is the highest total distribution since our dividend policy revision in 2018. We remain committed to promoting excellence in all areas of our business while prioritising growth and investment in new areas of opportunity.

TM's topline results in 2022 are at an all-time high (since 2008), with all lines of our business improving their revenue performance compared to the previous year.

TM's cost efficiency has improved to register notable double-digit profitability achievements for both EBIT and PATAMI in 2022.

Our EBIT grew 22.2% to RM2.09 billion from RM1.71 billion previously, driven by strong revenue growth and improved cost efficiency. PATAMI rose to RM1.14 billion from RM0.90 billion, up 27.7% through higher operating profit and lower financing costs





Reinforcing Our Leadership in Convergence Services

Unifi maintained its position as a convergence leader and surpassed its three (3) million subscribers milestone for fixed broadband. The growth was driven by aggressive sales, promotions and retention programmes. Unifi TV also contributed to overall revenue growth, with enhanced channel offerings of 17 streaming apps partners and 72 premium channels – boasting the nation's largest selection of streaming content.

Similarly, Unifi Business maintained its growth momentum, recording a significant increase in SME digital adoption from over 30,000 customers in 2021 to more than 75,000 in 2022. This reflects Unifi's ongoing efforts in supporting SMEs' growth through digital.

Furthermore, the launch of 5G has levelled the playing field and enabled Unifi Mobile to take the lead in FMC offerings. Our mobile arm provided differentiated features beyond connectivity, including lifestyle devices and digital solutions that improved the lives of customers.



A Comprehensive Suite of Integrated Digital Services

TM One has taken a proactive approach to meet the increasing demand for digital solutions and hybrid cloud services for enterprise and public sector digital transformation. The launch of its 5G Sphere Programme is a significant step forward, as it partners with Malaysia's leading technology and smart solutions providers to create an ecosystem that supports innovation and transformation in enterprises through 5G technology.

It is an honour for TM One to be selected as the only home-based cloud operator to receive the prestigious Cloud Service Provider (CSP) award, as announced by the Government. This award reflects the trust and confidence in our ability to enable Smart Cities, Smart Communities and Smart Government solutions.

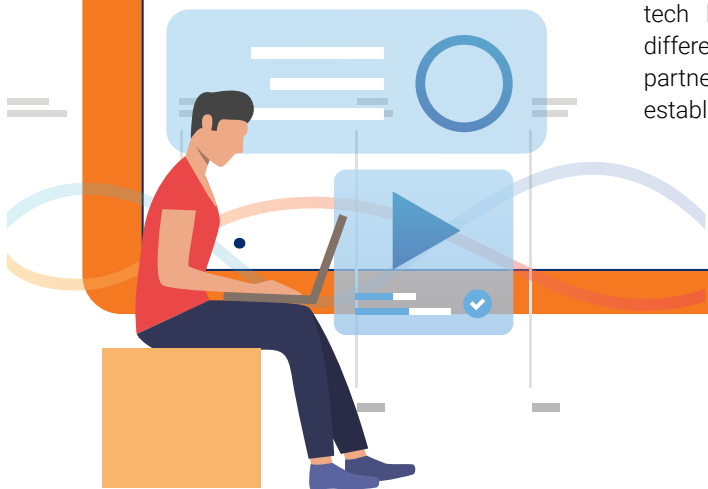
In response to the growing demand of cloud and digital adoption by companies, we established Credence, to drive greater levels of digital capabilities and solutions for our customers in the enterprise and the public sector to empower their digital transformation journey. Credence as TM's new cloud and digital services company stands out from other tech leaders by offering unique and differentiated offerings through strategic partnerships while leveraging on TM's established customer relationships.



Positioning Malaysia as ASEAN's Digital Hub

Building from its strong performance last year, TM Global posted a revenue growth from its solid partnership expansion with domestic and international customers. Domestically, almost 4,000 5G sites were deployed. TM Global also continued to advocate open access with domestic telcos, delivering the most rapid and cost-effective network deployment nationwide.

In the international market, TM Global remained focused on positioning Malaysia as the preferred digital hub for the ASEAN region by expanding its digital infrastructure solutions and establishing strategic collaborations with hyperscalers and global service providers. TM Global has more than 90 in-country cache nodes presence, which boosts content delivery into ASEAN and the rest of the world via its cloud-based content delivery platform. The collaboration with e-Sport and gaming providers further diversified our range of edge services in providing a superior gaming experience in the region.



GEARING UP TOWARDS BECOMING A HUMAN-CENTRED TECHCO.

TM's transformation from a Converged Telco to a human-centred TechCo represents an exciting shift in our business that will enable us to provide greater value to our customers, stakeholders and the nation. This transformation will also enable us to remain sustainable and competitive. Our transformation strategy is rooted in pursuing new growth opportunities and is essential to balancing our responsibilities as a PLC and GLC, generating sustainable returns to shareholders while contributing to building a Digital Malaysia.

In the second year of our transformation strategy, we have achieved remarkable progress under each of the following strategic pillars:



Our Purpose: Building a Better Malaysia

As a committed partner to the Government-led JENDELA programme, we are working tirelessly to bridge the digital divide and promote inclusivity in Malaysia through our nationwide fiberisation efforts. We aim to provide high-quality broadband coverage that contributes to social progress and empowers a Digital Malaysia. To this end, we have recently launched the Pakej Perpaduan Jalur Lebar, which offers more affordable and unlimited fixed broadband to B40, the elderly, OKU and army-police veterans.

We are excited to announce our commercial arrangement with Digital Nasional Berhad (DNB), through which we subscribed to

DNB's 5G wholesale services. With 5G, we will be able to accelerate our convergence offerings to our growing home and SME customers, including micro-enterprises. Additionally, 5G will bring next-generation solutions to industry verticals such as oil & gas, manufacturing, smart cities, industries, healthcare and agriculture, benefiting our 10,000 enterprise and public sector customers. Through our connectivity and technology solutions, we are committed to meeting the dynamic and growing needs of communities, enterprises and the nation.

In addition to building a Digital Malaysia, we are committed to creating positive

environmental and social outcomes through sustainable practices. We are proud to have received an outstanding ESG achievement rating of 4-stars from FTSE4Good Bursa Malaysia while seeing improvements in the FTSE Russell ESG score from 3.1 to 3.6 and the CDP rating upgrade to 'B' from 'C' and 'A-' from 'B-' for the CDP SER last year, where both are above the industry average. All these achievements reflect our commitment to sustainability and responsible business practices. As a company, we remain dedicated to contributing positively to the growth and development of Malaysia.



Our Customers: Creating Value and Seamless Experience

At the core of our business is our commitment to our customers. In 2022, we continued listening to our customer feedback and insights, improving our approach to deliver new value propositions to our customers, ensuring the best experience in areas that needed the most attention.

For our Unifi consumer and SME segments, we empowered our customers by introducing features of self-diagnostics, troubleshooting, choice of transactions and appointment setting for installations, restorations and service checks through our MyUnifi app. Now, our customers can schedule appointments at their convenience.

Using data, predictive analytics, robotic processing software applications, TM began to proactively manage service failures (in consumer, as well as enterprise segments) even before it happened and our customers were also prompted when selected proactive fixes were made and managed directly from our network.

TM continued to strengthen its Unifi mobile experience while building differentiated customer experience. We began by step-by-step elevation of our touchpoint experience across retail and contact centre. We did this through solutions that provide our customers personalised digital experiences.

Throughout 2022, we have kept a close eye on the progress of our customer experience journey using Net Promoter Score (NPS) and we were heartened by the continuous and steady growth in the level of satisfaction by our customers across all our areas of business from consumers, SMEs and corporates.

We declared a Final Interim Dividend of **7.5 sen per share** amounting to RM286.6 million, with a total dividend of 16.5 sen per share amounting to RM627.5 million for the financial year 2022





Our People: Future-Proofing Our Workforce

We are proud of our strong team of over 19,000 *Warga TM*, who are the execution engine of our transformation. Our goal as an employer is to create a work environment that prioritises the health and well-being of our employees. Throughout the year, we introduced various measures to promote work-life balance, such as flexible working arrangements that allow our team to work from anywhere with prior arrangements by supervisors. We also have a 360°-well-being programme in place to promote mental health and improve their working experience.

To ensure that our employees are future-ready, we offer a range of development programmes that are designed to equip

them with the skills and knowledge they need to succeed in an ever-changing landscape. Our leadership programmes focus on developing the next generation of leaders within the organisation, providing them with the tools and skills they need to lead and inspire others. We also offer future skills programmes that focus on emerging technologies and trends, such as AI, data analytics and cyber security.

In addition to technical skills, we also place a strong emphasis on developing the right culture and mindset within our workforce. Our culture/mindset programmes focus on areas such as teamwork, innovation and agility, helping our employees to develop the

right mindset to thrive in a fast-paced and rapidly evolving environment.

Our continuous commitment to creating an inclusive and performance-driven working culture has led to TM maintaining our industry leadership as the Employer of Choice, with various awards and accolades received in 2022. These include Best Companies to Work For in Asia 2022 by HR Asia Magazine; Most Preferred Employer Award by GRADUAN Brand Awards 2022; Telecommunication Sector Winner 2022 by Malaysia's 100 Leading Graduate Employers; and Contribution to Organisation Category Winner by Asia HRD Awards 2022.

LOOKING AHEAD

The Malaysian economy is expected to have moderate growth of 4.0% amidst a challenging external environment in 2023, as exports to major markets slows. The economy is expected to face challenges from rising cost of living with inflation at elevated levels, affecting the purchasing power of consumers and businesses. Our telecommunications industry will continue to grow from innovative technologies and convergence offerings that redefine service providers' businesses and from rising adoption of smart devices, digital lifestyle as well as expansion of digital connectivity.

TM will continue to execute its plans to fiberise the nation to deliver our commitment in the Government-led JENDELA programme, as we continue to invest in commercial growth and sustainability. As one of the leading nation building partners of Malaysia, TM is uniquely positioned to bring greater impact to more diverse communities. This is aligned with our aspiration to empower an inclusive Digital Malaysia, as we continue to support the Government's aim to bring hyperconnectivity to targeted communities and elevate the digital economy.

Throughout 2023, TM will continue to invest and strengthen its core business and secure new growth areas beyond connectivity. To improve TM's competitive edge, we have embarked on an internal reorganisation involving the transfer of its telecommunication business in Malaysia to a single operating entity, TM Technology Services Sdn Bhd. The internal reorganisation which includes Unifi, TM One and TM Global, will reinforce TM's FMC position, further improve operational efficiencies and deliver a more seamless customer experience.

ACKNOWLEDGEMENTS

On behalf of TM, I would like to express my heartfelt gratitude to each and every one of you for your unwavering support, commitment and loyalty. Without your dedication and collaboration, we would not have achieved the success we have today.

Firstly, I would like to extend my sincerest thanks to our Board of Directors. Your continued guidance and support has been a source of great motivation and inspiration for all of us at TM, in shaping our organisation and helping us achieve our goals. Your unwavering commitment to TM's vision and mission has been the driving force behind our success and we are grateful for your continued trust and confidence in our team.

Secondly, I would like to express my appreciation to all *Warga TM*. Your strong commitment and hard work have been exemplary, especially in these challenging times, as we continue to adapt to new ways of working. Your dedication and resilience have helped us maintain our operations and services and we are proud of the exceptional work you have done. Your contributions are vital to our success and we recognise your efforts and achievements.

Finally, I would like to thank all our stakeholders, including our customers, shareholders, investors, suppliers, Government, regulators and the community at large. Your unwavering support and loyalty have been the cornerstone of our success. Your feedback, suggestions and trust have helped us grow and progress on our journey in shaping a Digital Malaysia.

Dato' Imri Mokhtar

Managing Director/Group Chief Executive Officer

GCFO'S REVIEW

Dear Stakeholders,

2022 has been a significant financial year for the Group. We achieved our higher revised revenue guidance with strong profitability growth, driven by continuous customer growth for all business segments. Our performance is due in part to our ability in adapting to the changing business landscape and taking advantage of new opportunities. Additionally, we have continued to invest in our operations, improving efficiency and reducing costs wherever possible.



Razidan Ghazalli

Group Chief Financial Officer

These investments have helped us optimise our operations and improve our cash position from the previous year. As a result, we were able to deliver substantial returns to our shareholders, develop innovative and sustainable solutions and position ourselves for continued growth towards realising our Digital Malaysia aspirations.



FINANCIAL STRATEGY

Revenue Growth

Strengthen our core and continue to invest in growth opportunities

Cost Optimisation

Implement cost optimisation programmes across our operations to improve cost efficiency

Debt & Capital Management

Identify opportunities to improve our credit strength, liquidity and solvency



The strong revenue growth along with an improvement in our cost efficiency ratio, resulted in a 22.2% (RM380.1 million) increase in EBIT



5.1%
Growth**Revenue**

FY2022 Achievement

RM12,118.1
million

FY2021 Achievement

RM11,529.0 million

22.2%
Growth**EBIT**

FY2022 Achievement

RM2,090.2
million

FY2021 Achievement

RM1,710.1 million

27.7%
Growth**PATAMI**

FY2022 Achievement

RM1,143.3
million

FY2021 Achievement

RM895.2 million

PERFORMANCE IN 2022

For the financial year under review, the Group is focused on defending core revenue while investing in future growth areas. During the year, the Group's operating revenue increased by 5.1% (RM589.1 million) to RM12,118.1 million from RM11,529.0 million recorded during the previous financial year. The revenue growth was primarily due to the increase in data services, voice, Internet and non-telecommunication services.

The strong revenue growth along with the continued cost optimisation efforts resulted in a 22.2% (RM380.1 million) increase in EBIT, reported at RM2,090.2 million compared to RM1,710.1 million in 2021.

Although dampened by the higher effective tax rate from Cukai Makmur in 2022, the higher EBIT and lower financing cost led to a 27.7% (RM248.1 million) increase in the Group's PATAMI for the year, which stood at RM1,143.3 million from RM895.2 million in the previous year.

Our strong financial performance was driven by revenue growth across all our Lines of Business:

- **Unifi** recorded a strong 7.5% (RM393.5 million) increase in revenue which was RM5,610.8 million during the current year ended compared to RM5,217.3 million in 2021. The increase in Internet and voice services revenues is reflective of a continuous and stable growth trajectory for Unifi fixed broadband subscriber base throughout the 12 months, landing at 3.0 million customers at the close of the year, a 9.3% (0.3 million) increase from last year. Additionally, a decrease in operating cost against the higher revenue led to a 26.9% (RM293.3 million) increase in EBIT to RM1,382.3 million compared to RM1,089.0 million in the previous year.
- **TM One** secured a full financial year revenue of RM3,335.9 million in the current year, a positive growth compared to RM3,319.5 million last year. The financial year 2022 also marks TM One's revenue improvement amidst a very competitive business landscape and after 6 years of challenging de-growth. Reported EBIT however declined by 22.2% to RM636.2 million in the current year from RM817.4 million in the previous year, mainly due to the general increase in supply costs from vendors and principals.
- **TM Global** registered a consolidated revenue of RM2,778.6 million by the end of 2022, a 7.8% (RM200.5 million) growth from RM2,578.1 million reported in the previous year, driven mainly by higher data services revenue. The increased revenue resulted in a RM18.0 million increase in EBIT from RM451.2 million in 2021 to RM469.2 million in the current year.

Another key factor in our improved bottom line has been our focus on managing costs. As part of our 3 years transformation plan, our ongoing groupwide cost optimisation initiatives continue to yield results.

For FY2022, total operating cost including depreciation and amortisation slightly increased by 1.9% to RM10.2 billion. Nevertheless, as the revenue growth for the year is at a higher rate, the cost efficiency, which was measured by the percentage of the total cost to revenue has improved from 86.5% in 2021 to 83.9% in the current year. The cost efficiency ratio has steadily declined in the last few years and is now at a record low.

Manpower and Operational costs have decreased by 1.1% and 3.4% respectively due to the effective execution of our cost optimisation initiatives. Direct cost increased as expected, in line with revenue growth during the year.



Depreciation was higher in 2022 due to the accelerated depreciation undertaken during the year-end review on the useful life of assets. We have taken the prudent approach in changing the useful life of our terrestrial fibre optic cables from 25 to 20 years, which is in line with current industry practice and we have also changed the useful life of some last mile elements from three (3) to two (2) years, which is also following the contract period our customers sign up for.

The Group wide programme on process simplification and digitalisation, along with utilising robotic process automation (RPA), also contributed to improving process agility. Together, all these efforts have resulted in a significant improvement to the cost efficiency, which has contributed to our improved profitability.

HEALTHIER FINANCIAL POSITION

I am pleased to report that our company has achieved a stronger financial footing compared to the previous year. This is evidenced by our improved financial indicators, including low gearing and favorable liquidity positions. With the improved funding headroom, the company remains poised to fund future growth or investment opportunities. The stronger position has allowed us to early redeem the USD50.0 million Sukuk in August 2022 while maintaining our dividend payout ratio from the previous year.

In 2022, we have prioritised our capital allocation for CAPEX amounting to RM2.4 billion or 20.0% of our revenue. This is an increase from the previous year and the highest CAPEX investment since 2017 echoing our intensified business expansion. Out of the amount spent, 48% was for Access, 25% was for Core Network and the balance of 27% was for Support Systems. These investments were mainly for network modernisation, network expansion and customer experience enhancement.

DELIVERING OUR NATION BUILDING AGENDA

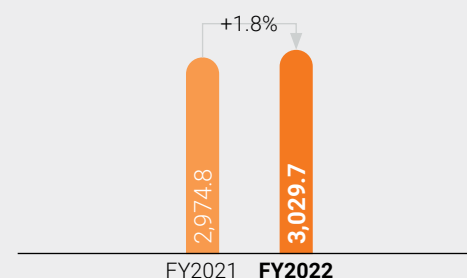
For TM, investing for growth extends beyond growth for the company. Our investments focus on how we can contribute to inclusive economic growth and social development, thus aligning our financial priorities with our nation building commitments. The majority of our CAPEX was spent on fiberising homes and premises across Malaysia, with some portions related to 5G. These spendings reflect our commitment to closing the digital divide and accelerating Malaysia's transformation into a digital nation.

CAPEX/Revenue		TM CAPEX breakdown (RM million)			
20.0%	2022	1,160	616	653	2,429
14.7%	2021	858	420	423	1,701

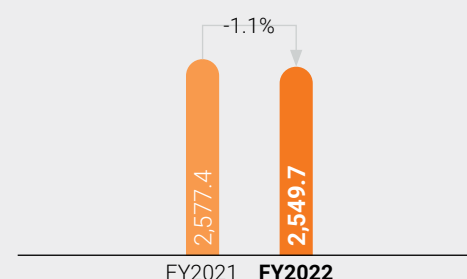
Our improved financial position is the result of a concerted effort by our entire team. We remain committed to maintaining our focus on financial discipline and operational efficiency, while also continuing to invest in growth opportunities that will drive long-term value for our company and our shareholders.

Improved FY Total Cost/Revenue % Lower Manpower & Operational Costs

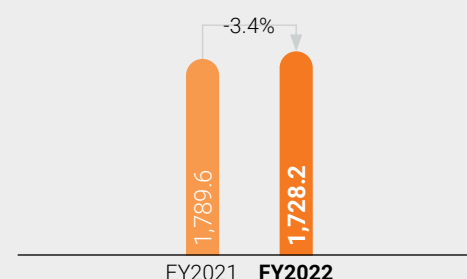
Direct Cost (RM million)



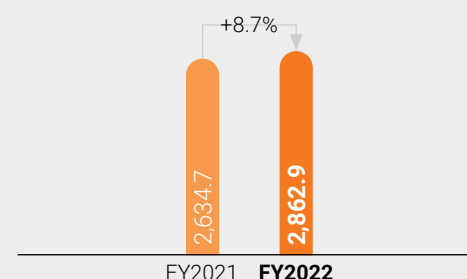
Manpower (RM million)



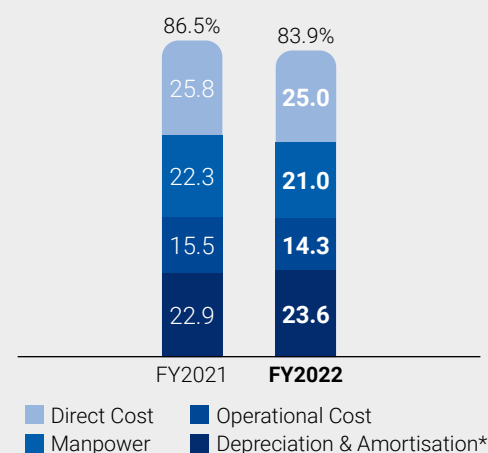
Operational Cost (RM million)



Dep. & Amortisation* (RM million)



% Total Cost to Revenue



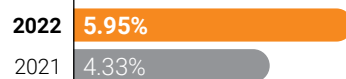
*Including impairment

Key Financial Indicators Comparison

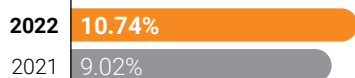
Return on Equity



Return on Assets



Return on Invested Capital



WACC



Current Ratio



Gross Debt to EBITDA



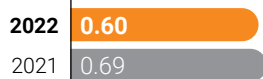
Net Debt/EBITDA



Gross Debt/Equity



Net Debt/Equity



Net Assets/Share (sen)



The financial indicators have shown notable improvements from 2021, especially with the enhanced economic profits or value creation, as shown by the higher Return on Invested Capital-Weighted Average Cost of Capital (ROIC-WACC) spread in 2022 compared to the previous year. Similarly, other financial ratios are also better, signalling higher returns and healthy financial standing for further business growth.

STRONG CREDIT RATING

In 2022, we continue to maintain our strong credit ratings from both domestic and international rating agencies despite the dynamic landscape. This demonstrated our financial strength and capacity to meet all our financial obligations.

One key factor in our improved financial position has been our focus on managing costs



TM Credit Rating

RAM Rating Services

AAA

Moody's Investors Services

A3
(baseline credit assessment "baa1")

S&P Global Ratings

A-
(standalone credit profile "a-")

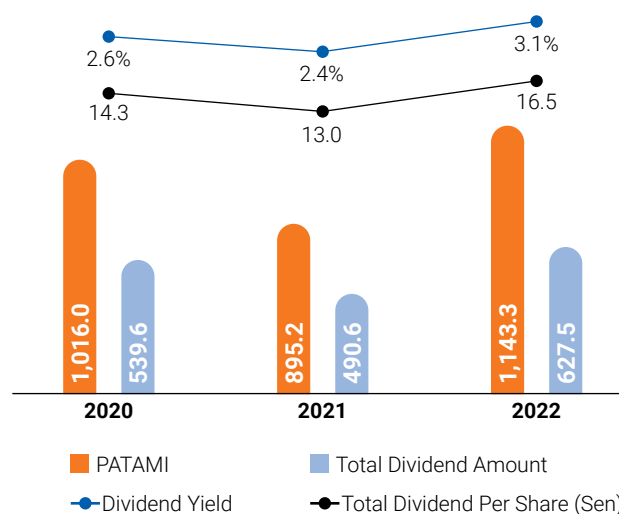
RETURNS TO SHAREHOLDERS

We continued to successfully deliver on our financial commitment, demonstrating TM's ability to create value as both a PLC and GLC. All dividend payments are robustly assessed to ensure resources for business growth are uncompromised. For 2022, we declared a Final Interim Dividend of 7.5 sen per share in February 2023 with a total payout of RM286.6 million. Including the 9.0 sen Interim Dividend declared in August 2022 amounting to RM340.9 million, the Total Interim Dividend for FY2022 is 16.5 sen per share, which is the highest total distribution since our dividend policy revision in 2018. Our shareholders have continued to place their trust in TM and we are pleased to deliver.

We also recorded higher total shareholder returns (TSR) than the market, outperforming most of our peers in the past three (3) years. Our performance demonstrates that TM has the capabilities to excel in our dual role as a PLC and GLC.

FY DIVIDEND COMPARISON

RM million





CONCLUSION

Overall, 2022 was a momentous year with revenue growth contributed by all our Lines of Businesses (LOBs) and pushing us to record strong profitability achievements. Our financial position is also stronger with lower gearing and a manageable cost of capital, providing us with the financial flexibility for future growth opportunities. This also allows us to maintain our attractive and sustainable dividend payout to our shareholders in FY2022.

As part of our next transformation phase, we have completed our reorganisation exercise to streamline our core business and subsidiaries under TM Technology Services Sdn Bhd, which will be the main operating entity of the Group beginning March 2023. This new corporate structure will be the catalyst for the next seamless phase of TM's transformation to reinforce our FMC leadership, achieving synergistic cost optimisation, improved operational efficiencies and enabling an enhanced customer experience.

OUTLOOK

The years ahead will remain uncertain. We are operating in an environment of continued volatility, with regulatory and economic headwinds that could lead to slower market growth and measured spending by customers, businesses and the public sector. Despite these challenges, I am confident in our ability to continue to grow and achieve our financial goals.

We have made significant progress in managing costs and improving operational efficiencies, which have resulted in increased profitability. We will continue to focus on these efforts in the upcoming year, which will help to mitigate the impact of any potential challenges or uncertainties. We have also invested in several key growth areas that have the potential to drive future revenue and profitability growth, including 5G, Fixed Mobile & Lifestyle Convergence, Submarine Cables and digital businesses. These efforts will position TM for continued success in powering a Digital Malaysia in the years ahead.

1.1 Financial Performance

Financial KPI	Objective	2020 Actual	2021 Actual	2022 Actual	2022 Revised Guidance
Revenue Growth	To measure how TM product and service performance across all LOBs	-5.2%	6.4%	5.1%	Mid to high single digit growth
EBIT	To measure the profitability of the Group including cost management and efficiency	RM1,604.7 million	RM1,710.1 million	RM2,090.2 million	More than RM2.3 billion
CAPEX/Revenue	To measure investment amount ensuring affordability, healthy rate of returns and sufficient for business growth	13.7%	14.7%	20.0%	Between 14% - 18%

1.2 Non-Financial Performance

Non-Financial KPI	Objective	2020 Actual	2021 Actual	2022 Actual	Target
Carbon Emissions (tCO₂e) reduction (%)	To track our progress in reducing our carbon emissions towards achieving net zero emissions by 2050	4.69	8.30	12.45	30% carbon emissions reduction by 2024
Women in Board (%)	To encourage gender diversity through having more women representation at board level	25	36	36	Minimum 30% of women representation in Board by 2022
Coverage of High-Speed Internet (%)	To ensure digital inclusivity across the nation	49	60	69	At least 70% of premises with high-speed Internet access by 2025

STAKEHOLDER PRIORITIES

People remain at the core of our value creation story. Every decision made by the Group is shaped by how we can improve the lives of our stakeholders. We regularly engage with TM stakeholders to stay attuned with their needs so that we can continue serving them for years to come. We strive to create harmonious and meaningful relationships that are mutually beneficial to both our stakeholders and ourselves.



Employees

WHY THEY ARE IMPORTANT

We rely on the skills and knowledge of *Warga TM* to drive our aspirations forward. Their hard work and dedication have made our digital and nation building objectives possible. At the same time, we are responsible for providing employees with livelihoods and fulfilling career paths.

How We Engage	Concerns & Expectations	Our Approach	How We Measure Value
<ul style="list-style-type: none"> D Email announcements M Employee engagement events Q Townhalls B Organisational Health Index (OHI) Surveys 	<ul style="list-style-type: none"> • Healthy work-life balance • Safe and conducive working conditions • Clear, inclusive and fair career development 	<ul style="list-style-type: none"> • Provide hybrid and flexible working arrangements • Strengthen employee well-being initiatives • Provide robust skill and career development programmes 	<ul style="list-style-type: none"> • OHI Score





Customers

WHY THEY ARE IMPORTANT

The support of our customers is critical to our business sustainability. Their trust in our products and services directly contributes to our long-term performance and enables us to achieve our nation building aspirations. At the same time, we empower our customers with essential services to thrive in a Digital Malaysia.

How We Engage	Concerns & Expectations	Our Approach	How We Measure Value
<ul style="list-style-type: none"> D Voice of customers D Customer touchpoints D Social media listening D Market research loyalty programmes W Virtual/physical meetings with customers Q Customer engagements/ A Bilateral meetings A Sales conference/ networking R Proactive notifications through digital platforms 	<ul style="list-style-type: none"> • Fast and reliable network coverage • Seamless and personalised customer experience • Value for money and competitive packages • First-time-right resolution 	<ul style="list-style-type: none"> • Deliver value for money services fit to customers' need with competitive offerings including attractive devices to improve quality and usage experience • Enabled self-diagnostics and troubleshooting features to empower customer making decisions including performing service health check and creating tickets for faults through Easy Fix • Proactive notifications on service fault upfront and prompted with proactive fixing • Enrich MyUnifi app with new functions including making upfront appointment for installation and restoration visits, viewing usage pattern and trends enabled by analytics and attractive offers to improve quality and experience • Replacement of customer's old modem to WiFi 6 modem to boost in-premise WiFi experience 	<ul style="list-style-type: none"> • +39 Net Promoter Score (NPS)




Frequency of Engagement D Daily W Weekly M Monthly Q Quarterly A Annually B Bi-Annually R When Required



Shareholders & Investment Communities

WHY THEY ARE IMPORTANT

Our financial strength is entrusted by our shareholders and investors, who provide the Group with continued access to financial capital to achieve our nation building aspirations. In return, we are able to generate optimum financial returns for them.

How We Engage

- One-on-one engagement sessions
- Investor conferences
- Queries via email/phone
- Quarterly analysts briefings
- Annual General Meetings (AGM)
- Site visits to TM One Experience Centre & TM data centres
- Ad-hoc engagements on key announcements/updates

Concerns & Expectations

- Fair returns on investments
- Transparent and regular communication with Management
- Competency in financial & business management
- Receiving prompt and useful feedback on any queries relating to the company
- Understanding the drivers of the current business performance
- Understanding the prospect and future growth of the company

Our Approach

- Providing fair distributions based on business performance
- Establish clear communication plans and engagements with stakeholders
- Providing in-depth sessions for stakeholders
- Establishing groupwide base messaging to ensure consistent narrative and communications
- Providing swift response on any issues or queries by the financial community

How We Measure Value

Shareholders:

- Total Shareholders Returns (TSR)
- Value Creation (ROIC > WACC)
- Dividend payments
- Financial performance Indicators (Revenue, EBIT, PATAMI and financial ratios)

Analysts and Investment Communities

- Target price
- Valuation
- Rating
- Report narrative



Government & Regulators

WHY THEY ARE IMPORTANT

As a GLC, we need to maintain a close working relationship with the Government and Regulators, based on transparency and trust as the foundation of collaboration. We support their programmes and initiatives that propel the country forward, as well as secure commercial objectives that benefit both our business and the nation.

How We Engage

- JENDELA Implementation Committee (JIC)
- Smart Putrajaya Digital Infra Technical Committee
- National SCAM Response Centre (NSRC)
- Public-Private Partnership Projects Management/ Working Committee
- JENDELA Steering Committee (JSC)
- Smart Putrajaya Digital Infra Steering Committee
- Mesyuarat Jawatankuasa Pengurusan Aduan Sektor Telekomunikasi (JPAST)

Concerns & Expectations

- Closing the digital divide in rural areas
- Improve quality of service and coverage
- Strong corporate governance and ethics

Our Approach

- Set targets that support JENDELA
- Continuously improve our broadband services
- Establish robust policies and frameworks

How We Measure Value

- Number of premises passed according to industry target for JENDELA by 2025
- Compliance to CMA 1998 regulations
- Compliance to Putrajaya Smart City guidelines and policies





Suppliers

WHY THEY ARE IMPORTANT

Our operational resilience, sustainability and growth depend on the products and services delivered by our network of suppliers. At the same time, we empower businesses across our value chain with financial and non-financial contributions that promote their growth and success.

How We Engage

- D** Pre-delivery acceptance at suppliers
- W** Operational engagement with suppliers
- M** Email blasts
- Q** Supplier's factory inspection
- A** Supplier Awards Recognition Ceremony
- A** Hari Integriti 2022 @ Ikrar Bebas Rasuah – Mega Partner
- R** Strategic engagements with suppliers

Concerns & Expectations

- Clear communications, engagement and transparency
- Simple and efficient processes
- Empowerment of local businesses

Our Approach

- Establish clear communication plans and engagements
- Integrate digital solutions into procurement processes
- Prioritise hiring local suppliers and vendors
- Capacity building programmes for vendors under the Bumiputera Vendor Development Programme (BVDP)
- Strategic collaborations with key suppliers on technology innovation, commercialisation and creation of digital talents

How We Measure Value

- 8.2 Supplier Satisfaction Index
- 93% Supplier Performance
- 99.4% Sustainability of Supply and Service Readiness



Business Partners

WHY THEY ARE IMPORTANT

We leverage the technology and resources of our business partners to complement our products and solutions offered to our customers, while they look to TM to deliver our services and equipment on time and at optimum costs.

How We Engage

- M** Progress reports
- Q** Business review
- B** Sessions with key partners
- Q** Signing ceremonies
- A** Integrity Pledge (IP)
- A** Annual reports

Concerns & Expectations

- Strong sales funnel
- Delivery performance
- Cost optimisation

Our Approach

- Regular engagement with key partners to foster relationship and drive the business
- Promote ethical business practices

How We Measure Value

- Revenue growth
- Cost savings
- Supplier Performance Evaluation (SPE)



Media

WHY THEY ARE IMPORTANT

The media is an information bridge between TM and its various stakeholders, including the general public. It is important to maintain good media relations to shape a positive reputation that aligns with our purpose and gain the support of our other stakeholders.

How We Engage

- D** News releases
- D** Media coverage
- M** Press conferences
- M** Media engagements
- Q** Media visits

Concerns & Expectations

- Respectful and cordial media relations
- Sharing of factual and accurate information

Our Approach

- Organise media rapport-building activities
- Organise Spokesperson Media Training sessions

How We Measure Value

Media tonality score of 5.4/10, representing effective execution of media strategy and key messages delivery





Communities

WHY THEY ARE IMPORTANT

Communities and provide invaluable support to our strategic and nation building aspirations. By fostering strong relationships with local communities, we create trust and confidence in our ability to enable and improve socio-economy standards that benefit everyone.

How We Engage

- Social media platforms
- Programmes & events
- Website
- Engagement sessions
- Email blasts

Concerns & Expectations

- Contribute to community development
- Strong community engagement and representation
- Enhance social and environmental well-being

Our Approach

- Invest in community development programmes
- Establish clear communication plans and engagements
- Ensure constant environmental and social compliance

How We Measure Value

- RM8.1 million channelled into community programmes
- RM15.6 million in scholarships disbursed
- Over 200,000 community members reached, including more than 90,000 visitors of Muzium Telekom and 66,000 visitors of its thematic exhibitions
- More than 340 organisations, including NGOs and Social Enterprise (SE) supported



Unions

WHY THEY ARE IMPORTANT

Unions help improve communication and promote a more engaged workforce. Unions also help address and resolve workplace conflicts before they escalate, thus improving industrial harmony.

How We Engage

- Joint council meetings
- Majlis bersama wilayah
- Negotiations on Collective Agreement
- Majlis bersama Kebangsaan
- Standing committee meetings
- Roundtable discussions at HQ, states and regional level

Concerns & Expectations

- Alignment of business and workers' priorities
- Transparent and fair welfare options

Our Approach

- Conduct open and regular engagements with unions
- Discuss and agree on balanced collective agreements
- Foster a culture of mutual respect and collaboration

How We Measure Value

- 6,766 employees with union membership



OUR MATERIAL MATTERS

Our strategic decisions are based on Economic, Environmental, Social and Governance (EESG) factors that can materially impact sustainable value creation. These material matters cover issues and areas that may influence stakeholder decisions as well as affect our long-term business growth. By focusing on our material matters, we are able to create value for our stakeholders in a more inclusive, integrated and sustainable manner.

In 2022, we conducted materiality determination process to update our previous material matters. The concerns and insights of our stakeholders were analysed to determine our material matters, which are then used by the Leadership team to develop our strategies and future focus areas. This materiality process is conducted every three (3) years to ensure our material matters are timely and relevant.

MATERIALITY PROCESS:

Stakeholder Prioritisation

Identify and establish weightage to various stakeholder groups. This determines their level of impact on our business and strategic objectives.



External Engagements

Conduct a multi-stakeholder engagement to capture their feedback and concerns. The stakeholders engaged in 2022 include customers, employees, suppliers, regulators, investors & shareholders and community members.

Two (2) types of feedback were collected during the external engagements:

- 1. Quantitative Feedback:** a ranking survey was shared to prioritise the material matters and develop the materiality matrix
- 2. Qualitative Feedback:** in-depth focus group discussions or interviews were conducted to capture more insight so that we can develop specific programmes and policies



Internal Engagements

Compile and analyse data from internal stakeholder engagement, such as customer complaints and employee surveys. This allows us to compare the external engagement findings with internal feedback for more robust results.

Validation & Approval

Present the final findings to the Board Risk Committee (BRC) and GCEO, with final approval from the Board of Directors.



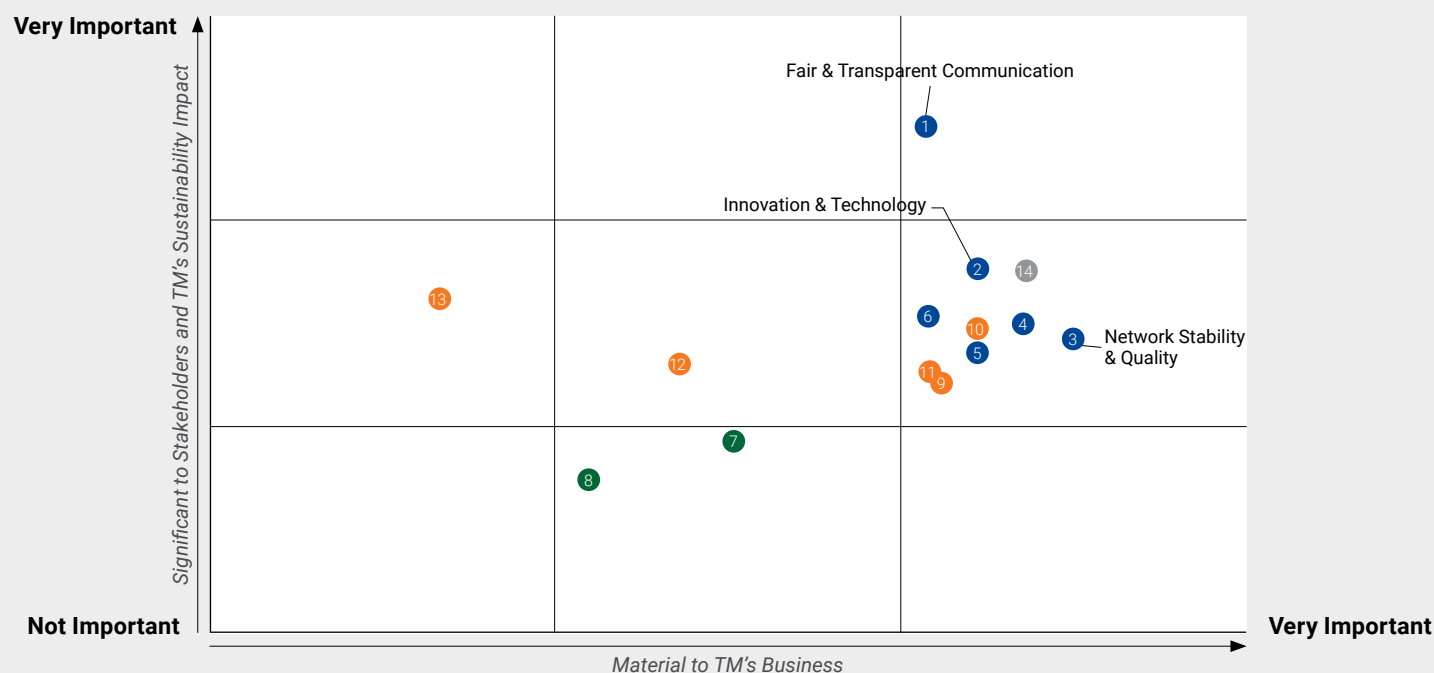
Discussion & Deliberation

Share the preliminary findings to the Management team, who then ranked the topics based on their importance to TM's business. The ranking by stakeholders and TM Management are then juxtaposed to arrive at the final material matters and materiality matrix.



MATERIALITY MATRIX

Following our 2022 assessment, we determined 14 material matters which will be used by the Group to inform sustainability direction and strategy for the next three (3) years. The prioritisation of the final list of material matters is shown in the materiality matrix below, which has been presented and endorsed by our Board of Directors:





The material matters are categorised according to TM's four (4) sustainability pillars, reflecting our strategic focus on EESG contributions. The definition and scope for the material matters also cover how we can maximise stakeholder value and accelerate a Digital Malaysia.

↳ For more information on our approach, initiatives and value created for each material matter, please see pages 84-145

Material Matter	Definition & Scope	More Information
OUR CONTRIBUTION TOWARDS ECONOMIC IMPACT VIA BUILDING A DIGITAL MALAYSIA		
1 Fair & Transparent Communication	Foster a culture of open and transparent communications across all levels and channels responsibly, ensuring stakeholders are provided with timely, accessible, appropriate and relevant information to make well-informed decisions	Pages 84-88
2 Innovation & Technology	Leverage technological advancements to deliver innovative products and digital solutions for customers, employees and suppliers to improve processes, productivity and quality	Pages 89-92
3 Network Stability & Quality	Improve TM's network resilience against disruption and outages to deliver high-quality, fast and uninterrupted service to Malaysians	Pages 93-95
4 Cyber Security	Protect TM's operations as well as its stakeholder against cyber security attacks, data loss, privacy issues, potential breaches and sabotage	Pages 96-99
5 Customer Experience	Deliver seamless customer service that combines the convenience of digital and the emotional intelligence of our frontliners	Pages 100-103
6 Affordability & Inclusion	Close the digital divide by expanding network coverage and accessibility, as well as offering affordable options for different customer segments	Pages 104-106
OUR CONTRIBUTION TOWARDS ENVIRONMENTAL IMPACT VIA PROTECTING THE PLANET		
7 Carbon Emissions	Reduce the carbon emissions of our operations for Scope 1 (direct emissions), Scope 2 (indirect emissions from energy consumption) and Scope 3 (all other indirect emissions) to support action against climate change	Pages 107-112
8 Environmental Quality	Monitor and track our environmental activities, including water consumption, waste management and noise pollution, to maintain high environmental quality standards for air, water and land	Pages 113-115
OUR CONTRIBUTION TOWARDS SOCIAL IMPACT VIA PUTTING PEOPLE FIRST		
9 Fair Employment & Engagement	Create a culture of fairness and respect built on fair compensation & benefits, Diversity, Equity & Inclusion (DEI) and employee engagement	Pages 116-120
10 Health, Safety & Well-Being	Protect the physical and mental health of employees, suppliers and other stakeholders impacted by our operations and activities	Pages 121-123
11 Training & Development	Future-proof our workforce with the skills and knowledge needed to allow our people and suppliers to thrive in a Digital Malaysia	Pages 124-126
12 Responsible Supply Chain	Uphold high standards of environmental and social practices across our supply chain, while contributing to the development and ensuring fair treatment of our vendors and suppliers	Pages 127-131
13 Community Development	Allocate financial and non-financial resources, including employee volunteer hours, into programmes that contribute to social equity by educating future leaders, developing entrepreneurs and empowering underserved communities	Pages 132-140
OUR DUTY TO PROTECT CORPORATE GOVERNANCE VIA STRENGTHENING INTEGRITY		
14 Good Governance	Conduct ourselves with the highest standards of integrity, transparency and accountability, with zero-tolerance for corruption and unethical practices	Pages 141-145

MARKET TRENDS

Market Review & Outlook

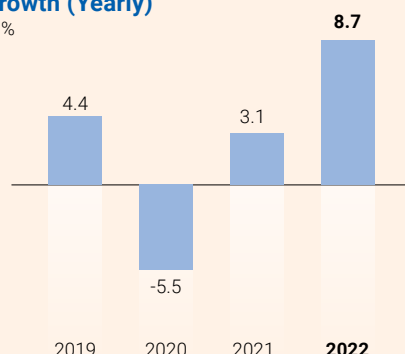
THE ECONOMY

WHAT HAPPENED IN 2022?

- The global economy faced multiple headwinds in 2022, including supply chain disruptions from the Russia-Ukraine conflict, rising inflation and an energy crisis. Global Gross Domestic Product (GDP) growth has moderated to 3.4%, reflecting the economic slowdown in advanced economies as well as emerging markets and developing countries
- The Malaysian economy continues to recover as borders reopened, with a recorded 8.7% growth in 2022 (2021: 3.1%)
- The main growth drivers include the continued expansion in domestic demand, firm recovery in the labour market, expansion across all economic sectors and ongoing policy support
- However, the Malaysian market still faced significant challenges, including the weakening of the Ringgit, as well as rising headline inflation due to global events, demand conditions and elevated cost pressures

Real GDP Growth (Yearly)

Annual change %



Source: BNM Quarterly Bulletin 4Q2022, MoF Belanjawan 2023 – Malaysia Madani, World Bank – Malaysia Economic Monitor

HOW IT IMPACTED TM?

- Consumers adopted diverse spending strategies to account for inflation
- Higher cost of doing business, leading organisations became more cost-conscious and constantly sought ways to optimise their digital investment

HOW DID WE RESPOND?

- Increased our customer-centricity with smart solutions that align with customers diverse spending strategies to navigate the challenging economic conditions
- Ensured our digital infrastructure fully supports customers' need for digital transformation

Future Outlook

- While the challenges of 2022 are expected to spill over into the new year, the Malaysian economy is expected to grow by 4.5% amid an expected slowdown in external demand
- Globally, the economy will slow down and supply chains will continue to suffer. This is mainly due to ongoing geo-political tensions (e.g. Russia-Ukraine, US-China), which have increased pressure on global supply chains and worsened inflation
- A depreciating Ringgit could increase the cost of living but may also be favourable for economic growth by increasing Malaysia's international competitiveness and net exports

THE ICT SECTOR

WHAT HAPPENED IN 2022?

- The ICT industry was one of the few sectors that have recorded strong growth since the pandemic, which expanded by 5.2% in 2022
- Overall, enterprise ICT spending in Malaysia had increased between 1% to 6% for 2022, as compared to 2021. This growth is mainly due to COVID-19-induced remote working requirements and the subsequent need for enabling technologies like cloud computing, mobility solutions and cyber security
- The positive outlook for ICT spending in the country can also be attributed to the continued expansion of the country's digital economy stimulated by the Government's MyDigital initiative

HOW IT IMPACTED TM?

- Strong IT industry growth and increased ICT spending trends enabled TM to explore and expand its list of connectivity and digital product/service offerings
- Aggressive growth caused fierce competition within the telecommunications industry, including leading System Integrator (SI) players, to increase their market share

HOW DID WE RESPOND?

- Formed strategic partnerships with businesses to build the digital ecosystem of enterprises and the public sector, e.g. collaboration on the hybrid cloud with UMW IT Services Sdn Bhd

Future Outlook

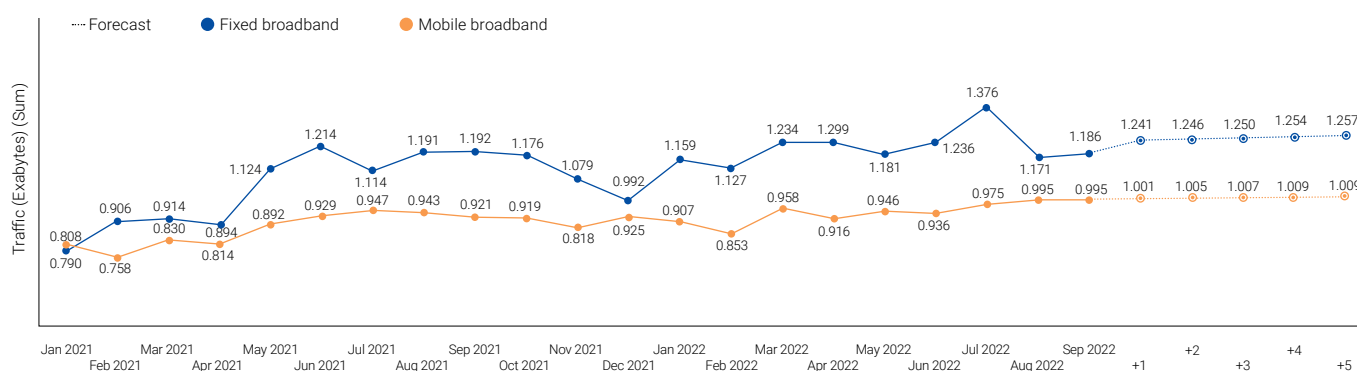
- The total market of IT services in Malaysia is projected to grow at a compounded annual growth rate (CAGR) of 5.4% reaching US\$3.5 billion by 2026
- By 2024, digital-first enterprises will enable empathetic customer experiences and resilient operating models by shifting 50% of all tech and services spending to as-a-service and outcomes-centric models
- By 2025, we expect an explosion in high-dependency workloads that will lead to 65% of ASEAN's top 500 companies to use consistent architectural governance frameworks to ensure compliance reporting and audit of their infrastructure
- The three (3) primary markets (i.e. Managed Services, Project Oriented and Support Services) are expected to grow relatively steadily over the next five (5) years
- The SI market makes up 39% of the primary market and is expected to grow at a CAGR of 5.9% in five (5) years, making it the largest contributor to the project-oriented market segment
- Network consulting and integration services (NCIS) take second place with a CAGR of 5.2% which consist of 29% from the primary market in the next five (5) years



CONNECTIVITY

WHAT HAPPENED IN 2022?

- Consumer fixed broadband grew strongly in 2022, driven by fibre and fixed wireless access (FWA) expansion
- Meanwhile, the total sum of digital subscriber lines (xDSL) continued to decline sharply at -28% CAGR due to continuous transformation and migration of technology, moving to fibre
- Expansion of 4G coverage seen across emerging markets in ASEAN, including Malaysia, has accelerated the transition from older technologies (e.g. 2G and 3G) to 4G
- 5G also started to gain traction as service providers finalised their arrangements with DNB and consequently transitioned from pilot to commercial roll-out
- For enterprises, the fixed market grew by 1.5%, while enterprise mobile Internet/data grew by 4.3%
- Enterprise corporate Wide Area Network (WAN) traffic is shifting again as the country is transitioning from the pandemic to the endemic phase and businesses are returning to the office
- Malaysian Government, via its 100%-owned company DNB maintained the single wholesale network (SWN) model in the country's planned rollout of the 5G mobile telecommunication network. DNB has reaffirmed that an SWN mechanism will accelerate the national 5G network deployment and enhance Malaysia's position in offering commercial 5G services in ASEAN
- Market challengers continued to expand their initiatives to capture the market opportunity and differentiate with fixed-mobile integrated offerings
- By the end of 2022, over 50% of organisations have prioritised connectivity resilience to ensure business continuity, resulting in uninterrupted digital engagement with customers, employees and partners



Source: MCMC Statistic of data usage trend, C&M as of 3Q 2022

HOW IT IMPACTED TM?

- Consumer interest in broadband bundling beyond connectivity and entertainment is growing, but flexibility is key to capturing this growth
- Enterprise networks are increasingly complicated, while network performance remains a top challenge
- There are growing concerns from enterprises on network management and security

HOW DID WE RESPOND?

- Continuous improvement and prioritisation of customer experience to maintain focus on delivering the most reliable connectivity
- Focus on providing solutions to help organisations rapidly adapt to business disruptions via digital technology, with emphasis on infrastructure, connectivity and operational digital capabilities

Future Outlook

- Adoption will grow especially in suburban and rural areas, driven by fibre expansion plus the mobile coverage expansion and enhancement under JENDELA Plan
- The convergence across mobile, fixed and content will further drive the competition. This will also push service providers to differentiate beyond pricing, e.g. innovative devices and user experience
- Fixed broadband is expected to increase at 4.9% CAGR in the next five (5) years, with household penetration projected to increase to 47% by 2027
- With a CAGR of 14%, Malaysia's Internet economy is expected to reach US\$35 billion in 2025, underpinned by growth in e-commerce, transport and food
- Enterprises will have multiple WAN access (e.g. leased lines, broadband, wireless). This drives the need for efficient network solutions such as managed SD-WAN and SD-interconnect services

Sources: GD 2022 Mid-Year Market Review for TM; IDC Connectivity Report Consumer and Enterprise for TM, Sep 2022

DIGITALISATION

WHAT HAPPENED IN 2022?

- MSC Malaysia helped to drive the growth of the country's digital economy, which currently accounts for 22.6% of the national GDP
- The growth of data usage has slowed down in 2022 due to the lower use of conferencing tools as businesses returned to pre-pandemic operations
- Major telcos utilised the SME Digitalisation Initiative Grant under PENJANA to attract MSMEs interested in digitally transforming their business. The initiative is expected to boost Malaysia's digital economy, especially for the SME market segment
- According to a survey done in 2022, Malaysian MSMEs focus on improving their customer experience and market growth, with cloud-based solutions as their go-to choices. However, they will require guidance on their digitalisation strategy

Findings of the survey are as follows:



Sources:

- 1) MCMC 3Q 2022 C&M Facts and Figures for the data usage trending
- 2) IDC Vertical MSME report for TM, Oct 2022 based on IDC Digital SMB Pulse Survey 2020-2021 and IDC MSME Survey 2022

HOW IT IMPACTED TM?

- Data growth is expected to remain stable as more employees return to the office and less conferencing traffic occurs
- Increasing digital adoption by MSMEs will require overcoming a short-term opportunistic IT approach and investing to be their trusted digital transformation partner

HOW DID WE RESPOND?

- Progressively transformed the end-to-end customer digital experience
- Leveraged existing network strength to support MSMEs to remain connected with their workforce, customers and suppliers
- Continued to assist MSMEs embark in their digitalisation journey through training programmes, tips, case studies and networking opportunities to scale up their business

Future Outlook

- According to the 12th Malaysia Plan, the digital economy will contribute 25.5% to Malaysia's GDP by 2025
- With the challenging and dynamic market landscape, 30% of the lagging MSMEs surveyed will have to broaden their partnerships to stay afloat. In comparison, 20% of leaders will participate in the industry ecosystem to grow and expand
- It is also projected that 33% of MSMEs will experience security breaches every quarter, causing business disruptions of at least one (1) week per quarter
- On a positive note, 30% of MSMEs will increase investment in analytics and Supply Chain Management solution to optimise their inventory management and business planning
- Similarly, 60% of MSMEs will invest in enhanced connectivity and communications services, moving from on-premises to managed services to drive competitiveness, resilience and customer experience

Sources: IDC Vertical MSME report for TM, Oct 2022 based on IDC FutureScape Worldwide Small and Medium-Sized Business 2022 Predictions – Asia/Pacific (Excluding Japan) Implications

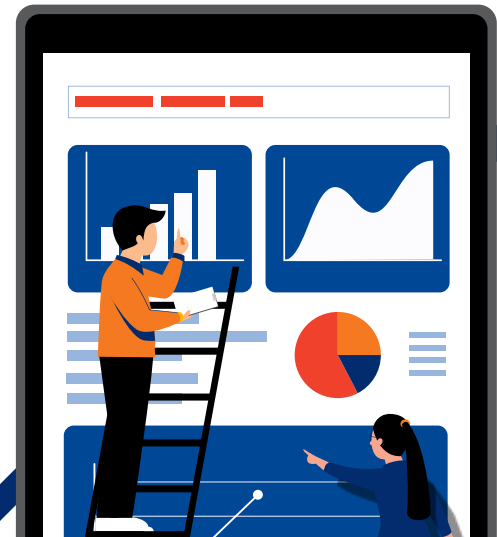


CLOUD

WHAT HAPPENED IN 2022?

- Enterprises continued to accelerate their digital transformation, with more enterprises migrating their mission-critical workloads such as Enterprise Resource Planning (ERP) workloads to cloud environments
- Google Cloud introduced Zero Trust architecture which provides Bring Your Own Device (BYOD) Protection, mitigates data exfiltration risk and prevents malware upload to a corporate data access point, Extended Workforce Access; security controls to 3rd parties even if they're not utilising corporate-managed devices and SaaS Application Protection; provides zero trust access to SaaS applications without the use of SSL decrypting proxies and with in-browser Cloud Access Security Broker (CASB) functionality
- Cloud adoption continued to increase, with about 50% of the total ICT budget allocated for the service
- Multi-cloud strategy gained traction among customers as it provides cost-efficient solutions available from different providers with applications that can be quickly ported across to new platforms

Source: IDC, Unlocking Cloud Opportunities in Southeast Asia, Aug 2022



HOW IT IMPACTED TM?

- Cloud is shifting the focus from product sales to outcome-based solutions, increasing the complexity of cloud deployment. Hence, enterprises looked for providers with certified cloud expertise
- There will be wider development of edge computing use cases in Malaysia driven by service providers, hyperscalers and IT vendors, as well as 5G (Multi-Access Edge Computing – MEC)

HOW DID WE RESPOND?

- Continued serving as the sole local provider for the Government's MyGovCloud initiative and the only hyperscaler cloud provider to offer data residency, data locality and data sovereignty for the Malaysian Government and its citizens
- Launched Credence, TM's new digital arm that delivers transformational solutions by bringing together strategic partnerships with the world's leading cloud and cloud-native application providers

Future Outlook

- As most enterprises have more than two (2) cloud providers, multicloud will become crucial in driving operational efficiency through workload integration and orchestration. There will be wider demand for advanced capabilities such as microservices, containers, CI/CD automation and cost management
- Global investments in cloud applications are expected to rise by 11.3% in 2023, totalling approximately \$879.62 billion. This growth is expected to be driven primarily by the adoption of technologies that utilise AI and Machine Learning (ML) in cloud computing
- The Government's initiative to migrate data to the cloud will attract wider players into the country, enhance cloud regulations and hence drive the country's adoption and maturity
- Google and Microsoft have also announced new regions, while hyperscalers are expanding their partner ecosystem with local players

Sources: IDC report for TM, May 2022 - Emerging Trends in Managed Edge and CDN Services; Gartner Report on Outlook of Global IT Market, Oct 2022

16%
expected
growth

in the cloud service market to

RM19.4
billion

in 2026

SMART SERVICES

WHAT HAPPENED IN 2022?

- IR4.0 gained momentum in Malaysia as the federal and state Governments, economic corridors and tech providers intensified its promotion to local business
- The push for IR4.0 was driven by a collective commitment to advancing in the digital ecosystem and facilitating them in this journey with the right technology, skills and talent
- Against this backdrop, Malaysia is quickly evolving its IoT market as more tech providers are partnering to build end-to-end solutions for enterprises to embark on their digital transformation journey
- For instance, the National Academy for Drone Sports Excellence (AKSADRON) was launched in Kuantan, Pahang, as the country's first drone sports zone and is set to be a hub for drone racing and high-performance drone activities
- As part of an overall technology improvement, KLIA has installed over 100 biometric-enabled self-service touchpoints from air transport industry IT provider SITA. This instalment is intended to improve the passengers' experience and increase safety against pandemics

HOW IT IMPACTED TM?

- There were more initiatives and partnerships between TM, service providers and leading industry players to co-develop enterprise IoT solutions

HOW DID WE RESPOND?

- Established a Memorandum of Understanding (MoU) between Ipoh City Council and TM One to transform Ipoh into a smart city through several smart initiatives e.g. Smart Traffic Management with Analytics Services (STARS)
- Signed an MoU with Ramsay Sime Darby Health Care (RSDH) to collaborate on Smart Healthcare and other business solutions for the RSDH group of hospitals
- Established TM One 5G Sphere to collaborate and co-create the next 5G use cases, from ideation to realisation

Future Outlook

- Malaysia's IoT market is expected to grow from RM11.4 billion in 2021 to RM17.5 billion in 2025, with a CAGR (2021-2025) of 11.3%
- Software will contribute to the highest growth, while services are the largest contributor to the IoT market
- The IoT market size to enable consumer use cases in Malaysia is expected to reach US\$419 million by 2025 with a CAGR of 9.3% in 2021-2025

Source: IDC Connectivity Report Consumer and Enterprise for TM, Sep 2022

DATA ANALYTICS

WHAT HAPPENED IN 2022?

- Despite Malaysia's transition into the endemic phase, companies continued investing in data and analytics technologies at similar levels to the onset of the pandemic
- To that end, companies continued to target specific customer-facing use cases (e.g. sales pipeline automation) while simultaneously modernising backend infrastructure to lower costs, increase operational efficiency and generate new revenue streams

HOW IT IMPACTED TM?

- Increasing digitalisation is causing enterprises to create data at an unprecedented level, creating a challenge for them to store, manage and protect their large volumes of data
- Enterprises are becoming increasingly aware of the benefits that data analytics can provide to their business

HOW DID WE RESPOND?

- Leveraged analytics to drive digital and enhance customer experience
- Utilised big data and analytics in our digital solution strategy to maximise impact on customers

Future Outlook

- Applications and services that effectively manage, analyse and utilise data captured by enterprises will become a crucial investment area
- An increasing number of devices is expected to create a surge in data traffic across the network. The processing requirements are expected to vary based on the criticality of the application/use case requirements
- Enterprise buyers are expected to rapidly adopt cloud-native and multi-cloud architectures, moving closer to the edge to reduce latency and deployment opportunities as a means of reducing data storage, migration, integration and management costs
- This will drive nearly \$14.8 billion in data integration, management and processing by 2026

Sources: GD Global Outlook Report – Data & Analytics, Dec 2022; IDC Report – Emerging Trends in Managed Edge and CDN Services, May 2022



SUSTAINABILITY

WHAT HAPPENED IN 2022?

- With rising pressure from stakeholders, sustainability has become a business mainstream. An organisation's long-term performance and resilience depend on how effectively it can manage its ESG risks
- Governments continued introducing new regulations and policies to achieve the UN SDGs in their transition towards a low-carbon economy
- Locally, Bursa Malaysia launched enhanced sustainability reporting requirements for PLCs, with more transparency on climate change risks and transition plans
- Within the global telco sector, major players have already set sustainability targets, specifically climate-related targets

Service Provider	Sustainability Target
AT&T	Net zero by 2035
BT	Net zero by 2030
Colt	Net zero by 2030
Comcast/Masergy	Carbon neutral by 2035
Lumen	Net zero by 2030
NTT	Carbon neutral by 2030
Orange Business Services	Net zero by 2040
Singtel	Net zero by 2050
Telefonica	Net zero by 2040
Telstra	Carbon neutral since 2020
T-Systems	Net zero by 2025
Verizon	Net zero by 2035
Vodafone	Net zero by 2040
Zayo	Net zero by 2030

Source: GD Report – The Sustainable Telco: Approaches, Innovation and Lessons Learned, Sep 2022

HOW IT IMPACTED TM?

- More energy-efficient networks to deliver connectivity while transitioning to net zero
- Telco investors, customers, employees and governing bodies are placing higher importance on how vendors are tackling ESG concerns

HOW DID WE RESPOND?

- Successfully secured GET from TNB for our data centres in Kuala Lumpur, Cyberjaya and Johor Bahru, contributing to a lower carbon footprint as the demand for cloud storage inevitably increases
- Maintained existing Green Building Index (GBI) certification for our core data centres
- Aligned our broader ESG commitment with the national target of achieving net zero emissions by 2050

Future Outlook

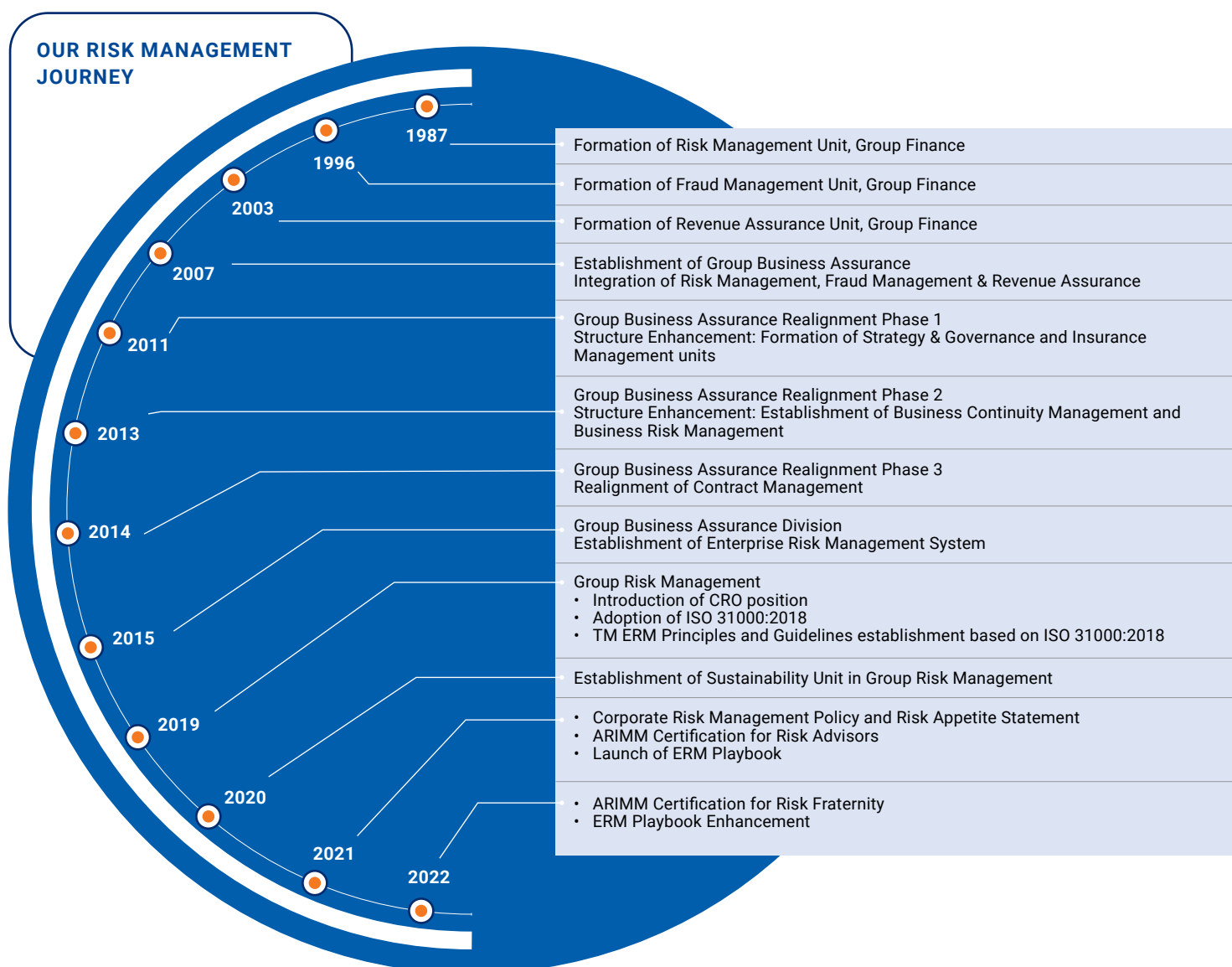
- To remain competitive, telco leaders will utilise technologies to support ESG data management and collection, such as AI, ML and federated learning (FL) to enable trusted and standardised ESG-related data management, as well as Block Chain for tracing and prediction
- Across sectors, businesses will be forced to set robust ESG KPIs and standardisation, which will require widespread coordination and collaboration. Achieving ESG will drive more creativity in global, industry-hybrid partnerships

Source: GD Report – The Sustainable Telco: Approaches, Innovation and Lessons Learned, Sep 2022

Emerging Key Market Trends

Key Market Trends	What Is Happening?	Our Approach
Environmental, Social and Governance (ESG) Factors	<ul style="list-style-type: none"> • Stakeholders are increasingly scrutinising businesses' ESG efforts • Effective ESG integration brings new opportunities and improves competitiveness 	<ul style="list-style-type: none"> • Incorporate ESG risks into our Enterprise Risk Management (ERM) • Included ESG Risks in Board deliberations
Political Changes	<ul style="list-style-type: none"> • Following the administration change, Malaysia is looking at assessing the current 5G deployment through an SWN model • The new Government is focusing on reducing the cost of living for the <i>Rakyat</i> through targeted assistance and incentives/ discounts 	<ul style="list-style-type: none"> • Enhance our support in delivering 5G services to customers • Continue to support Government policies and approaches for the benefit of the <i>Rakyat</i>
Policy & Regulatory Developments	<ul style="list-style-type: none"> • Potential business impact from the MSAP pricing review • Regulators are shifting their focus from broadband coverage to affordability 	<ul style="list-style-type: none"> • Address MSAP through commercial tactics, better cost efficiency and stakeholder management • Continue to support Government policies and initiatives with a targeted approach for impacted segments
Changing Customer Needs & Expectations	<ul style="list-style-type: none"> • Customers are adopting diverse spending strategies to account for inflation • The pandemic has hastened the importance of connectivity, with a greater need to close the digital divide • eCommerce is evolving from goods and products to experiences, following the trend of video consumption 	<ul style="list-style-type: none"> • Provide new solutions to address customers emerging problems that accelerate digital adoption • Offer affordable, agile and flexible broadband bundle offerings beyond connectivity and entertainment • Deliver customised online solutions that are shaped by personal experiences and unique content
Intensifying competition	<ul style="list-style-type: none"> • Malaysian fixed broadband landscape is shifting towards a converged market • Decline in Business-to-Business (B2B) connectivity while industry borders are blurring 	<ul style="list-style-type: none"> • Pursue growth beyond connectivity, moving from FMC to lifestyle convergence • Accelerate the evolution of our B2B business e.g. smart services, cyber security and cloud

MITIGATING RISKS TO VALUE CREATION



At TM, we recognise the importance of risk management as an integral aspect of our business. Our ERM practices extend beyond identifying potential risks to encompass the ability to analyse and predict the impact of uncertainties on our organisational goals. The result of these practices leads to making an informed choice of either accepting the risks or rejecting them in accordance with the organisation's risk appetite.

TM has a long-standing commitment to risk management, which began in 1987. Over the years, we have made great strides in advancing our approach, evolving from the management of corporate insurance programmes to establishing a comprehensive ERM practice. The establishment of TM's Group Business Assurance (GBA) in 2007 was a pivotal moment in this journey, as it integrated ERM with fraud management and revenue assurance. GBA played a critical role in driving the groupwide execution of ERM until 2019, when TM's Group Risk Management was formed, along with the position of Chief Risk Officer (CRO). This move reflects TM's recognition of the growing importance of effective ERM practices and sustainability management in providing the necessary assurance to meet our overarching business objectives.

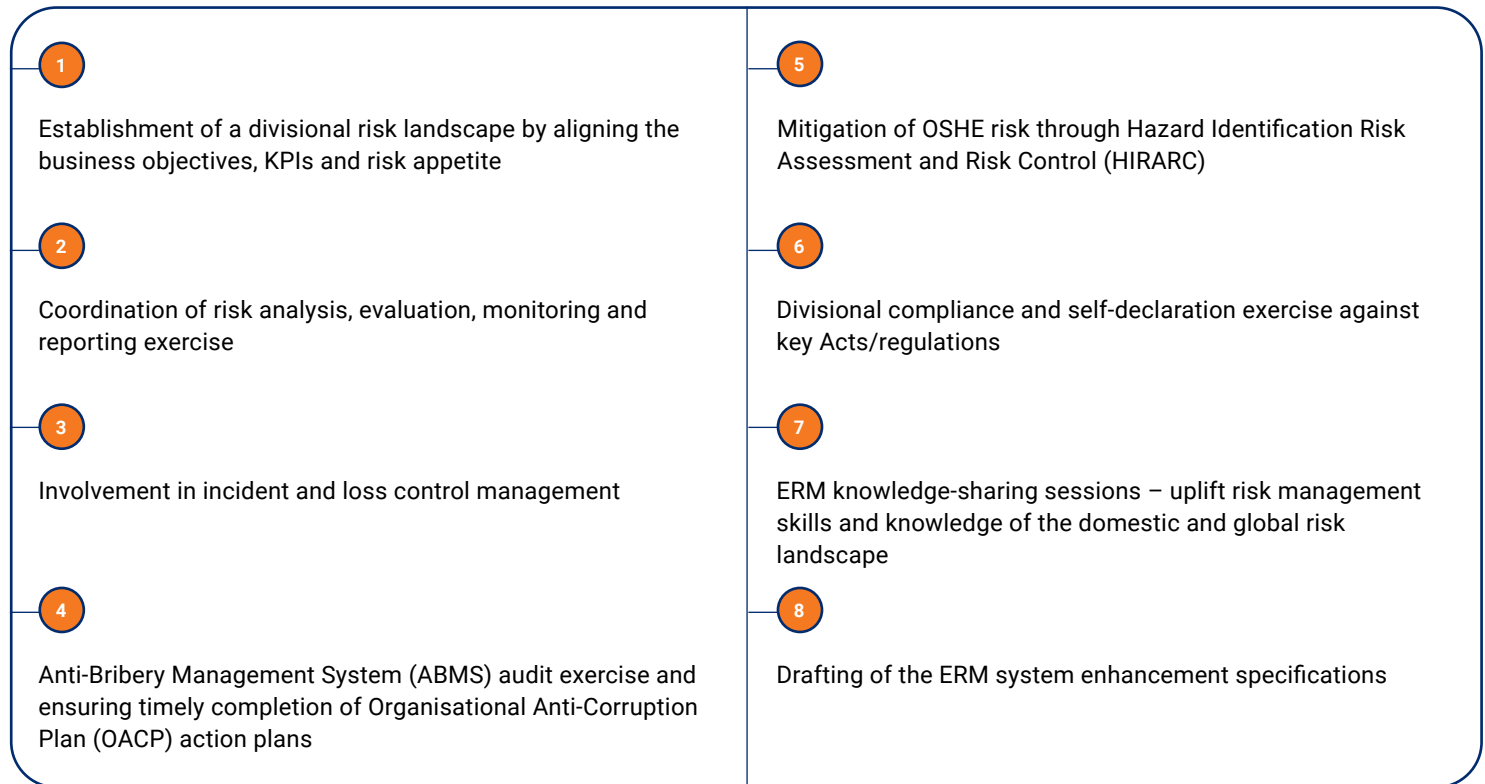
Collectively, we are committed to cultivating a risk-based mindset that significantly influences decision-making processes throughout TM's operations. Fast-forwarding to the present, TM's risk management processes are developed from a well-founded baseline and framework.

CULTIVATING A RISK MANAGEMENT CULTURE

In these challenging times of constant change and uncertainty, a strong risk culture is more important than ever. TM is committed to building trust through the continuous cultivation of a solid risk culture. Rather than relying on reflexive instincts to navigate risks, we are committed to embedding risk management within our divisional functions. All of our employees must understand the importance of risk management and are equipped with the tools to meet our risk management expectations. By understanding risk, we can work towards delivering TM's strategic goals and business objectives. To further drive the execution of our risk management approach, we have established the Risk Fraternity to oversee our operational risk management efforts.



Our Risk Fraternity is embodied by Risk Coordinators (RC), who carry the fundamental role of coordinating TM's ERM activities led by the Chief Risk Coordinator, with support from the respective divisional leaders. The foremost task of the Risk Fraternity is to ensure the risk management process and risk scanning exercise are carried out ahead of operations. Some of the key activities led by the Risk Fraternity throughout the year are:



Through the Risk Fraternity, Group Risk Management actively engages with leaders and risk owners to render advisory on the risk management process.

We also keep tabs on capability building across TM through the coordination of risk management certification programmes. In 2022, we enlisted 15 Risk Fraternity members to receive the Advance Risk Management Certification from the Academy of Risk Management Malaysia (ARiMM). Additionally, regular in-house ERM training sessions were organised to empower the Risk Fraternity to manage risks within their respective areas with greater clarity and confidence.

DRIVING RISK INNOVATION

To facilitate a better understanding of ERM processes and disciplines across TM, we have produced an in-house "ERM Playbook for Warga TM". The main objective of the playbook is to be a one-stop, user-friendly risk management guide for our people through concise illustrations of the step-by-step journey for risk management in accordance with the ISO 31000:2018 Risk Management Framework.



The ERM Playbook is intended for users to learn about the Risk Management Framework, followed by the Risk Management Process topics. Risk assessment tools and templates are also available for download through the ERM Playbook.

In the long run, we aim to expand the ERM Playbook's contents to become a practical guide through self-learning. Moving towards that, we are constantly identifying gaps and improving the content presentation from time to time. In 2022, we launched a series of risk management communications highlighting ERM topics extracted from the ERM Playbook. A quiz contest section also served to promote readership and understanding.

In recognition of our Risk Fraternity's efforts and commitments, TM was awarded by the Malaysian Association of Risk and Insurance Management (MARIM), acknowledging our efforts in instituting effective risk management during the COVID-19 period. This achievement signifies the continuous growth of our risk culture journey in TM.

As we progress towards becoming a human-centred TechCo, we will continue to face various risks and challenges that may impede our transformation. However, we view these as tactical opportunities to build our resilience, strength and endurance. The execution of appropriate key controls through our ERM Framework helps mitigate these risks, while seizing potential opportunities in creating new value for our business and stakeholders.

↳ For more information on our ERM, please see pages 211-216



Type of Risk	How It Impacts Value	Impact on Capitals
Strategic Risks affecting the achievement of the Group's overall objectives and long-term direction as set out by the Management and the Board, arising from both external and internal factors	<ul style="list-style-type: none"> Revenue erosion Deterioration of market share and investor's confidence Non-sustainable business growth 	Financial Capital: Internal and external factors undermine our capacity to realise strong returns and impact our pool of funds Social & Relationship Capital: Challenges to our strategic plans may impact our nation building agenda and erode stakeholder trust
How We Mitigate Risks	What We Have Achieved	Tactical Opportunities
<ul style="list-style-type: none"> Proactive engagement with regulators to align service providers and customer interests Advocate our strategic position in supporting the national digital agenda Develop strategic partnerships with mobile operators to improve mobile quality and coverage Expand into new growth areas beyond connectivity i.e. mobile and digital Increase promotional campaigns Effective management of negative sentiments on mainstream and social media 	<ul style="list-style-type: none"> 5.1% growth in Revenue 22.2% growth in EBIT 27.7% growth in PATAMI RAM Rating Services: AAA NPS: +39 	<ul style="list-style-type: none"> Increase innovation by offering products and services tailored to customers' needs Improve engagement and relationship with regulators Maintain good reputation and increase company's credibility Creating a level playing field in the mobile space to increase our competitiveness
Risk Movements Risk remained between Significant to High. This was due to the intense competition in the telco industry to gain market share through competitive products and services, as well as the challenging regulatory landscape which requires continuous engagement with regulators.		
Strategic Pillars: 	Stakeholders Affected: 	Material Topics: <div> M1 M2 M6 M8 M13 M14 </div>



Type of Risk	How It Impacts Value	Impact on Capitals
Operational Risks involved in the day-to-day activities of TM. This covers threats that may jeopardise the Group's ability to serve its customers, or to meet its obligations to its stakeholders	<ul style="list-style-type: none"> Shortage of supply affecting customer delivery Unfavourable NPS score Imposition of penalty/legal consequences Project timeline and cost overrun 	Financial Capital: Cost escalation due to operational disruption and non-compliance incidences/breach of Acts Social & Relationship Capital: Disruption to our service and operations may lead to a loss of trust from customers and stakeholders Intellectual Capital: Operational challenges and business discontinuity may impact our competitiveness Manufactured Capital: Issues with our network infrastructure e.g. fibre cuts
How We Mitigate Risks	What We Have Achieved	Tactical Opportunities
<ul style="list-style-type: none"> Proactive engagement with suppliers to improve supply chain resilience Improvement to the service installation and restoration plan Deliver structured training programmes via physical and digital platforms Divisional compliance self-declaration exercise to identify and ensure compliance with various regulations, standards and frameworks Audit Loss Control Adopting a 'customer first' management approach through elevating customer experience (CX) at every touchpoint of a customer's journey 	<ul style="list-style-type: none"> 5.2% reduction in health and safety incidents in TM 23% decrease in OSH-related incidents related to network operations Zero (0) cases of data loss in 2022 Three (3) out of four (4) customers who registered for new subscriptions within Unifi's coverage areas were serviced within 14 days 57% reduction on complaints received through Malaysian Communications and Multimedia Commission (MCMC) on Unifi services 	<ul style="list-style-type: none"> Rollout of new operating model to improve end-to-end material supply management Strengthen operational processes for improved service and infra delivery and restoration Strive towards self-regulated health and safety at divisional levels Maintain and elevate customer experience, corporate reputation and stature Early realisation of revenue through timely project delivery
Risk Movements Risk has reduced from between Low to High (2021) to Low to Significant (2022) with key controls in place to mitigate supply chain risk exposure. This was achieved through diversity in the supply chain, improvements to the end-to-end supply sustainability management, improvements to the service delivery and restoration. Additionally, we have ensured compliance to external acts/guidelines and made improvements across TM's customer experience journey to ensure the highest network quality and best-in-class customer experience.		

Strategic Pillars:

Stakeholders Affected:

Material Topics:


Type of Risk	How It Impacts Value	Impact on Capitals
Financial Risks directly impacting our financial performance or liquidity	<ul style="list-style-type: none"> • Increase in bad debt and reduced collection • Deterioration in credit rating • High OPEX/CAPEX • Not meeting revenue targets • Profitability shortfall • Additional cost due to Forex loss 	Financial Capital: Loss of revenue and financial capital impacts our growth objectives and returns generated for shareholders
How We Mitigate Risks	What We Have Achieved	Tactical Opportunities
<ul style="list-style-type: none"> • Monitor customer credit ratings • Cost management through aggressive negotiation with service providers/suppliers • Enhancement of revenue assurance coverage and process • Drive aggressive sales campaigns • Hedge additional borrowings and regular Forex monitoring 	<ul style="list-style-type: none"> • 5.1% growth in Revenue • 22.2% growth in EBIT • 27.7% growth in PATAMI 	<ul style="list-style-type: none"> • Improve collection, with Account Receivables (AR) Days for effective credit assessment controls • Better economies of scale with improved ability to sell products/services at competitive prices • Improve revenue position • Avoid unnecessary costs due to Forex
Risk Movements Risk remained manageable between Low to Moderate, attributed to effective cost management through aggressive negotiation with service providers/suppliers, monitoring of customer credit ratings, enhancement of revenue assurance coverage and processes, aggressive sales campaigns and programmes, effective hedging on borrowings and regular Forex monitoring.		
Strategic Pillars: 	Stakeholders Affected: 	Material Topics: M2 M5

Type of Risk	How It Impacts Value	Impact on Capitals
Technology/Systems Potential failures or breakdowns in our network infrastructure and information systems or processes as well as any external disruptions or attacks	<ul style="list-style-type: none"> • Business operations and service disruptions • Data leakages • Unfavourable customer experience • Unrealised revenue opportunities 	Financial Capital: Financial implications related to network downtime/outages Social & Relationship Capital: Loss of stakeholder trust from disruptions and cyber security issues Intellectual Capital: Cyber security attacks and network issues impacts our competitive edge
How We Mitigate Risks	What We Have Achieved	Tactical Opportunities
<ul style="list-style-type: none"> • Governance, process, control improvements & certifications through Cyber Security Programme Maturity Assessment • Strengthening of information security policy and updating of cyber security hardware and software • Uplift the technical and cyber security expertise of our workforce • Specific security controls addressing endpoint access and identification authentication management platform • Development of new Business Support Systems and geo-redundant disaster recovery systems • Better network infrastructure design and diversity • Business Continuity and Disaster Recovery plans 	<ul style="list-style-type: none"> • Zero (0) cases of data loss in 2022 • 88% of Unifi's network-related faults restored within 24 hours 	<ul style="list-style-type: none"> • Building resilience against technology and cyber threat disruptions • Standardisation of security policy, requirements and controls across the organisation • Reinforce endpoint security and identity authentication management • Enhance robustness of network, systems and operations • Building continuous confidence and trust with customers and market
Risk Movements Risk has elevated between Moderate to High (2021) to Significant to High (2022) attributed to the trends in cyber attacks and security breaches, affecting customers' internal processes and services. Ongoing mitigations include strengthening the information security policy/framework and improving cyber security hardware and software controls, as well as uplifting the technical expertise of our workforce. Besides cyber security, emerging risk in terms of readiness of robust and flexible Business Support Systems (BSS) to increase agility and address the dynamic business needs of customers is also crucial.		
Strategic Pillars: 	Stakeholders Affected: 	Material Topics: M2 M3 M4 M5 M7 M8 M11 M14

Type of Risk	How It Impacts Value	Impact on Capitals
Sustainability ESG risks that negatively impact sustainable value and growth	<ul style="list-style-type: none"> Unfavourable ESG rating leading to negative reputation Disruptions to operations, services and worker safety due to natural disasters Unskilled or non-future-ready employees Manpower productivity and turnover Reputational damage due to unethical conduct 	Financial Capital: Financial implications related to ESG issues i.e. climate change Social & Relationship Capital: Loss of stakeholder trust from corruption and environmental and social breaches Natural Capital: Scarcity of natural resources or pollution of the natural environment Human Capital: Poor employee morale and engagement, resulting in lower productivity Manufactured Capital: Damages to infrastructure network and physical assets from natural disasters
How We Mitigate Risks	What We Have Achieved	Tactical Opportunities
<ul style="list-style-type: none"> Establishment and disclosure of ESG Vision & Commitment Implementation and testing of TM's BCM and Disaster Recovery Plan (DRP) Incorporate climate change risk as part of Corporate Risk line-up Established TCFD reporting Future-skilling of subject matter experts Deliver reward, recognition and comprehensive staff benefits Strengthen ABMS certification and implementation of OACP 	<ul style="list-style-type: none"> Carbon emissions reduction by 12.45% More than 10,000 trees planted via Sustainability Programme 'Penghijauan' (Carbon Offset) CDP rating: B (2021: C) CDP SER: A- (2021: B-) FTSE Russell Score: 3.6 (FTSE Russell Score 2021: 3.1) FTSE4Good rating: 4 out of 4 Stars 100% TM employees signed TM IP ABMS Certification Scope expansion: from four (4) divisions in 2021 to six (6) divisions in 2022 Maintained MS ISO 37001:2016 ABMS Certification by SIRIM for the second year in a row through 100% compliance to ABMS standards TM employees' ethics and integrity practice effectiveness measure (Business Integrity Survey Score): 8.01 of 10.00 Reporting of TM Organisational OACP progress with continuous tracking and monitoring 	<ul style="list-style-type: none"> Elevate our corporate reputation and stature with improved ESG rating Support global and national climate commitments Increase TM's visibility in the ESG space and fraternity Develop human capital with future skills Spearhead innovation for IR 4.0 Highly productive and motivated workforce

Risk Movements
Risk has elevated from Low to Significant (2021) to Moderate to Significant (2022), stemming from the heightened climate change-related risks (i.e. flood and landslides) that cause service interruption to customers. Robust BCM programmes will continue to be implemented and improved to mitigate prolonged service outages. Transitional risks to a low-carbon economy will be addressed through TM's ESG roadmap and commitments, which also encompass initiatives that elevate the Social (i.e. deployment of fibre Internet access to more communities and suppliers' ESG compliance) and Governance (i.e. zero-tolerance to corruption) aspects of sustainability.

Strategic Pillars: 	Stakeholders Affected: 	Material Topics: M2 M5 M7 M8 M9 M10 M12 M13 M14
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VALUE CREATION BUSINESS MODEL



VISION:
To shape a Digital Malaysia through technology that empowers communities, businesses & Government

OUR CAPITALS

DELIVER CUSTOMER OUTCOMES

INPUTS

FINANCIAL

- RM20.63 billion market capitalisation
- RM23.13 billion total assets
- RM2.02 billion Free Cash Flow
- RM2.43 billion CAPEX

MANUFACTURED

- >690,000 km cables nationwide
- >340,000 km international submarine cables

NATURAL

- 441.2 million kWh of electricity consumption
- 179,400 m³ water withdrawal from municipal water suppliers

SOCIAL & RELATIONSHIP

- 1,551 active local suppliers
- RM8.1 million contributed to community initiatives

INTELLECTUAL

- RM62.3 million invested in R&D
- 77 years of experience as a leading telco provider

HUMAN

- 19,499 Warga TM
- RM24.3 million invested in employees training & development

KEY RISKS

→ Read more on pages 211-216

MATERIAL MATTERS

→ Read more on pages 30-31

OUR STRATEGY

From a Converged Telco

to a human-centred TechCo

unifi
Enriching customers' lives through digital lifestyles

TM ONE
Creating value for businesses through digital technologies and solutions

TM GLOBAL
Connecting Malaysia to the world through borderless opportunities

→ Read more on pages 56-73

MARKET TRENDS

- The Economy
- Connectivity
- Regulatory Developments
- Digitalisation
- IoT
- Cloud
- Big Data
- Sustainability

→ Read more on pages 32-37



MISSION:

Humanising technology and making it accessible to all Malaysians in a sustainable manner

• For communities, we enrich everyday moments by enabling converged lifestyle solutions

• For businesses, we enable growth by providing integrated solutions and strategic collaborations that accelerate business transformation

• For Government, we accelerate the nation's aspiration towards becoming a Digital Malaysia with holistic connectivity, platform and digital solutions

► THROUGH BUSINESS ACTIVITIES THAT CREATE

► VALUE FOR OUR STAKEHOLDERS.



OUR BUSINESS

Stronger Financial Position

- **KPI:** Revenue, EBIT, CAPEX
- **Key Risks:** Operational, Technology
- **Material Matters:**

M1

Fair & Transparent Communication

M4

Cyber Security

M2

Innovation & Technology

M12

Responsible Supply Chain

M3

Network Stability & Quality



OUR PURPOSE

Enable Digital Malaysia

- **KPI:** Total Dividend Payout to Shareholders
- **Key Risks:** Sustainability, Regulatory
- **Material Matters:**

M7

Carbon Emissions

M13

Community Development

M8

Environmental Quality

M14

Good Governance



OUR CUSTOMERS

Ensure Customer Happiness

- **KPI:** Net Promoter Score (NPS)
- **Key Risks:** Strategic, Operational, Sustainability
- **Material Matters:**

M5

Customer Experience

M6

Affordability & Inclusion



OUR PEOPLE:

WARGA TM

Execution Engine to Perform & Transform

- **KPI:** Organisational Health Index (OHI)
- **Key Risks:** Operational
- **Material Matters:**

M9

Fair Employment & Engagement

M11

Training & Development

M10

Health, Safety & Well-being

OUTCOMES

STAKEHOLDERS

FINANCIAL

- RM627.5 million dividend payout
- 17.7% return of equity
- RM542.3 million tax contribution



Shareholders & Investment



Government & Regulator

MANUFACTURED

- 3.5 million home and SME customers served
- 69% of premises passed with high-speed Internet access nationwide



Shareholders & Investment



Customers

NATURAL

- 12.45% reduction in carbon emissions since 2019



Shareholders & Investment



Communities



Media

SOCIAL & RELATIONSHIP

- RM3.53 billion contributed to local suppliers
- >47,000 beneficiaries reached



Suppliers



Communities



Media

INTELLECTUAL

- 3 international awards acquired
- 4 smart solutions developed



Shareholders & Investment



Government & Regulator



Customers

HUMAN

- 3,984 employees trained with future-ready skills
- with 5.2% drop in health and safety incidents
- 36% women on the Board



Employees

OUR CAPITALS

We adopt a comprehensive approach to creating sustainable value for our stakeholders. We utilise six (6) types of capitals, each interrelated and with a complex interplay between them. As part of our sustainability approach, we understand that sometimes we need to make short-term financial trade-offs to achieve meaningful, long-term gains. This guides our strategic decisions as we strive to create sustainable value that benefits all our stakeholders.

HUMAN CAPITAL

Our dedicated and skilled *Warga TM* acts as our execution engine. We invest in our employees so they can drive our strategic purpose forward.

INPUTS

	2021	2022
Total number of <i>Warga TM</i>	>20, 000	>19,400
Total Investment in Employees Training & Development (RM million)	20.2	24.3
Gender Diversity on Workforce (women)	40%	40%
Gender Diversity on Board (women)	36%	36%

OUTPUTS/OUTCOMES

	2021	2022
Average total hours of training per year per employee	41	32
Employees with Collective Bargaining Agreements (%)	37%	35%
Loss Time Injury Frequency (LTIF)	0.85	0.83
Incident Rate (IR)	2.75	2.76
Fatality Rate (FTR)	6.17	6.35
Employee Engagement Score	82	80

ACTIONS TO ENHANCE OUTCOMES

- Introduced online on-demand training to complement traditional learning and strengthening the talent ecosystem with the right training and development to support TM's new growth areas
- Further enhance the communications between employee representatives and the management team to negotiate and establish mutually beneficial collective bargaining agreements
- Improve awareness on safety protocols, audits and corrective actions to reduce incidents, fatality and LTI frequencies
- Integrated communications to reduce message fatigue, recognise employees' ideas and award employees for their achievements

TRADE-OFFS

We invested in right skilling programmes to create a future-proof workforce while implementing well-being programmes to ensure employees physical and mental health. This has some implications to our Financial Capital, but the improved productivity and new skills acquired by our talents will result in greater profitability in the long run.



FINANCIAL CAPITAL

Our income and earnings are used to operate and grow the business. We channelled our financial funds to pay relevant stakeholders, finance other types of capitals and propel our Digital Malaysia aspirations.

INPUTS

	2021	2022
Free Cash Flow (RM billion)	2.21	2.02
CAPEX (RM billion)	1.70	2.43
Total Assets (RM billion)	22.83	23.13
Market Capitalisation (RM billion)	20.76	20.63

OUTPUTS/OUTCOMES

	2021	2022
Group Revenue (RM billion)	11.5	12.12
PATAMI (RM million)	895.2	1,143.3
EBIT (RM billion)	1.71	2.09
Total Dividend Payout (RM million)	490.6	627.5

ACTIONS TO ENHANCE OUTCOMES

- Continuous revenue growth momentum from all LOBs across all product lines
- Improving cost efficiency ensuring higher profitability
- Optimising cost of capital to maximise value and returns to shareholders
- Providing healthy distributions for shareholders

TRADE-OFFS

We channel our Financial Capital into growing other capitals, such as investing in employee training and rewards (Human Capital), research and development (Intellectual Capital), resource efficiencies (Natural Capital) and expanding our network and support system infrastructure (Manufactured Capital). While this has temporarily lowered our Financial Capital, we believe that it will contribute to our long-term success and the betterment of our nation.



**INTELLECTUAL CAPITAL**

We have remained at the forefront of every technological advancement in the country. We embrace new technologies and digital solutions that strengthen our value proposition and competitive edge.

INPUTS

	2021	2022
Total Investment in R&D (RM million)	61.4	62.3
Years of experience in telco industry	75	76

OUTPUTS/OUTCOMES

	2021	2022
No. of acquired International Awards	3	3
No. of smart solutions developed	9	4
No. of new products launched	2	3
No. of digital platforms established	5	2

ACTIONS TO ENHANCE OUTCOMES

- Continue to support TM's 10 growth areas and help to improve internal business operations for the Group
- Increase process efficiency and staff productivity, leading to lower operational costs and improved CX
- Intensify commercialisation efforts by collaborating with LOBs to bring our smart solutions to the market thus increasing revenue

TRADE-OFFS

In response to changing customer demands, we have channeled our financial resources into R&D, as well as smart technologies. Although this has reduced our immediate Financial Capital, we believe that it will improve our competitive edge and contribute to better overall performance in the long-term. Additionally, being recognised as a digital leader has helped us gain the trust of our customers, which in turn enhances our Social and Relationship Capital.

**NATURAL CAPITAL**

Our operations rely on a range of resources, including energy, water, radio spectrum and other natural resources. As we progress on our sustainability journey, we strive to continuously reduce the impact of our activities on the environment.

INPUTS

	2021	2022
Total of Water Withdrawal from Municipal Water Suppliers (m³)	221,590	179,400
Total energy consumed (kWh million)	434.24	441.2

OUTPUTS/OUTCOMES

	2021	2022
Carbon emissions reduction (%)	8.3	12.45
Total GHG Emissions (tCO ₂ e)	349,710.84	333,895.31
Total Solid Waste Generated (kg)	467,125.10	1,013,888.81

ACTIONS TO ENHANCE OUTCOMES

- Further reduce energy consumption from several initiatives in collaboration with several departments across TM
- Offset brown energy via implementation of green energy for selected buildings
- Physical and Transition risk assessment in accordance to TCFD framework
- Protect natural resources through carbon sequestration projects involving tree planting at reserved forests

TRADE-OFFS

We are committed to sustainability and have continued to invest in green technologies and low-carbon solutions, despite the initial outflow of Financial Capital. However, we believe that resource-efficient operations help to conserve both Natural and Financial Capital in the long term. This not only benefits our business but also strengthens stakeholder trust, thereby enhancing our Social and Relationship Capital.





SOCIAL & RELATIONSHIP CAPITAL

Our strong and meaningful stakeholder relationships allow us to meet our nation building agenda. We take pride in creating bonds that build a resilient and thriving society.

INPUTS

	2021	2022
No. of local suppliers	1,827	1,551
Investments in community/nation building initiatives (RM million)	14.9	8.1
TM Future Skills Investment (RM)	300,000	935,900
Total value of scholarships disbursed (RM million)	582.3	597.9

OUTPUTS/OUTCOMES

	2021	2022
Total contribution to suppliers (RM billion)	3.84	4.98
Total contribution to local suppliers (RM billion)	2.97	3.53
No. of students sponsored via YTM scholarships	200	1,568
No. of beneficiaries reached	>92,443	>47,000

ACTIONS TO ENHANCE OUTCOMES

- Reposition YTM Scholarship as a premium scholarship
- Provide hybrid scholarships with MARA and other potential partners in order to nurture more Future Leader scholars
- Create impactful programmes through strategic collaborations; expanding impact via SREs and leveraging on GDRN network

TRADE-OFFS

Throughout the year, we invested in community and stakeholder engagement programme that required a short-term outflow of Financial Capital. However, we believe that the trust created through these initiatives will provide opportunities to grow our Human and Intellectual Capital. In turn, this will contribute to better Financial Capital performance in the long term.



MANUFACTURED CAPITAL

Our vast infrastructure network, data centres and base stations are absolutely essential in connecting Malaysians nationwide. We also have retail outlets, office buildings and other physical assets that play important roles in our growth and operations.

INPUTS

	2021	2022
CAPEX (RM billion)	1.70	2.43
Fibre cables nationwide (km)	>650,000	>690,000
International submarine cables (km)	>320,000	>340,000

OUTPUTS/OUTCOMES

	2021	2022
Total home and SME customers served (million)	3.4	3.5
Total no. of enterprises and public agencies served	10,300	8,800
Total no. of domestic and international wholesale customers served	>695	734
Coverage of High-Speed Internet (%)	60%	69%

ACTIONS TO ENHANCE OUTCOMES

- Expanded our network through targeted investments
- Accelerated fibre rollout and copper decommissioning

TRADE-OFFS

We have invested RM2.43 billion into expanding our network infrastructure (Manufactured Capital) as part of our commitment to reducing the digital divide. While this has temporarily lowered our Financial Capital, we believe that the improvements in other capitals will ultimately replenish and grow our long-term finances. By expanding connectivity across Malaysia, we also build more trust and support, which increases our Social and Relationship Capital.

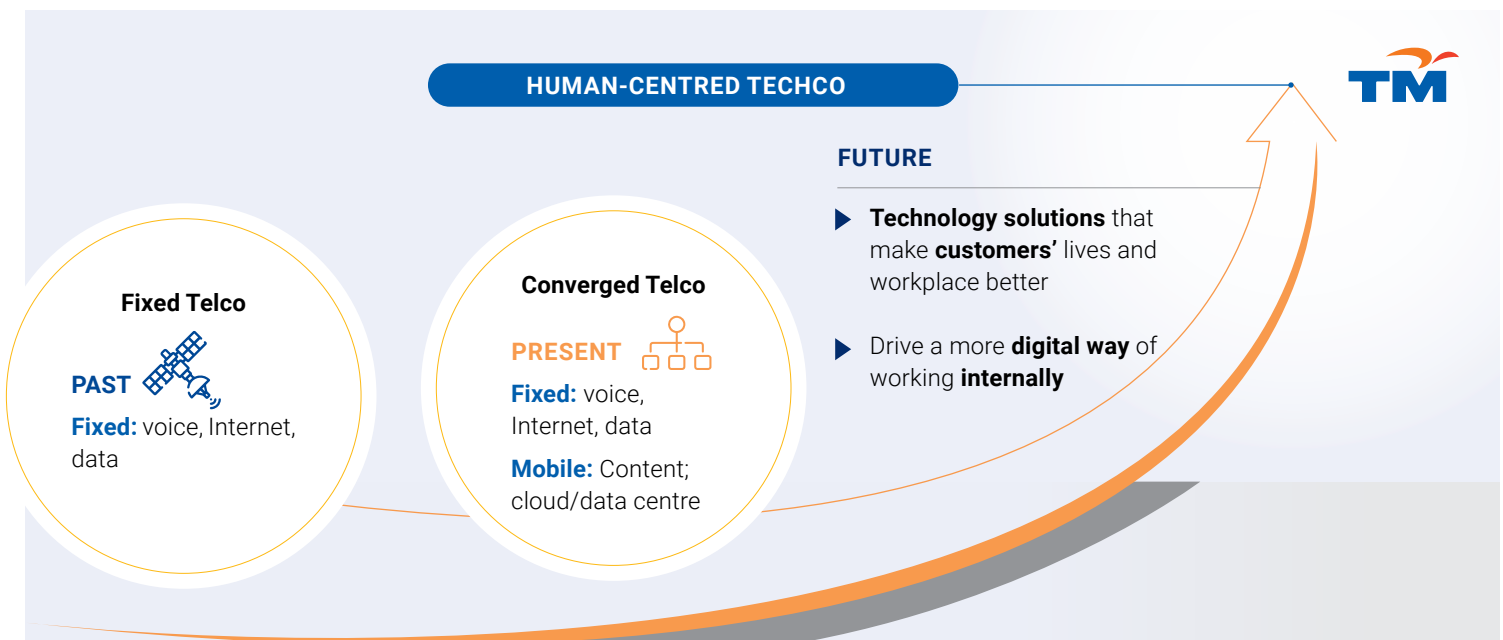


VALUE CREATION STRATEGY

Strategic Roadmap

Our journey to transform from a converged telco into a human-centred TechCo is aligned with our vision, to shape a Digital Malaysia through technology that empowers communities, businesses and Government. As the Future Shapers of a Digital Malaysia, we have a mission of humanising technology and making it accessible to all Malaysians in a sustainable manner.

We are now in our final year of TM's Transformation Programme (2021 - 2023) which has proven success with good results. We will continue to strengthen our core businesses, while ensuring connectivity and customer experience. This includes changes in our business profile, CX transformation, modernising our network and IT and future-proofing the organisation for a more sustainable future. We need to be commercially sustainable for us to play our role as a GLC and fulfill our nation building aspirations, with all TM stakeholders remaining at the heart of the transformation.



Our strategic approach focuses on two (2) key areas:

Strengthen Our Core

We will continue to protect, defend and drive growth in our core connectivity. As the connectivity needs of customers rapidly evolve in today's digital landscape, our core business is evolving as well. By ensuring strong and resilient fundamentals, we will maintain our position as the national connectivity and digital infrastructure provider and Malaysia's leading converged Telco.

Invest for Growth

We will unlock growth beyond connectivity. The future of socio-economic progress lies in digital solutions and technologies and as a human-centred TechCo, we know technology must work to create a better tomorrow for all. Therefore, we are investing in new growth opportunities that will help us pivot towards becoming a human-centred TechCo.

We remain true to our commitment to strengthening our Core Business, whilst pursuing ten (10) growth areas for our diverse customer segments below.

Consumers and SMEs [Business-to-Consumer (B2C) segment]

Convergence champion with increased FMC, content, lifestyle convergence and SME digital solutions

Enterprise and Public Sector [Business-to-Business (B2B) segment]

Grow customers' value through integrated connectivity+ and digital solutions i.e. smart services, cyber security and cloud

Global [Carrier-to-Carrier (C2C) segment]

Bespoke ASEAN Digital Hub via submarine cable expansion, CDN and Mega DC for hyperscalers



Consumer & SMEs (B2C)



- 1 **FMC/Mobile**
Enhanced FMC strategy and 4G/5G mobile network coverage
- 2 **Content acceleration and monetisation**
Higher content spend to scale. Advertising monetisation with sufficient scale
- 3 **Lifestyle Convergence**
New lifestyle convergence offerings (e.g. Cloud gaming, Smart Home/Security)
- 4 **SME Digital Ecosystem**
Enhanced channels via Value Added Resellers (VAR) and SME product proposition e.g. mobile, solutions



Enterprise & Public Sector (B2B)



- 5 **Smart services**
IoT sandbox approach with partners to co-create smart service use cases in targeted verticals
- 6 **Cyber Security**
Expand cyber security solutions (e.g. endpoint, managed services) for targeted verticals
- 7 **Cloud**
New market offerings to serve B2B digital transformation needs



Global (C2C)



- 8 **Submarine cables**
Expand submarine cable capacity in partnership with hyperscalers, maintain market position
- 9 **CDN**
Build regional scale in CDN, selectively expand gaming platforms
- 10 **Data Centres (DC)**
Turnaround underperforming DC assets; build for leadership post turnaround

STRATEGIC MILESTONES IN OUR TRANSFORMATION JOURNEY TO BECOME A TECHCO

1 TM

In 2022, we started our transformation by consolidating our suite of connectivity and digital offerings to meet the unique needs of individual lifestyles and businesses. This transformation, which involves an internal reorganisation and the transfer of TM's LOBs – including Unifi, TM One and TM Global – into a single operating entity named TM Technology Services Sdn Bhd, will simplify customer touchpoints and provide a more seamless customer experience, while improving TM's operational efficiencies and processes. It will reinforce TM's FMC leadership, offering integrated fixed broadband, mobile services, data services, digital content and innovative solutions. The reorganisation aligns TM to industry best practices and will improve TM's competitive edge among Malaysians, international telcos and digital players.

2 Credence

Recognising that the future of business is digital, we established Credence, a new B2B arm that is focusing on expanding the capabilities of enterprises in their digital transformation journey. Credence serves TM customers as an end-to-end cloud and services solution partner, offering services from tech infrastructure to business insights, IT landscape migration, SaaS, managed services, as well as analytics.

LEADERSHIP'S ROLE IN STRATEGY DEVELOPMENT

The new TM strategy was deliberated by the Board and leadership team during a mid-year strategic retreat. Facilitated by external advisors, the retreat included deep dive sessions for all areas of business – consumers, SME, enterprise, public sector and global markets. Leaders from all divisions and business units were involved and subject matter experts were brought into the discussions to come up with the strategic plans. The strategy plan went through another round of deliberation and then finalised at the year-end Board retreat.



Strategic Progress

We execute our strategy according to the following four (4) strategic pillars:



1

OUR PURPOSE



As both a PLC and GLC, we are in a unique position of creating commercial value that contributes to the Government's nation building agenda. At the core of TM's strategy lies our purpose to ensure we can continue playing this dual role as a PLC and GLC, to create a better tomorrow for all Malaysians.

Our Role as a PLC

- Provide returns to TM shareholders
- Contribute to the Government via taxes
- Provide the capital expenditure needed for nation building
- Create jobs and sources of income for Malaysians

Our Role as a GLC

- Deliver critical connectivity to the *Rakyat* in support of JENDELA
- Accelerate digital adoption and bridge the gaps in the digital divide
- Empower all segments of the community through social programmes
- Promote a more sustainable and capable Malaysia through ESG and sustainability programmes

Strategic Performance

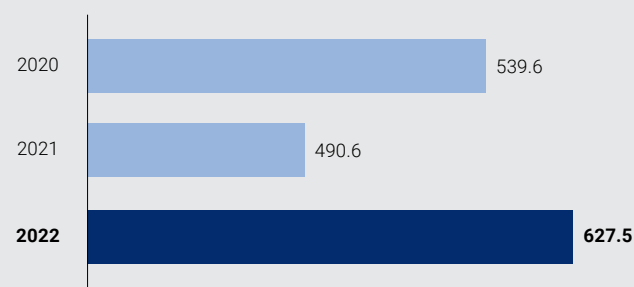
4 out of 4 stars on
FTSE4Good Bursa Malaysia

ESG Index Rated by
FTSE Russell
score improved from 3.1 to
3.6 in 2022

CDP rating upgraded from 'C' to 'B' and rating from 'B-' to 'A-' for the CDP SER

Total Dividend Payout to Shareholders

(RM million)



2

OUR CUSTOMERS



Our transformation towards becoming a human-centred TechCo centres around how we can build innovative digital solutions and technologies that enhance the lifestyles and workstyles of current and future generations of customers.

Addressed key experience gaps in our core offerings and Customer Promise for Unifi

Instilled a culture of 'NPS as a system' using customer feedback for continuous improvement

To prioritise the convergence experience by focusing on the mobile customer journey and introduce special benefits for convergence customers

To enhance touchpoint experience with consultative expert front liners while delivering a new brand experience in Unifi stores and our field force

To build capabilities for analytics driven digital and omnichannel experiences for the best-in-class digital experience that is personalised and seamless

Wave 1

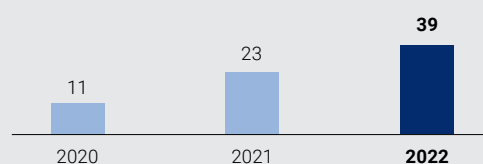
2021-2022

Wave 2

2023 and beyond

↳ For more information on our Customer Experience, please see pages 100-103

Net Promoter Score (NPS)





OUR BUSINESS



Amidst the challenging Malaysian telco industry landscape, there are positive opportunities for us to pursue growth in strengthening our core as well as beyond connectivity. With this in mind, we remain true to our commitment to strengthening our Core Business, whilst pursuing ten (10) new growth opportunities for our diverse customer segments below. Our business goal is to drive revenue growth and EBIT and continue enhancing value creation by delivering sustainable financial returns to our shareholders.

Strategic Performance

Revenue (RM million)

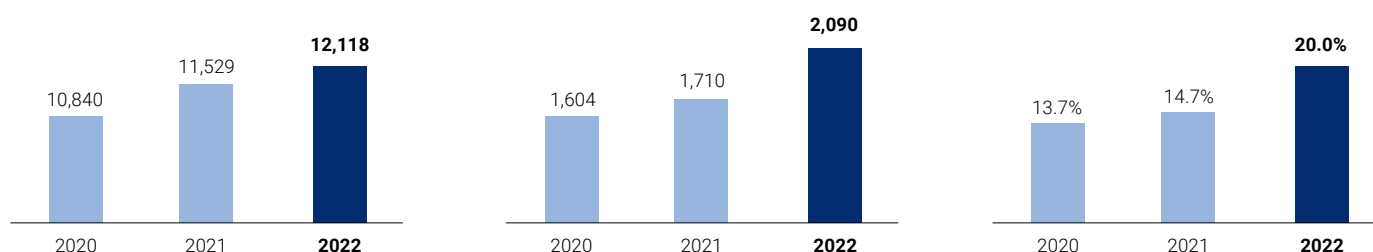
Target:
Mid to high
single digit
growth

EBIT (RM million)

Target:
More than
RM2.3
billion

CAPEX (%)

Target:
Between
14% - 18%



OUR PEOPLE



Warga TM is the execution engine of the Group, thus playing a critical role in our successful transformation into a human-centred TechCo. As such, we are committed to accelerating a future-proof workforce that can drive our strategy forward and enable us to achieve our nation building aspirations for a more sustainable future.

Four (4) Strategic Priorities to developing a human-centred TechCo Workforce

Implement a talent ecosystem that fuels the ten (10) growth opportunities	<ul style="list-style-type: none"> Reskilling/upskilling staff to bridge gaps for priority skills, new talent acquisition from industry experts Intensifying Talent Assessment and Development by introducing TM Digital Academy, with a new facelift and new location in Cyberjaya for physical training, together with quality online learning via LinkedIn, Coursera and TM Learn
Optimise and refresh the organisation	<ul style="list-style-type: none"> Optimising the organisation through automation and digitisation Refreshing the organisation's overall Job and Career Architecture Implement manpower planning and optimisation to get right size and right place in enabling growth
Accelerate Agile@Scale adoption	<ul style="list-style-type: none"> Scaling up Agile implementation to cover more business units and divisions Establishing 100 more squads, involving 1,560 squad members
Energise the transformation with performance and growth culture	<ul style="list-style-type: none"> Infusing, measuring and rewarding TM's Culture Statement #IniCaraKita Strengthening leadership Culture alignment and Role-modelling Deepening internalisation of TM's Culture across the organisation Projecting TM's Culture outwards as a compelling TechCo Employer Brand

Strategic Performance

Organisational Health Index (OHI)

Targets
84



This year, we experienced a slight decrease in our OHI. As we implemented changes necessary for our long-term sustainability and success, some employees may have perceived them differently, felt less engaged and may have had concerns about job security or changes to their roles. However, we have observed a turnaround in our OHI towards the end of 2022. As we continue to introduce further changes, we are committed to providing additional support and communication to our employees to ensure their engagement remains high.

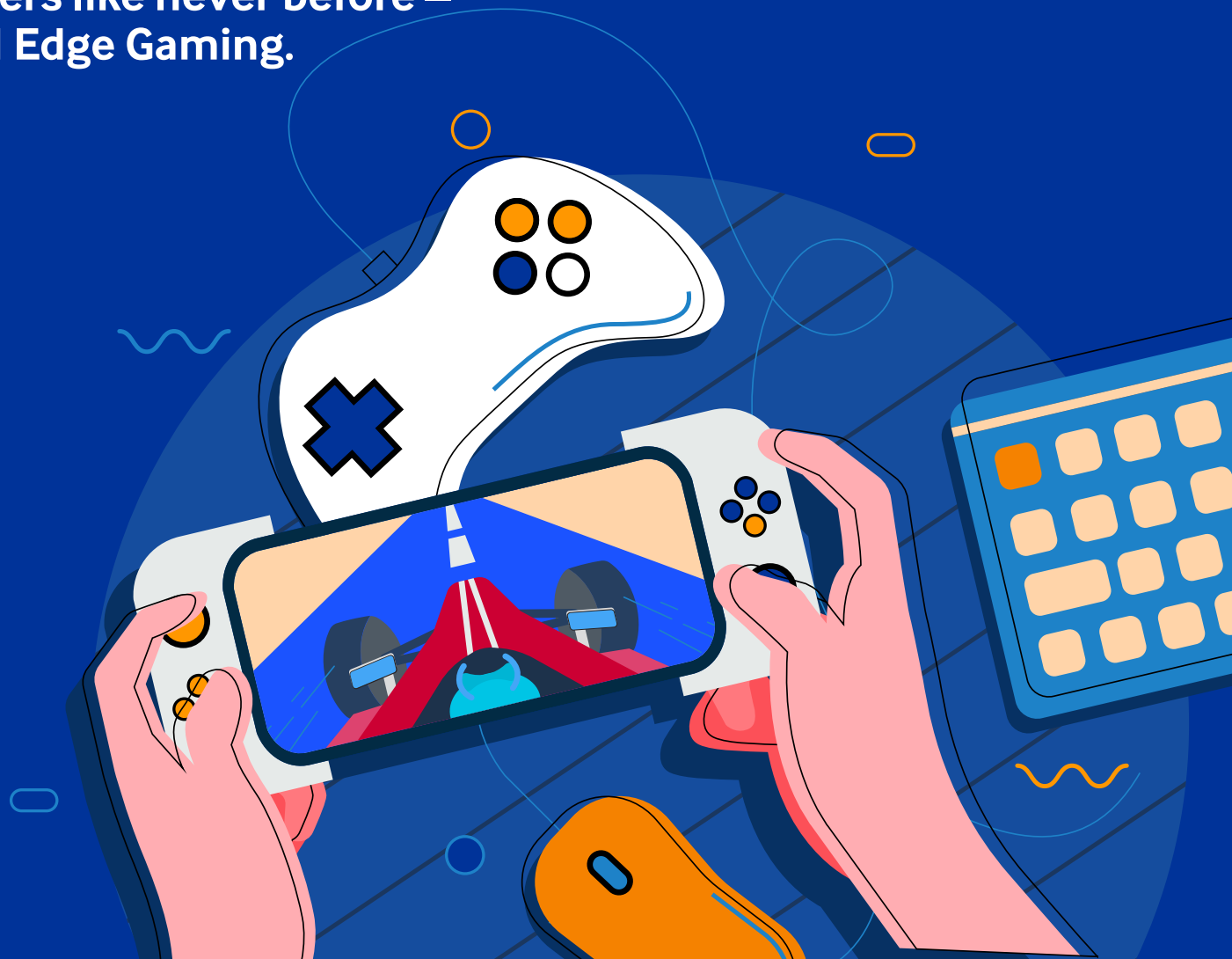
↳ For more information on our Employee Well-Being and Development, please see pages 121-126

Transforming Gaming with Edge Computing




TM Edge Gaming: Superfast, Ultra-immersive, Game Changing


Provide a high quality, ultra-low latency,
and powerful gaming experience to your
customers like never before –
with TM Edge Gaming.




SOLAR PANEL PARTS INVENTORY
[S-562-IV-99825]
SECURED CONNECTION.
DATA UPDATED TODAY 9.00 AM




CHARGE CONTROLLER
327 X
02357189
SHELF NUMBER
DETAILS
EDIT




**OUTPUT A
REACTOR**
592 X
998103
SHELF NUMBER
DETAILS
EDIT



FUSE BOX
120 X
1016753
SHELF NUMBER
DETAILS
EDIT



DP SWITCH
249 X
489023
SHELF NUMBER
DETAILS
EDIT



95 3444 6953331956 9200
QUALITY CONTROL PASSED. ALL COMPONENTS ARE
IN THE BEST CONDITION. REFER TO DOC-23-A/54 FOR
FURTHER DETAILS.

OUR BUSINESS TODAY

With a comprehensive suite of tech-driven solutions, TM serves as an enabler for all consumers, enterprises and stakeholders, connecting them to opportunities that propel them closer to their goals. By providing innovative solutions and technologies, we empower the nation to achieve its full potential and thrive in today's digital landscape.

At TM, we believe in enriching long-term growth and are committed to making this vision a reality through accessible digital tools and resources.



C



KEEPING EVERYONE CONNECTED



We are pleased with the significant progress Unifi has made in enriching the lives of Malaysians. Throughout the year, we remained steadfast in our commitment to empowering businesses, particularly micro, small and medium enterprises. Our objective was to position Unifi as a one-stop centre for SMEs in Malaysia that serves their critical business needs. From ensuring affordable connectivity to delivering needs-based digital solutions and mobility, we continue to help our business customers save costs, scale and grow. On the home front, we reinforced our position as Malaysia's convergence leader by elevating our fixed broadband and mobile services, as well as delivering exciting entertainment content. At the same time, the team has started putting the necessary measures in place as we pivot towards becoming a human-centred TechCo, ensuring that we approach the needs of customers across all segments of society with empathy and understanding. By balancing our digital technologies and new solutions with the human perspective, we are living up to our brand purpose of making life easier for our customers.

WHAT WE DO

As a leader in FMC, Unifi delivers value for both home and business customers with a range of services: telephony, broadband connectivity, mobile and value-added services such as entertainment content via Unifi TV and digital solutions. Throughout the years, we have built a strong track record of delivering the best broadband services in Malaysia. We ensure that all Malaysians reap the benefits of broadband everywhere, aligning with TM Group's aspirations of enabling a digital and innovative economy. We are here to lead the vision for a Digital Malaysia by providing the most reliable, affordable and high-speed broadband services in the country.

CREATING STAKEHOLDER VALUE

Stakeholder Expectations



How We Deliver Value

Customers

High-quality services through enhanced product offerings

Attractive flexible bundled offerings with exclusive benefits that best suit customers as well as business needs and lifestyles for convergence

KEY FOCUS AREAS

Unifi for Home: Being a True Convergence Provider



What We Did in 2022



Achievements

Continue to offer super-fast unlimited Home Fibre Broadband with speeds up to 800Mbps

Launched the Unifi Home All-In-One convergence plan with lifestyle devices add-on, six (6) months' free upgrade and a 30-day free trial

Reached three (3) million Unifi subscribers

Unifi for Business: Enhancing Digital Solutions for SMEs



What We Did in 2022



Achievements

Launched SME Digitalisation Grant initiatives and SME Digital Solutions Package that offered SMEs bundled connectivity solutions, which include Digital Marketing Solutions, cari@unifi Premium Listing and matching grants

Enriched bundle for connectivity with digital solutions for our Unifi Business convergence

- SME customers easily acquired the SME Digitalisation Grant via subscription to Unifi Biz

- Delivered six (6) SME Digital Solutions to business customers

Unifi TV: Enriching Content for Exciting Entertainment



What We Did in 2022



Achievements

Enhanced our content offerings by providing the best entertainment pack in the market – available on all devices and with HD content

- Unifi TV customers enjoyed additional 11 new content offerings through Unifi TV

- Provided access to 17 streaming apps, including Disney+ Hotstar, Mango TV, SPOTV Now, SIAR and many more

PERFORMANCE HIGHLIGHTS

Financial

Revenue (RM million)

2022 5,610.8

2021 5,217.3

+7.5%
Growth

EBIT (RM million)

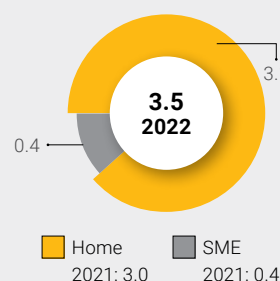
2022 1,382.3

2021 1,089.0

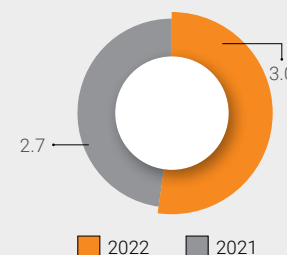
+26.9%
Growth

Non-Financial

Total Customers Served (million)



Broadband subscribers (million)



MITIGATING CHALLENGES

Challenges	Mitigation Strategies
Soft spending sentiment Consumers are more cautious with their spending, while business confidence has fluctuated due to economic uncertainties	<ul style="list-style-type: none"> Extend focus beyond product features to include customer value and benefits Launch more campaigns that provide value-for-money benefits to customers
Competition More players are competing to provide high-speed broadband and fixed-to-mobile substitution	<ul style="list-style-type: none"> Deliver convergence through a complete suite of relevant offerings for customers Ensure exceptional service and customer support
Regulatory and Policy Changes Evolving Government expectations have caused changes in pricing and other regulatory requirements	<ul style="list-style-type: none"> Proactively engage with the Government and regulators to shape expectations, lead strategies and ensure compliance to regulations



AWARDS & RECOGNITION

Awards/Certification	Awarding Body
Brand of the Year – 2022-2023 Broadband/ISP Malaysia	World Branding Awards
Best in Consumer Satisfaction for Pay Television Award – MCMC Star Rating Awards 2021	MCMC
Best Wired Broadband Service Provider – MCMC Star Rating Awards 2021	MCMC
Converging the Best Content and Device Offering (Bronze) – d-awards 2022	Digital Association
Marketing in TV/Video Advertising – Marketing Excellence Awards (Bronze)	Advertising + Marketing

OUTLOOK

The year ahead is an exciting one for Unifi. Beyond our current services, we will be expanding the areas in which we serve our customers' business and lifestyle needs. With regards to Unifi's convergence, we will focus on content acceleration and monetisation. This means enriching our content packs by strengthening collaborations with new over-the-top (OTT) media partners. We will also explore growth opportunities for Smart Homes/Services and the cloud gaming space, elevating our converged lifestyle to a whole new level. At the same time, we will continue to develop our SME digital ecosystem through customised digital solutions that meet their growth needs. We look forward to maintaining our position as the best broadband service provider in Malaysia while enriching the lives of people and businesses for years to come.

YOUR
NEXT
IS NOW

 **unifi**
BUSINESS



BUSINESS SOLUTION BUNDLES **INCREDIBLE VALUE**

Complete solutions to grow your business

SETTING THE STAGE FOR SOCIAL PROGRESS



TM's transformation from a leading converged telco into a human-centred TechCo would not be possible without the mobile. Mobile devices act as a bridge between the physical and the digital world, allowing society to reap the benefits of the Internet at the touch of a button. Therefore, mobile technology underscores the human-centred approach to digitalisation.

For TM, the rise of smartphones and connected devices is key to enabling our Digital Malaysia aspirations, which will be powered by 5G. The benefits of 5G mobile technology go beyond just faster download speeds and improved connectivity. The advent of 5G technology is revolutionising the way people live, work and communicate, with Unifi Mobile placing opportunities in the hands of customers. At Unifi, our focus is to create a mobile ecosystem that leverages the potential of 5G and elevates Malaysia to a new level of progress.

HOW 5G MOBILE TECHNOLOGY WILL MAKE LIFE BETTER



SMART CITIES

5G mobile technology can enable the development of smart cities, where various devices and sensors are interconnected to optimise the use of resources and enhance the quality of life for residents. With 5G, cities can implement smart traffic management systems, smart energy grids and smart waste management solutions. This can reduce congestion, improve energy efficiency and enhance public safety.



GREENER ECONOMY

5G mobile technology can contribute to environmental sustainability by enabling a more efficient use of resources. For instance, with 5G, smart homes and buildings can optimise energy consumption and reduce carbon emissions. Additionally, 5G can support precision agriculture, where farmers can use sensors and drones to optimise crop yields and reduce the use of fertilisers and pesticides.



IMMERSIVE ENTERTAINMENT

5G mobile technology is expected to transform the entertainment industry, providing new opportunities in entertainment and gaming activities. The technology offers faster speeds, greater reliability and lower latency compared to previous generations of mobile technology, making it an ideal platform for immersive and interactive entertainment experiences. It will transform various areas of entertainment, including immersive gaming, live streaming, interactive experiences and personalised content.

YOUR
NEXT
IS NOW

 **unifi**
MOBILE

unifi 5G



UNSTOPPABLE
4G + 5G DATA

TAKING ENTERPRISE TRANSFORMATION FORWARD



2022 was a solid year for TM One, with encouraging performance improvements and positive trajectories across key segments despite a challenging market landscape. Improved customer offerings for robust and secure end-to-end next-gen connectivity and business and digital solutions fuelled the growth momentum for both recurring and one-off business needs. We enable and drive the transformation of organisations through the co-creation of fit-for-purpose solutions, fully managed services by our team of skilled professionals and certified practices. Coupled with our extensive ecosystem and collaboration with leading global and local partners, we are the trusted and strategic digital solution partner for enterprise and Government. Our advancement in technology is driven by our commitment to empower communities, businesses and Government, towards a Digital Malaysia and Smart Nation.

WHAT WE DO

TM One is the enterprise and Government business solutions arm of TM Group. We remain at the forefront of comprehensive, agile and reliable infrastructure; integrating innovative vertical solutions for today's dynamic market. We offer customers a comprehensive suite of integrated digital products and vertical-specific solutions to propel their digital adoption, enabling Malaysia's progress towards becoming a Digital Nation. TM One enables this transformation journey through the latest digital tools, human-centred technologies, bespoke solutions and managed services across cloud, fixed and mobile connectivity, 5G, cyber security, data centre, ICT solutions, contact centre and smart services.

Our complete building blocks of digital infrastructure, digital connectivity and digital solutions enable and empower businesses and organisations to harness the power of Industrial Revolution (IR) 4.0, AI, Big Data and IoT to take their transformation forward. With leading hyper-converged connectivity, scalability and capacity through our digital solutions and infrastructure, we deliver improved efficiency and flexibility to unlock the potential of all industries.

CREATING STAKEHOLDER VALUE

Stakeholder Expectations



How We Deliver Value

Customers

A comprehensive approach that blends reliable connectivity services with innovative business solutions

Accelerating customers' digital transformation by leveraging emerging technologies coupled with TM One's next-gen connectivity, data centres, cyber security and smart services solutions

Partners

Empowering businesses through leading global technology and service providers by establishing mutual benefits through strategic partnership and seamless collaboration

Forging true partnership by establishing business transparency for clearer expectations and deliverables, towards creating a meaningful business arrangement

Shareholders

Fostering a competitive environment for long-term gains and business growth by diminishing equity investment risk as part of shareholders' value creation

Generating revenue growth for improved profitability from enhanced productivity and customer service excellence

KEY FOCUS AREAS

Next-Gen Converged Connectivity Solution



What We Did in 2022



Achievements

First private 5G commercial deployment for the Oil & Gas industry in Malaysia and the region

- Deployed secure, automated remote operation control and monitoring using the latest 5G standalone architecture in one of the offshore platforms, which strengthened operational efficiencies and people, health and security management, while enriching the business ecosystem from platforms to tools and devices

Drove hybrid cloud-adoption for scale large enterprise's business transformation and digital needs

- Designed a hybrid cloud solution which improved data security and provided better operation flexibility, reliability and agility to support the growth of customers' large and geographically dispersed organisations

Future-proofed next-gen connectivity

- Implemented thousands of enhanced Software Defined Wide Area Network (SD-WAN) and Software Defined Internet Protocol Virtual Private Network (SD-IPVPN) solutions nationwide

Appointed by the Government as the only local Cloud Service Provider (CSP)

- Executed hybrid cloud adoption for multiple Government agencies to ensure their diverse workload runs on cloud
- Drove digital literacy to the Government's workforce through a series of seminars and workshops

Extended digital connectivity coverage for the Government's JENDELA project

- Continued the POP1 (Point-of-presence) plan of ensuring service continuity through the successful installment of 233 sites in Northern and Sabah and Sarawak regions
- Awarded POP2 for the Central region for 174 sites

Digital Solutions and Infrastructure



What We Did in 2022



Achievements

Boosted the state Government's and local councils' liveable and sustainable cities aspiration through Smart City solutions	<ul style="list-style-type: none"> Helped to streamline up to 51% of traffic flow during peak hours while reducing carbon dioxide production rate through traffic optimisation and analytical systems Implemented security and surveillance systems, supported by an Integrated Command Centre which aids close to 20 local authorities in ensuring population safety, reduce crime rates and enabling quick response during emergencies
Brought digital progress to large private healthcare institution via Smart Healthcare solutions	<ul style="list-style-type: none"> Enhanced patient experience by customising essential in-patient services with automation and surround control, harnessing the power of IoT
Delivered Smart Agriculture solutions for several farms and plantations of all sizes across Malaysia	<ul style="list-style-type: none"> Enabled farmers in several states to improve their crops yield by monitoring the humidity and soil moisture through IoT sensors, AI and surveillance systems Upgraded customers' existing fertigation system through smart water management, coupled with IoT platforms for automation, real-time monitoring and control mechanism
Performed Proof of Concept (POC) on Smart Manufacturing solutions for large enterprises	<ul style="list-style-type: none"> Incorporated Overall Equipment Effectiveness (OEE) system with comprehensive back-end infra from connectivity to cyber security, that allows remote access to machines thus optimising and safeguard critical plant assets
Rendered Data Centre and IT Outsourcing Managed Services to Banking, Financial Services & Insurance industries	<ul style="list-style-type: none"> Bridged customers' IT operation gap through data centre and disaster recovery management, while providing faster turnaround time via 24/7 local IT support
Launched the 2 nd city based data centre that is a Tier III/Rated 3 Data Centre in Kelana Jaya (KJDC)	<ul style="list-style-type: none"> KJDC green building is designed to improve energy efficiency through the use of modular cooling systems Obtained ANSI/TIA-942-B-Level 3 Constructed Facility certification from Telecommunications Industry Association (TIA)
Expanded cyber security offerings by introducing new elements	<ul style="list-style-type: none"> Became one of the leading advisory companies for cyber security related topics at thought leadership conferences Accorded the Frost & Sullivan 2022 Malaysia Cyber Security Services Company of the Year Award

STRATEGIC PARTNERSHIPS & COLLABORATIONS

NCT Group of Companies (NCT)

Integration of our secure digital infrastructure and comprehensive smart solutions with advanced analytics will position Selangor Smart Industrial Park (SSIP) as one of the leading industrial parks in the state – setting a new benchmark for modern smart, liveable and safer communities.

"It is a privilege to work alongside TM to ensure a full suite of connectivity to power our SSIP. The role of TM is crucial in providing the groundwork and framework to realise our vision of creating a fully integrated end-to-end digital solution for our clients."

- Dato' Sri Yap Ngan Choy, Group Managing Director of NCT

Cisco International Limited

This strategic partnership is aimed at fostering greater inclusion and growth in Malaysia's digital economy through several digital transformation initiatives – for SMEs, service providers (5G Innovation Platform) and the Education industry.

"Cisco's Country Digital Acceleration (CDA) programme in Malaysia is focused on turning the country's digital economy blueprint into reality by leading the development of core 5G technologies and infrastructure, accelerating the digital transformation of SMEs and nurturing a pipeline of next-generation IT talent that will continue to support its national ambitions. We are thrilled to embark on a new chapter of our collaboration with TM and the Malaysian Government through our CDA programme and are excited about the opportunities ahead."

- Dave West, President, Cisco Asia Pacific, Japan and Greater China

STRATEGIC PARTNERSHIPS & COLLABORATIONS

Ramsey Sime Darby Health Care (RSDH)

Leveraging our Smart Patient Suite, RSDH group of hospitals became the first in Malaysia to utilise this solution – elevating digital patient care to the next level.

"We are pleased to mark a milestone with this collaboration, as ParkCity Medical Centre will be the first hospital under the Group to pilot TM One's Smart Patient Suite solution. Given the evolving nature of the healthcare system, we strive to continuously offer solutions that will elevate our patients' experiences by accommodating their needs through digital technology. Backed by TM One's comprehensive digital support, we are confident that this will contribute to driving the evolution of Malaysia's healthcare ecosystem moving forward."

- Peter Hong, Group Chief Executive Officer, Ramsay Sime Darby Health Care

UMW

Spearheading UMW's transformation journey by taking their current data centre architecture to new digital heights with our hybrid cloud solution – improves efficiency in managing data, scalability and better cost management.

"We are confident that this collaboration with TM One will lead to the optimisation of our data centre and our efficiency in managing data, improve scalability as well as offer better cost management. Furthermore, hybrid cloud offers the UMW Group better flexibility, reliability, agility and improved data security to support the growth of our businesses."

- Dato' Ahmad Fuaad Kenali, President & Group Chief Executive Officer, UMW Holdings Berhad

Majlis Bandaraya Ipoh (MBI)

Accelerating the transformation of townships into smart cities through an array of smart services and professional and managed services – supporting business communities while achieving environmental sustainability.

"The Smart Traffic Analytics and Recognition System (STARS) was equipped with AI, high-definition cameras and video analytics to enable intelligent traffic analysis for optimal traffic management. It will help smooth traffic flow by up to 51%, especially during peak hours, which helps save time and cost for road users. The implementation is in line with MBI's intention to make Ipoh a low-carbon city by 2030."

- Dato' Rumaizi Baharin @ Md Daud, Mayor of Ipoh

To read more on these partnerships, scan the QR Code



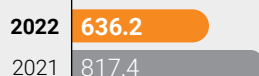
PERFORMANCE HIGHLIGHTS

Value Created for TM

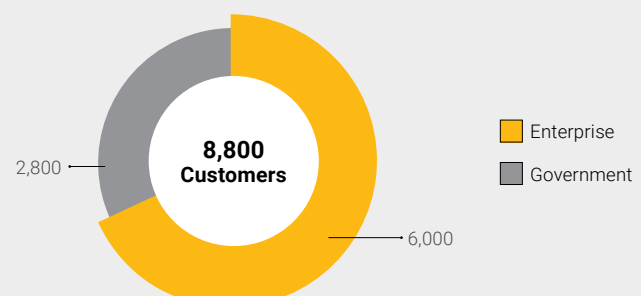
Revenue (RM million)



EBIT (RM million)



Value Created for Stakeholders



MITIGATING CHALLENGES

Challenges	Mitigation Strategies
Global supply chain delivery delays and price increase	<ul style="list-style-type: none"> Increased stock and managed inventories, while having close collaborations with local and global partners within the ecosystem
Project deferments arising from customer delays and postponements	<ul style="list-style-type: none"> Established project steering committees with customers to drive prioritisation and co-creation in alignment with business aspirations



AWARDS & RECOGNITION

Awards/Certification	Awarding Body
ISO 9001:2015 Quality Management System (QMS)	SIRIM
ISO 22301:2019 Business Continuity Management System (BCMS) for Brickfield Data Centre (BFDC)	SIRIM
Certified ANSI/TIA942 Rated 3 for KJDC	Telecommunications Industry Association (TIA)
Payment Card Industry Data Security Standard for Microsoft Azure Stack (MAS), Cloud Alpha Edge (CAE) and Virtual Private Cloud (VPC)	BBSec Thailand
Best Outsourced Inbound Contact Centre (Silver)	Contact Centre Association of Malaysia (CCAM)
2022 The Best Stellar Workplace Award for Small Employer for PT VADS Indonesia	KONTAN
2022 Stellar Workplace Recognition in Employee Commitment for PT VADS Indonesia	KONTAN
2022 Stellar Workplace Recognition in Employee Satisfaction for PT VADS Indonesia	KONTAN
2022 Malaysia Cyber Security Services Company of The Year Award	Frost & Sullivan
Fortinet Top Managed Security Services Provider (MSSP) Achiever 2022	Fortinet
HP 2022 Best Aruba Partner – Public Sector	Aruba
CISCO Marketing & Innovation Partner of the Year 2022	Cisco
CISCO Cloud & Managed Services Partner of the Year 2022	Cisco
CISCO Small Business Partner of the Year 2022	Cisco

OUTLOOK

In the near term, with Enterprise Agile@Scale, TM One will continue to deliver world-class customer experience excellence, innovative B2X and digital value propositions powered by the multiplicity of XaaS that adopts zero trust principles. We have aligned ourselves with the country's aspiration to be a technologically advanced nation by 2030, enabling significant improvements in Malaysia's Innovation Index and Smart City Index. We will continue to accelerate and aggregate the industrialisation of smart solutions and services for enterprises and Government in partnership with our 5G Sphere partners.

For the next three (3) years and beyond, we expect growth in the converged enterprise mobile solutions segment, to be pervasive in our smart solution portfolio and expand our cyber security services. We remain steadfast in our core services and customer service excellence, serving as the leading, trusted and preferred end-to-end business solutions and managed services provider to large organisations, enterprises and Government.



5G

REVOLUTIONISING THE OIL & GAS INDUSTRY WITH 5G

5G technology has amazing potential to power digital applications, data processing, remote operations and monitoring, network resilience and cyber security. TM One brings together comprehensive innovative solutions through 5G and next-gen technologies that enables the Oil & Gas sector to gain its next advantage, today and tomorrow.

YOUR
NEXT
IS NOW

TM
ONE



TRANSFORMATION DONE RIGHT

Digital transformation is critical in today's business landscape. Whether a company seeks to enhance its customer experience, improve operational efficiencies, or create innovative solutions, digital technology has become an essential enabler. The ability to capitalise on digital technologies is crucial to the future of businesses and the public sector. Organisations that successfully embrace digitalisation will find that the rewards can be significant, leading to new opportunities for sustainable growth and value creation.

With this in mind, we proudly launched Credence, a new cloud and digital services company focused on helping enterprises and the public sector embark on a meaningful, low-risk digital transformation journey. A born-in-the-cloud company, Credence will leverage both local and international global technologies through its ecosystem of strategic partnerships, backed by TM's trusted presence and strong infrastructure.

Our foray into the deep tech market was encouraged by the impact we have made in the nation's digital readiness and in laying a strong foundation for a future-ready digital economy. Through TM One, we have been serving the public sector and enterprises by building a robust infrastructure network to enable digital connectivity. Now, with Credence, we will be able to expand our cloud technology and solutions blueprint to offer our business customers end-to-end solutions, from infrastructure to insights.

For large enterprises, Credence will help organisations understand the deep technology landscape and support them in building strong, secure and resilient capabilities as they focus on their core business. Meanwhile, we will enable the Government and Public Services sector to achieve a transformed and more efficient digital Government. This will enable them to create citizen-centric policies and deliver public services in the digital age, serving citizens both quickly and securely.

While Credence brings in international capabilities, it will also nurture the Malaysian talent pool so we can enhance the nation's technology ecosystem with deeper skills, increasing our digital resiliency and reducing our dependencies on global talent in the long run. This will not only enable organisations in their transformation journey, but contribute towards our progress in creating a digital society and building a Digital Malaysia.

Credence will also accelerate TM Group's own transformation into a human-centred TechCo, encapsulating the idea that technology is not an end in itself, but rather a means to improve lives. Credence's brand promise is to guide our customers and deliver high-quality digital services, easing their concerns and simplifying the complexity of digital transformation. Along with the presence and strength of TM, Credence is positioned to offer our customers the best returns on their technology investment.



Clarity

In the Cloud

From migration to modernisation, from security to accessibility, accelerate your infrastructure transformation.



Symphony

Of Managed Services

Tailored, flexible, proactive, and predictive services to reduce costs and improve certainty.



Crafting

Stories with Data

From information to insights, get value and visibility at velocity.



Simplicity

Of Modernisation

From legacy to future-ready, from rigid to agile, transform and scale software solutions with ease.

ENABLING DIGITAL ECOSYSTEM



Amidst a vibrant market landscape, TM Global remains committed to driving growth by creating value-driven solutions for our stakeholders. We have been at the forefront of every technological evolution in Malaysia, continuously striving for digital inclusion in our home country. In 2022, we further enriched nationwide ecosystems with 4G and 5G fiberisation supported by the establishment of edge facilities. We also continued to transcend boundaries by embarking into the e-Sports scene and hit a new milestone through collaborations with global digital players in providing the ultimate gaming experience. TM Global remains the gateway for hyperscalers and OTT players via diversified wholesale digital infrastructure and bespoke connectivity solutions for both domestic and international segments; connecting Malaysia to the world whilst bridging the digital divide and positioning Malaysia as the trusted digital hub for the ASEAN region.

WHAT WE DO

TM Global is poised to support service providers across the globe through its customised range of wholesale data, connectivity and platform solutions. On the domestic front, TM Global aspires to be the trusted wholesale infrastructure provider to drive digital industry and 5G ecosystems through nationwide infrastructure deployment and services enhancement. Complementing Malaysia's 5G network pledge to achieve 40% targeted 5G population coverage in 2022, we have delivered almost 4,000 5G sites; ahead of schedule. Additionally, seven (7) edge facilities and 62 TMiX nodes were deployed to bring content closer to end users whilst advocating for infrastructure sharing with more than 690,000 km domestic fibre cable and over 3.4 million high-speed broadband access ports throughout Malaysia, delivering the most rapid and cost-effective network deployment nationwide.

In the international market, we remain focused on positioning Malaysia as the preferred digital hub for the ASEAN region. This is achieved by expanding our digital infrastructure solutions and establishing strategic collaborations with hyperscalers and global service providers. Our wide-ranging connectivity is supported by 32 submarine cable systems spanning over 340,000 km with over 80 Tbps capacity and 29 PoPs worldwide for a robust and reliable network. This substantial infrastructure is effectuated by our data centre solutions for end-to-end offerings comprising hosting and connectivity services at prime locations. We also have more than 90 deep in-country cache nodes presence, which boosts content delivery into ASEAN and the rest of the world via our cloud-based content delivery platform. Our collaborations with e-Sports and gaming providers further diversify our range of edge services in providing a superior gaming experience in this region.

CREATING STAKEHOLDER VALUE

Stakeholder Expectations



How We Deliver Value

Customers & Partners

<ul style="list-style-type: none"> Seamless connectivity locally and worldwide to meet dynamic and emerging requirements 	<ul style="list-style-type: none"> Catalysed nationwide digital ecosystems with 5G fiberisation and expanded regional reachability through international gateway PoPs
<ul style="list-style-type: none"> Surging consumption of latency-sensitive applications 	<ul style="list-style-type: none"> Established edge nodes nationwide to bring content closer to end users
<ul style="list-style-type: none"> Comprehensive solutions with efficient business manoeuvrability for improved customer experience 	<ul style="list-style-type: none"> Sustained customers' loyalty and satisfaction with a NPS rating of +47 for TM Global
<ul style="list-style-type: none"> Collaborative partnerships in creating innovative solutions to cater to business needs 	<ul style="list-style-type: none"> Delivered edge gaming services benefiting ASEAN populations through strategic partnerships with global digital players

Shareholders & Investors

<ul style="list-style-type: none"> Robust products and services offered in parallel to market evolution in ensuring business relevance and sustainability 	<ul style="list-style-type: none"> Improved financial performance with revenue growth from core data product offerings
<ul style="list-style-type: none"> Greater business opportunities in new growth areas for enhanced value propositions 	<ul style="list-style-type: none"> Expanded platform play portfolio towards edge gaming through collaborations with global digital players
<ul style="list-style-type: none"> Continuous business profitability advancement to spur future business expansion 	<ul style="list-style-type: none"> Delivered substantial EBIT growth through prioritisation of higher margin solutions

Government & Regulators

<ul style="list-style-type: none"> Developed digital infrastructure nationwide aligning to market evolution 	<ul style="list-style-type: none"> Established wide network coverage in Malaysia, with more than 690,000 km of fibre optic cable nationwide
<ul style="list-style-type: none"> Conducive access to telecommunication infrastructure within the industry, enabling the provision of digital services to populations 	<ul style="list-style-type: none"> Deployed in-country and regional wholesale digital infrastructure encompassing mobile backhaul solutions, high-speed broadband access ports, submarine cable capacity, data centre and other edge capabilities

KEY FOCUS AREAS

Catalyse Malaysia's Digital Ecosystem



What We Did in 2022



Achievements

Expanded network infrastructure to address greater demand for digital consumption by industry players	Greater network coverage with more than 7,000 4G and 5G backhaul sites deployed nationwide
Broadened coverage with improved quality of Internet experience for Malaysians	Provisioned over 3.4 million high speed broadband access ports, directly contributing to JENDELA aspiration
Establishment of comprehensive partnership arrangements to yield innovative solutions in addressing end users' needs	Robust domestic IP ecosystem with the deployment of 62 TMiX nodes and seven (7) edge facilities in targeted optimum areas for efficient content delivery

Position Malaysia as a Regional Digital Hub



What We Did in 2022



Achievements

Enriched submarine cable portfolio with extensive reachability and upgraded capacity, especially in popular routes	Deployed more than 80 Tbps international data capacity to cater to the demand from hyperscalers, carriers and digital players
Targeted peering partners to accommodate high traffic demand from other countries in improving network latency and uplifting customer experience	Enriched local and international peering ecosystems with over 17 Tbps capacity
Strengthened partnership ecosystem with hyperscalers, global carriers and digital players in addressing their edge requirements within the region	Delivered more than four (4) MW wholesale data centre solutions and upgraded CDN regional footprints with over 90 CDN nodes, contributing to a twofold increase in traffic against 2021

KEY FOCUS AREAS

Redefine the Customer Experience



What We Did in 2022



Achievements

Intensified efforts to improve service quality and assurance through various initiatives for an uninterrupted, reliable network

Delivered proactive and customised solutions through additional value creation as well as product bundling

Recorded 100% installation cycle time as per the agreed timeline with customers

Addition of 32 customers as a result of innovative wholesale solutions catered to domestic and international markets

PERFORMANCE HIGHLIGHTS

Value Created for TM

Revenue (RM million)

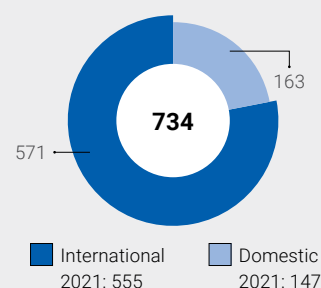


EBIT (RM million)



Value Created for Stakeholders

Total Customers Worldwide



MITIGATING CHALLENGES

Risks & Challenges

Mitigation Strategies

Changes in political, legal and regulatory guidelines across the globe

- Proactively monitored geopolitical movements and ensured compliance with revised frameworks in the countries we invest in
- Produced periodic risk assessment reports by identifying potential threats and mitigation plans

Revision of domestic pricing structure due to regulatory exercises

- Constantly engage with key stakeholders for the latest status updates and win-win moving forward plans for the industry
- Leveraged TM's internal strengths to serve superior and competitive commercial offerings

Customised and dynamic requirements amidst competitive market conditions as well as the evolving digital landscape

- Remained up-to-date with the latest cost-efficient technologies to accelerate the development of new digital solutions
- Fortified our market position by expanding partnership ecosystems and providing mutual benefits to parties involved

Exposure to inorganic possibilities

- Conducted comprehensive assessments, including due diligence exercises, for a holistic evaluation of targeted business opportunities
- Ramped up internal skillsets needed, particularly in new business ventures to further amplify in-house capabilities



GROWTH OPPORTUNITIES

Opportunities	Our Approach
<ul style="list-style-type: none"> Growing demand for edge solutions from hyperscalers and digital players in achieving greater end-user experience 	<ul style="list-style-type: none"> Diversify business portfolios through edge nodes, namely edge facilities, TMiX and CDN nodes, as well as the establishment of strategic collaborations with global digital players for edge gaming solutions
<ul style="list-style-type: none"> Increasing wholesale data centre requirements with mega power capacity as well as green energy capabilities and initiatives 	<ul style="list-style-type: none"> Expand existing wholesale data centre power capacity in serving hyperscale demand and expanding global providers residing in Malaysia to strengthen our position as the region's digital hub
<ul style="list-style-type: none"> Exponential bandwidth requirements driven by the shift in behaviour and technological advancements 	<ul style="list-style-type: none"> Proactively secure cost-effective submarine cable capacity with new commercial models to accommodate terabits bandwidth requirements from hyperscalers and carriers. Built a new submarine cable system to connect ASEAN to the Western European region



AWARDS & RECOGNITION

Awards	Awarding Body
T-Systems Zero outage approved partner	T-Systems International GmbH
Top 5 of Asia Regional Operator of the Year (Shortlisted)	Carrier Community Global Awards

OUTLOOK

In the near term, we will continue propelling business growth with value-driven customised solutions, leveraging internal strengths to propagate a conducive partnership ecosystem in domestic and international segments to drive future innovation. Domestically, we remain anchored to catalysing digital inclusivity in Malaysia through 4G and 5G sites deployment, high-speed broadband access coverage expansion, as well as nationwide edge capabilities enrichment to propel national digital initiatives. Comprehensive strategic collaborations with industry players, including our subsidiaries, will continue to be a priority as we strive to create an augmented domestic telecommunications ecosystem for global players.

On the international front, we will continue to position Malaysia as the regional digital hub through the diversification of edge and platform play services. This caters to the thriving demand for content and gaming needs, enabling reduced latency for a greater customer experience. As part of strengthening our core data business, participation in the upcoming SEA-ME-WE 6 (SMW6) includes Malaysia as a landing point, which is expected to further induce traffic flows across the globe.

In the longer term, we will embrace the ever-changing dynamic market landscape while maintaining our position as a dominant edge ecosystem provider in the region. A broader spectrum of edge services to serve the burgeoning content and gaming industry will be made available, capable of addressing much-needed high-power bandwidth usage and latency-optimised service requirements.

Our long-term objective is to elevate our position with innovative solutions, including capabilities to provide strategic applications parallel to market needs and excellent customer experience for our stakeholders. Aspiring to become a cutting-edge regional platform provider, we are perpetually on the lookout for next-generation applications in proliferating digital growth in-country as well as throughout the region.



OUR **SUSTAINABILITY** **JOURNEY**



Every step we take is guided by our commitment to safeguard the planet and improve every life we touch.

Proactive and forward-thinking - this is the DNA embedded within TM. All progress made along our ESG Roadmap has far-reaching benefits for generations to come.

All decisions we make ensure that our path forward is not only secure but also sustainable.

OUR COMMITMENT TO YOU



Tan Sri Mohammed Azlan Hashim

Chairman

Dato' Imri Mokhtar

**Managing Director/
Group Chief Executive Officer**

Dear Stakeholders,

At TM, our goal is to use technology to empower communities, businesses and Government to shape a Digital Malaysia. This is part of our commitment to nation building and sustainable development, prioritising positive impacts with every business decision.

Sustainability is critical to our long-term success which as both a moral obligation and an opportunity to create value for all stakeholders. In 2022, we conducted an in-depth materiality exercise to ensure that we are fully aligned with the needs and concerns of our stakeholders. By engaging proactively and addressing the issues most important to them, we are able to deliver long-term value and create meaningful change.

To make sustainability a core component of our operations, we have integrated sustainability-related key performance indicators (KPIs) across all divisions. This enables us to effectively monitor and assess our progress towards achieving our sustainability objectives while fostering a culture of sustainability throughout the organisation. We have also aligned our sustainability commitments with the United Nations Sustainable Development Goals (UN SDGs) to drive positive outcomes that contribute to the global sustainability agenda.

Throughout the year, we continued to progress under each of our sustainability pillars:



Building a Digital Malaysia

Connectivity is a fundamental right and everyone should have access to reliable and affordable digital services. This is shown through our commitment and support for the Government's JENDELA action plan, which aims to close the digital divide and promote inclusive socio-economic development. In 2022, we accelerated our fixed broadband deployment in over 6.2 million premises, achieving 69% towards at least 70% of premises with high-speed Internet access to enable Digital Malaysia by 2025.



Protecting the Planet

Environmental well-being is an essential component of achieving sustainable societies and economies. One of our main environmental priorities is addressing climate change, which poses significant risks to our stakeholders and society as a whole. We have reduced our carbon emissions by 12.45% this year by using renewable energy and efficient practices and we aim to reach net zero by 2050. We are also adopting TCFD reporting recommendations, with plans to issue our first TCFD report by mid-2023 – two (2) years ahead of Bursa Malaysia's listing requirements.



Putting People First

People remain at the heart of our transformation into a human-centred TechCo. Our employees are the backbone of TM, to whom we provide fair opportunities, diversity and inclusion, resulting in an Organisational Health Index (OHI) score increased from 77 at mid-year to 80 at year end of 2022. We also support our supply chain partners, who help us meet our nation building goals and contributed RM3.53 billion to local suppliers in 2022. We also empower communities through Yayasan Telekom Malaysia (YTM)'s social programmes, with RM8.1 million invested to improve the lives of 67 female entrepreneurs and over 47,000 community members in 2022.



Strengthening Our Integrity

We believe in operating with integrity, honesty and fairness in all of our business practices. We have a strict zero-tolerance policy against any unethical behaviour, corruption, or bribery. Our policies and procedures are designed to ensure total compliance with laws, regulations and industry standards and we continuously update them to keep up with the ever-changing business environment. Recently, we were honoured with the Gold Category in the AIGA organised by the Malaysian Institute of Integrity (IIM). This prestigious award recognises our commitment to high standards of integrity and governance, putting us at the forefront of trusted companies in Malaysia.

Our unwavering commitment to sustainability has helped us outperform many of our peers within our industry. We have received a full rating of 4 out of 4 stars on the FTSE4Good Bursa Malaysia Index, placing us among the top 98 constituents of the index. On FTSE Russell global rating, we have seen an overall improvement in ESG score to 3.6 against 3.1 in 2021. Additionally, we improved our CDP rating to 'B' from 'C' and 'A-' from 'B-' for the CDP SER last year, highlighting our improved resilience against ESG risks. These accomplishments demonstrate our focus on creating long-term value for all stakeholders.

As we continue to advance our sustainability agenda, we remain steadfast in our dedication to serving all our stakeholders as we accelerate our transformation from a leading converged Telco into a human-centred TechCo. Thank you for being part of our journey and for your continued support.

Tan Sri Mohammed Azlan Hashim
Chairman

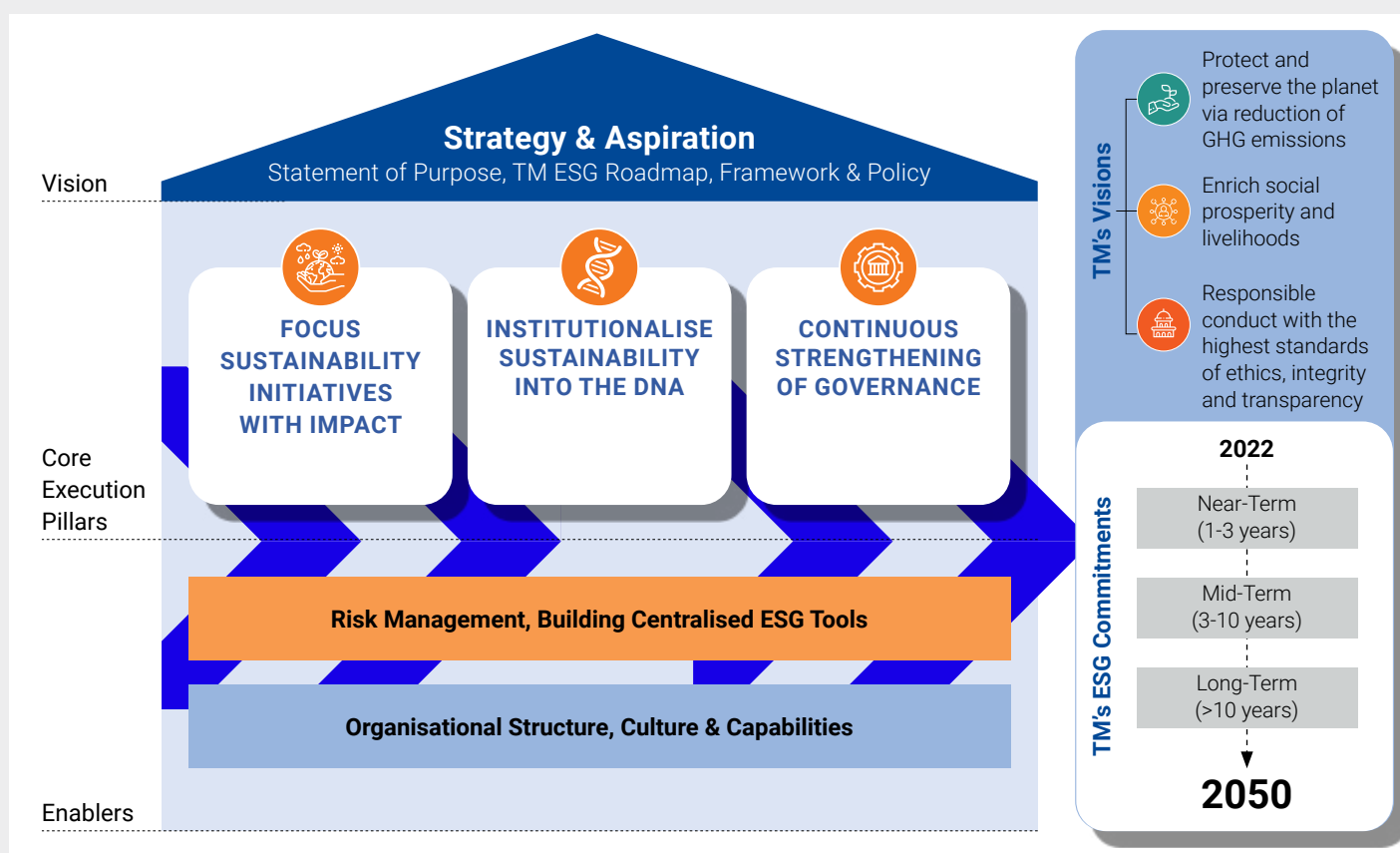
Dato' Imri Mokhtar
Managing Director/Group CEO

SUSTAINABILITY STRATEGY

1 Strategy and Aspiration

At TM, we view sustainability as an essential part of doing business. Therefore, we continue to integrate sustainability into the DNA of our organisation. With strong foundations built in collaboration with our leadership team and stakeholders across the Group, we are able to make great strides each year in our sustainability journey. This is supported by TM's Sustainability Architecture, which enables us to address our material matters and deliver positive sustainability impacts.

In further institutionalising sustainability, we have embedded ESG-related KPIs across our business for greater accountability and performance. This is operationalised through TM's sustainability programmes, which enable us to progressively improve our ESG practices and accelerate our aspirations of driving a Digital Malaysia.



























By integrating sustainability into our strategy, we are able to build our business resilience, create inclusive value for stakeholders, meet our nation building agenda and contribute to solving global sustainability challenges.

Through Our Sustainability Pillars...	...we create sustainable value for our stakeholders...	...and our business performance...	...while contributing to the Government's nation building ambitions...	...and the UN's Global Goals
Building a Digital Malaysia 	Customers: Provide innovative and inclusive technological solutions that enable them to thrive in an increasingly digital world Communities: Deliver critical Internet access to rural areas, thus connecting communities to essential services such as education, banking and healthcare	<ul style="list-style-type: none"> Contributes to our long-term financial growth Reinforces our position as an industry leader Improves our competitive advantage 	JENDELA: A five (5)-year action plan to improve the quality and reach of Malaysia's communication network and close the digital divide MyDIGITAL: A national initiative to transform Malaysia into a digitally-driven, high-income nation and a regional digital leader	

Material Matters: M1 M2 M3 M4 M5 M6

New TM Compass:



Through Our Sustainability Pillars...	...we create sustainable value for our stakeholders...	...and our business performance...	...while contributing to the Government's nation building ambitions...	...and the UN's Global Goals
Protecting the Planet 	 Suppliers: Strengthen the supply chain through environmental standards/requirements  Communities: Contribute to ecological resilience to protect society from climate change and other environmental challenges	<ul style="list-style-type: none"> Saves costs through improved operational efficiency Mitigates climate-related damage to our infrastructure Stays ahead of rising environmental regulations and costs (i.e., carbon tax) 	Malaysia Climate Change Action Council: Malaysia aims to reduce its greenhouse gas (GHG) emissions intensity by 45% across the economy by 2030, with an aspiration of achieving net zero emissions by 2050 Green Technology Master Plan Malaysia: A national plan to develop green technology and create a low-carbon economy, by 2050	 
Material Matters: M7 M8 M12 New TM Compass:  				
Putting People First 	 Employees: Create an inclusive and nurturing work environment that builds their careers  Suppliers: Empower the rights and development of everyone in the supply chain  Communities: Contribute to socio-economic progress through educational and social programmes for underserved communities	<ul style="list-style-type: none"> Increase productivity and performance of employees Strengthen supply chain resilience for minimal disruptions Improve public trust and brand reputation 	Malaysian Code on Corporate Governance (MCCG): To encourage gender diversity, Boards must have at least 30% women directors. Shared Prosperity Vision 2030: Addresses disparities to protect and empower the <i>Rakyat</i> in ensuring that no one is left behind by 2030	    
Material Matters: M9 M10 M11 M12 M13 New TM Compass: 				
Strengthening Our Integrity 	 Employees: Create a culture of integrity and fairness for a better work environment  Government & Regulators: Avoids fraud and corruption that may negatively affect economic growth	<ul style="list-style-type: none"> Prevents regulatory penalties and related costs Strengthens TM's image as a sustainable and responsible company 	The National Anti-Corruption Plan: An anti-corruption policy that reflects the <i>Rakyat</i> 's expectations for a greater corrupt-free nation that promised transparency, accountability and integrity	 
Material Matters: M14 New TM Compass:  				

2 ESG Roadmap & Commitments

We are dedicated to creating a positive impact on society and the environment and our ESG Roadmap is crucial in fulfilling our sustainability goals. This roadmap offers a clear and comprehensive framework for our leadership team, employees, partners and other stakeholders to collaborate and develop a strong ESG ecosystem.

To achieve our ESG commitments, we are implementing various initiatives across our business, spearheaded by our leadership team. We understand that sustainability is an ongoing journey and we are committed to continuously improving our ESG performance to create a more sustainable future for everyone.

TM'S ESG COMMITMENTS



Environmental

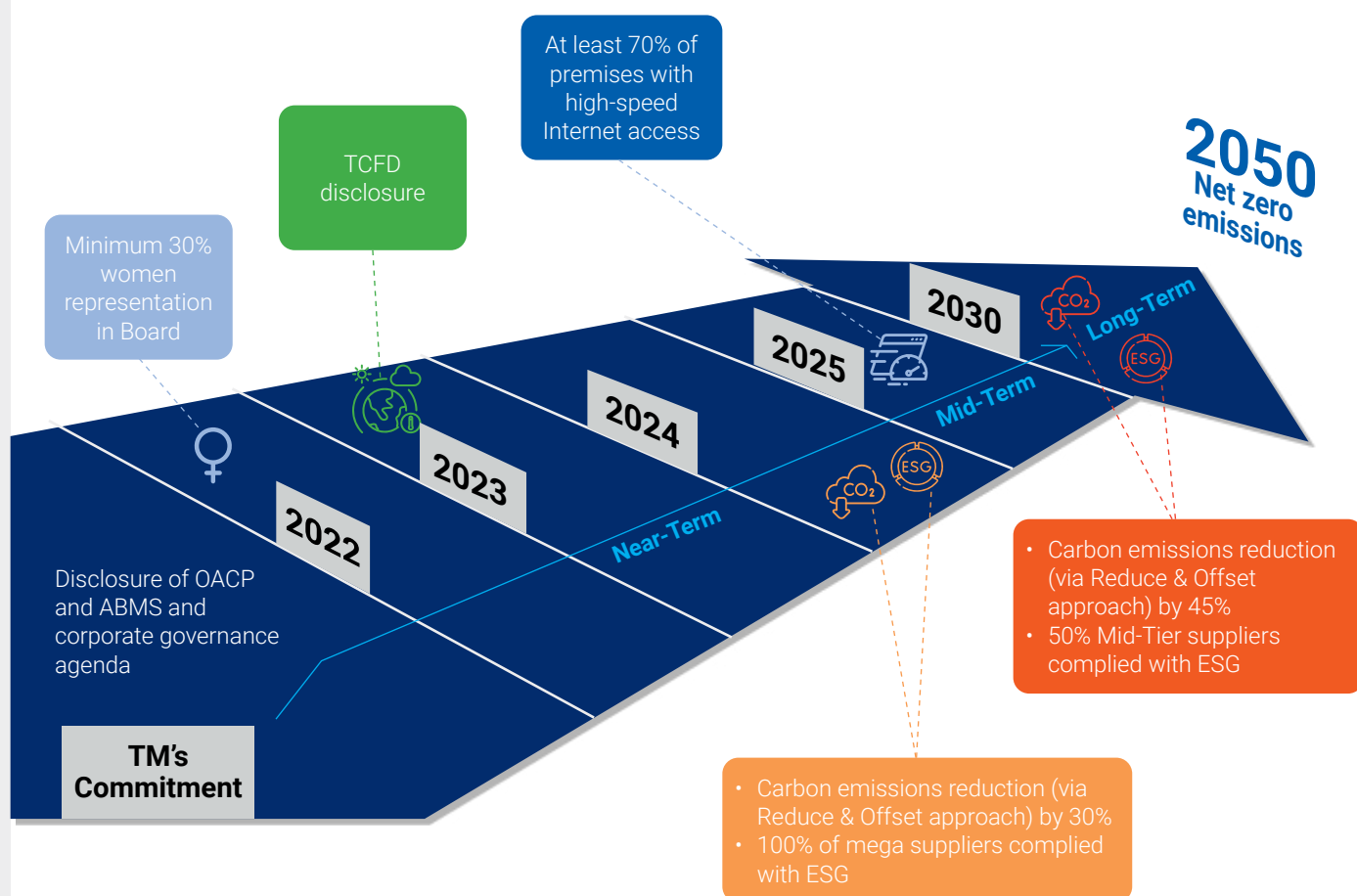


Social



Governance



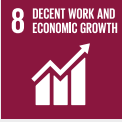
A zero-tolerance approach to all forms of corruption





3 Contributing to the Global Agenda

As a global citizen, we are committed to generating sustainable impact that extend beyond Malaysia's borders. Our sustainability agenda aligns with the UN SDGs, enabling us to translate our business activities into meaningful global contributions. Through the mapping of our activities and material matters against the specific SDG targets and indicators, we identified the most impactful and influential SDGs resulting in nine (9) Focus SDGs.

SDG Targets		TM's Contributions
SDG1: No Poverty 	Target 1.5: By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters	<ul style="list-style-type: none"> 27,572 affected community members assisted through Humanitarian Disaster Response RM8.1 million contributed to community initiatives
	Target 4.1: By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes	<ul style="list-style-type: none"> >5,000 students from 51 different schools reached through TM Future Skills RM13.4 million channelled into the Future Leaders Scholarship Programme
SDG4: Quality Education 	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	<ul style="list-style-type: none"> Develop future digital leaders through MMU, a comprehensive higher education ecosystem that empowers students for innovation and entrepreneurship ventures
	Target 4.b: By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries	<ul style="list-style-type: none"> RM15.6 million worth of scholarships disbursed to support the academic ambitions of high-potential students
SDG5: Gender Equality 	Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	<ul style="list-style-type: none"> 31% of management positions held by women 36% of Board members are women
SDG8: Decent Work and Economic Growth 	Target 8.4: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation and encourage the formalisation and growth of MSMEs, including through access to financial services	<ul style="list-style-type: none"> RM8.1 million contributed to community development initiatives 69 suppliers reached through BVDP
	Target 8.6: By 2020, substantially reduce the proportion of youth not in employment, education or training	<ul style="list-style-type: none"> 100% YTM scholars employed within six (6) months of graduating 25 Asnaf and youth entrepreneurs trained through YTM's entrepreneurship programmes
	Target 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants and those in precarious employment	<ul style="list-style-type: none"> 14,388 employees trained on human rights policies/procedures 23% decrease in OSH-related incidents due to TM's enhanced OSH governance structure 6,766 employees are unionised

SDG Targets		TM's Contributions
SDG9: Industry, Innovation and Infrastructure 	Target 9.5: Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private R&D spending	<ul style="list-style-type: none"> • RM62.3 million invested in TM R&D • Continue to develop smart solutions to enable Malaysia's digital ecosystem
	Target 9.c: Significantly increase in access to ICT and strive to provide universal and affordable access to the Internet in least developed countries by 2030	<ul style="list-style-type: none"> • >3.4 million broadband ports • >690,000 km of domestic fibre optic • >340,000 km of submarine cables with 32 submarine cable systems • 62 TMix Nodes
SDG10: Reduced Inequalities 	Target 10.1: By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average	<ul style="list-style-type: none"> • 6,000 B40 school students reached through Unifi Mobile Package for students • 60 students from B40 families helped via #MYBAIKHATI campaign
SDG11: Sustainable Cities and Communities 	Target 11.4: Strengthen efforts to protect and safeguard the world's cultural and natural heritage	<ul style="list-style-type: none"> • 649 direct and indirect jobs for musicians, art performers, filmmakers, B40, unemployed & PPR created • 10,137 trees planted with 5,000 trees at reserved forests
	Target 11.5: By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global GDP caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations	<ul style="list-style-type: none"> • RM1.9 million pledged for floods relief
SDG12: Responsible Consumption and Production 	Target 12.4: By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with the agreed international frameworks and significantly reduce their release to air, water and soil in order to minimise their adverse impacts on human health and the environment	<ul style="list-style-type: none"> • 19.5% reduction in scheduled waste
	Target 12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle	<ul style="list-style-type: none"> • 55% of suppliers comply with TM's environmental requirements • 88% suppliers comply with TM's social requirements
SDG13: Climate Action 	Target 13.2: Integrate climate change measures into national policies, strategies and planning	<ul style="list-style-type: none"> • ESG and climate change risks have been included as part of our BRC agenda • Increase business and operational resilience through robust BCM programme set-up and implementation • Established carbon-reduction targets, including net zero emissions by 2050 • 12.45% emissions reduction from 2019 baseline

SUSTAINABILITY SCORECARD

BUILDING
A DIGITAL
MALAYSIA

- **69%** premises reached with high-speed Internet access
- **88%** Unifi customer's network-related faults restored within 24 hours against 86% target for 2022
- **1,265** cyber security incidents resolved/handled
- **39** NPS Score (2021: 23)

PROTECTING
THE PLANET

- **12.45%** reduction of carbon emissions against 2019 baseline
- **10,137** trees planted including 5,000 trees planted at reserved forests for carbon sequestration
- **75%** reduction of scheduled waste against 2019 baseline
- **79%** reduction of Air-Travel Emissions against 2019 baseline

PUTTING
PEOPLE FIRST

- **88%** of suppliers meet the ESG social requirements
- **55%** of suppliers meet the ESG environment requirements
- **~RM3.53 billion** contract value awarded to local suppliers
- **RM2.24 billion** contract value awarded to Bumiputera Vendors
- **36%** women representation in Board
- **31%** of women in Management
- **32 average total hours** of training per employee
- **35%** of employees with collective agreements

STRENGTHENING
OUR INTEGRITY

- **97%** OACP action plan completion (Target by 2024/2025: 100%)
- **100%** ABMS certification (Target by 2024/2025: 100%)
- **35** operations effectively assessed and managed for corruption risks



ACHIEVEMENTS (ESG RATINGS):



CDP
Rating
= B

Supplier
Engagement
Rating (SER) = A-



Constituent of FTSE4Good
Bursa Malaysia with a
4 out of 4 stars rating



Rated by FTSE
Russell with
3.6 ESG rating

FAIR & TRANSPARENT COMMUNICATION



WHY WE CARE

In our most recent materiality exercise with our stakeholders, Fair & Transparent Communication emerged as the most critical concern. This highlighted the need to improve the way we communicate. Our stakeholders expect honest, open and timely communication, which ensures we remain accountable for our actions and decisions. It also helps keep our stakeholders well-informed of developments, thus building more trust and credibility.

Fair and transparent communication fosters innovation and collaboration as we gain valuable insights and feedback that help us identify new growth opportunities. This can lead to more effective strategies and decision-making for improved performance and long-term viability. Our goal is to create a shared understanding of our vision, mission and values – allowing all our stakeholders to feel connected with our nation building agenda. This in turn will help us gain support for TM to accelerate the country's transformation into a full-fledged Digital Malaysia by 2030.

What Our Stakeholders Expect

- Regular engagements and updates
- Participation in decision-making
- Open and honest communication

WHAT IS OUR APPROACH

Since the identification of Fair & Transparent Communication as a critical material matter, the Strategic Communications (SC) team has been re-evaluating our current approach to communications. Instead of increasing the amount of communication activities, we need to channel our communication in better ways. The team plans to adopt a more focused and targeted approach to how we share information. We continuously explore new ways of communicating and engaging with our stakeholders so that our messages are more visible and available to them. Our focus is to tighten the alignment of our communication assets in order to deliver information more effectively. We will also leverage our strengths in technological innovation, such as AI and data analytics, to create smarter and more agile communication pathways.

In 2023, we aim to roll out a strategy to drive various initiatives, guided by a revised TM Communication Policy with the aim of improving our fair and transparent communications. The new strategy and policy will cover our communication approach from a stakeholder perspective. It will address communication issues raised during the materiality exercise and promote a culture of honesty, transparency and accountability across TM.

Deployed
Capitals:



Met Strategic
Aspirations:



Stakeholders
Affected:



Sustainability
Impact:



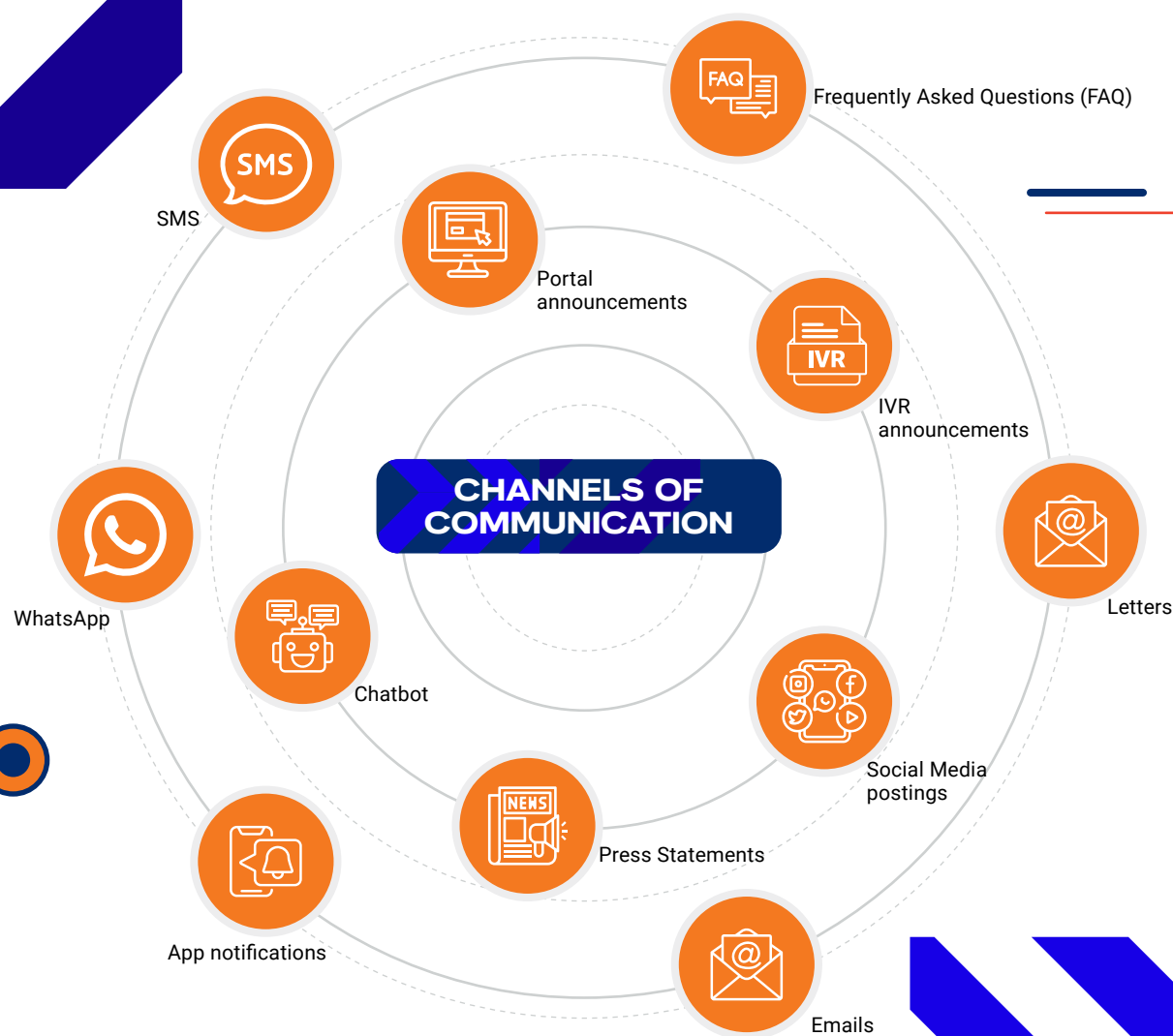


HOW WE CREATED VALUE IN 2022

1 Keeping Customers Informed

Our customers need to stay informed of any developments that may impact their experience with us. With this in mind, we provide proactive notifications to customers on a range of matters, including billing reminders, potential downtimes and errors, as well as awareness of new features or solutions.

In addition, we offer customers differentiated engagement experiences through our self-service and digital platforms. Our efforts have been fruitful, with a remarkable 14% reduction in human-assisted interactions with customers.



↳ For more information on our customer engagement platforms, please see pages 100-103

2 Engaging with Employees

For our employees, we continued to provide clear communications on various matters related to our strategy, messaging and business updates. We also organised engagement sessions with compiled feedback, which was then shared with relevant departments or individuals to address. Through our top-down approach, the management team also shared critical information with employees via townhalls and other events.



EMPLOYEE COMMUNICATION CHANNELS



Suara TM

How it Works:

Email updates are delivered twice a month on various events and activities occurring across TM.

Impact & Achievements:

- 24 issues of Suara TM newsletters published in 2022
- Around 22,000 employees reached across the Group (including subsidiaries and temporary employees)



Yammer

How it Works:

Social media updates from SC to employees on our internal employee platform.

Impact & Achievements:

- 217 posts by SC in 2022
- 5,913 employees registered on Yammer



Media Monitoring

How it Works:

Timely updates on digital and mainstream news about TM, our partners and competitors, as well as developments across the industry.

Impact & Achievements:

- Around 300 employees at General Manager levels and above received daily news monitoring reports
- Media Value Index (MVI) = RM25.35 million
- Share of Voice (SOV) = 39.91%
- Net Sentiment Score (Media Impact Score) = 5.4/10



Jom Bersama GCEO

How it Works:

An all-employee hybrid session with the GCEO on our latest business performance and updates, targeted for employees at the Executive level and above.

Impact & Achievements:

- Six (6) Jom Bersama sessions, with an average of 8,711 participants each
- Total Jom Bersama viewers online: 52,265
- 45.85% of participants are permanent TM employees

**Coffee & Chat with CEO****How it Works:**

A casual engagement between the GCEO and small groups of employees from the Executive and Non-Executive pool, primarily technical and frontline workers.

Impact & Achievements:

- Executed the inaugural session with employees in September 2022
- 26 employees participated

**Turun Padang (Townhall)****How it Works:**

Physical and hybrid engagements between TM leadership with employees at various states and at regional offices.

Leaders involved include:

Group Chief Executive Officer (GCEO)	
Chief Operating Officer (COO)	Chief Marketing Officer (CMO)
Chief Strategy Officer (CSO)	Chief Network Officer (CNO)
Chief Human Capital Officer (CHCO)	Business Heads

Impact & Achievements:

- Five (5) sessions were held in 2022, with four (4) physical sessions in Terengganu, Penang, Sabah and Sarawak
- 850 *Warga TM* attended the physical sessions, while over 600 *Warga TM* tuned in virtually

**Jom Sembang****How it Works:**

A 'Getting-to-Know-You' virtual engagement session, with employees getting up-close and personal with individual Top Management team members.

Impact & Achievements:

- Average Rating: >4.5 out of 5

Jom Sembang 2022

Tengku Muneer Tengku Muzani, Chief Strategy Officer Date: 8 March 2022	Ir. Ts. Azizi A. Hadi, Chief Operating Officer Date: 26 July 2022
Sarinah Abu Bakar, Chief Human Capital Officer Date: 18 March 2022	Raja Azrina Raja Othman, Chief Information Security Officer Date: 17 August 2022
Shazurawati Abd Karim, EVP TM One Date: 30 March 2022	Mohamad Mohamad Zain, Chief Risk Officer Date: 4 October 2022
Krish Datta, CEO Credence Date: 14 April 2022	Azni Risa Ramlan, VP, Business Innovation and Technology (BI Tech) Date: 11 October 2022
Nazeem Nasir, Director Transformation Office Date: 5 July 2022	
Total reach: 1,391	

3 Working Closely with Our Regulators

As the primary regulator in Malaysia's communications and multimedia industry, MCMC is both a regulator and collaborative partner for TM. Throughout the year, we maintained regular communications with the MCMC to establish a strong and mutually beneficial relationship while adhering to their guidelines and requirements.

We addressed key issues impacting our business through various platforms, including official visits from key stakeholders, regular online or in-person meetings and collaborative programmes and projects. For instance, in July 2022, we hosted the Interim Chairman of MCMC for an official visit to TM, where we shared our business direction and contribution to national development.

TM also participated in the weekly JENDELA Industry Communications Meeting as a subcommittee chaired by MCMC to discuss coordination and resolve issues involving Telcos and JENDELA action plans and execution. Through our partnership with the MCMC, we collaborated on several programmes for the benefit of the nation, such as the launch of Pusat Ekonomi Digital (PEDi), the nationwide tour of Jelajah Aspirasi Keluarga Malaysia, Ruang Bicara Bernama TV talk show, Tea Talk @ MCMC knowledge-sharing forum, among others.

4 Sharing Information with the Public

For engagements with external stakeholders, such as with community members or the media, we organised open sharing sessions, including meetings, visits, media briefings and press conferences. A few measurements observed for media engagement include MVI, SOV and Net Sentiment Score.

We also published TM's IAR 2022 to disclose our key strategies, plans, performance and future direction. Our annual reports uphold the highest standards of transparency and accountability, receiving multiple recognitions and accolades.



REPORTING AWARDS

- **NACRA Awards 2022**
 - Gold Award for Best Annual Report in Bahasa Malaysia
 - Silver Award for Best Sustainability Reporting
- **Australasian Reporting Awards 2022 (ARA 2022)**
 - Gold Award for Integrated Annual Report

INNOVATION & TECHNOLOGY



WHY WE CARE

As Malaysia's Digital Enabler, our role is to drive the country's progress through innovative solutions. Developed countries often have high technology adoption rates and we can achieve this by using modern technologies like 5G and data analytics. Smart technologies can also create better living conditions for society, contributing to sustainable and inclusive progress.

Our transformation into a human-centred TechCo focuses on using innovation and technology to improve people's lives. As new technologies and competitors emerge, it is essential to adapt continuously to meet society's needs. Doing so improves our competitiveness, provides higher returns for shareholders, improves the quality of life for customers and establishes Malaysia as a digital powerhouse.

What Our Stakeholders Expect

- Smart and innovative offerings
- Customised product solutions
- Application of new technologies

WHAT IS OUR APPROACH

At TM, innovation prevails through TM Research & Development (TM R&D). As the key enabler in driving TM's digital aspiration, TM R&D's innovation moves beyond connectivity to create new value-added digital and smart services, covering customer experience, process optimisation, as well as new business opportunities. With strength in intelligent platforms, IR4.0 technologies and connectivity, we help businesses solve operational issues and co-create solutions for the global market:

- **Intelligent Support Systems:** Driving seamless and best-in-class customer experience by providing reliable, AI driven, predictive and end-to-end solutions
- **Workforce Related:** Creating state-of-the-art solutions with safety and productivity as the top priority to boost efficiencies at the workplace
- **Data Brokerage:** Creating new revenue opportunities through smarter platforms, cultivating better insights and spawn the creation of new services
- **IoT Industry:** Creating IoT solutions for the industries to benefit from the industrial revolution

TM R&D Focus Areas

- Academic Research (Fundamental)
- Industry Research (Exploratory)
- Co-Creation Projects (with Industry)
- Commercialisation

Today, we are monetising TM R&D as a business, offering R&D as a service. Our goal is to provide a smarter ecosystems solutions to enrich humanity and bring progress to nations. We strive to stay relevant with our new innovative solutions that the market cannot do without and take on projects that provide multi-fold benefits to businesses and the global market.

Deployed Capitals:  

Met Strategic Aspirations:   

Stakeholders Affected:  

Sustainability Impact:   

HOW WE CREATED VALUE IN 2022

1 Smart and Intelligent Solutions

TM R&D focuses on enabling a Digital Malaysia through research, creating new intellectual property rights and developing innovations that solve real-world problems. The goal is to trigger a mindset shift amongst Malaysians from being a nation of consumers to becoming a nation of producers, as we believe that having the ability to produce will contribute to sustainable development.

With this in mind, major investments and developments were made by TM R&D in 2022, primarily within Digital Innovation, Connectivity Innovation and Workforce Mobility.

	2020	2021	2022
Investments in R&D	RM65.0 million	RM61.4 million	RM62.3 million

Through TM R&D and collaboration with internal stakeholders involving TM Global, TM One, GNT, Unifi and GHCM, we have developed and commercialised a comprehensive suite of product solutions that supports business growth and improves the lives of our customers.



TM'S SMART PRODUCTS & SOLUTIONS



Smart Traffic Analytics and Recognition System (STARS)

A unified traffic control system with a single central monitoring platform equipped with real-time analytics, notification and resolution of traffic problems.

How It Creates Value:

Enhances the efficiency of municipality and township management, while transforming cities to focus on smart solutions surrounding safety, green and efficient operations, aligned to the carbon reduction commitment and Smart City Index framework.

Impact & Achievements:

- Improved traffic flow in Ipoh up to 51% especially during peak hours
- Enabling Low Carbon Cities by 2030 through enabling carbon emissions reductions



i-CBYD (i-Call Before You Dig)

An advanced AI platform that proactively detects and manages third party contractor work.

How It Creates Value:

Reduces unnecessary outages by proactively managing network issues, which contributes to improving the customer experience.

Impact & Achievements:

- Eliminated 73 breakdowns with RM2.5 million in cost avoidance
- 66 critical and high-risk nodes covered nationwide

**Software Defined Wide Area Network (SDWAN)**

A software-defined approach to managing the WAN delivering seamless connectivity, centralised orchestration and increased automation.

How It Creates Value:

Maximise network and business agility, simplify operational management and enhance security and resilience.

Impact & Achievements:

Adaptive, application-aware and future-ready network that connects branches, on-premises assets and cloud platforms for improved productivity

**FOMS (Fibre Optic Monitoring System)**

A platform that monitors incidents related to fibre cable cut and degradation of the Fibre Optic Cable E-side (Main Cable).

How It Creates Value:

Minimises fibre issues for better network reliability, quality and stability.

**PROPNETS (Proactive Passive Network Systems)**

A smart system that quickly detects, isolates and resolves last mile issues affecting Unifi's service disruption.

How It Creates Value:

Delivers more seamless experience and connectivity to Unifi customers.

**Southern Gateway**

A digital application that embeds computer vision AI and ML capabilities for self-supervision and self-verification during service installation, restoration and maintenance.

How It Creates Value:

Enhances service quality and customer experience.

**TROIKA**

An intelligent demand management system targeting "Zero" Waiters within JENDELA requirements. The solution automates Unifi's demand management and real-time port mapping with the objective of proactively and reactively managing demand and converting unfulfilled orders to serviceable orders immediately.

How It Creates Value:

Accelerates waiters' clearance time from 41 to 14 days, thus improving customer experience.

**PEOPLE**

PEOPLE is an all-in-one platform to assist employee's productivity needs. It simplifies and enhances employee experience by digitalising HR processes. In addition, PEOPLE keeps track of employees progression within the organisation and allows them to achieve high performance culture.

How It Creates Value:

Simplifies employee experience and empower HR department from the tip of a finger.

CAMELIA

An intelligent support system for passive network fault diagnostic and prediction, including for enterprise products. The system leverages best-in-class technologies to transition from reactive to proactive/predictive troubleshooting capabilities.

How It Creates Value:

Improved customer network restoration time to within 24 hours.

2 Elevating Malaysia's Entertainment

Beyond making life easier for Malaysians, we continue looking for innovative ways to create interesting and exciting avenues for all. We are advancing our entertainment offerings through the establishment of edge services and gaming as well as various streaming content including sports and many more.

This year, we made significant progress in expanding our edge services by embarking on the e-Sports scene and hitting a new milestone through collaborations with global digital players in offering the ultimate gaming experience.

TM'S DIGITAL SOLUTIONS**Edge Facilities****What We Did:**

- Provided regional integrated digital infrastructure closer to end users to improve customer experience via high capacity and low latency services
- Deployed neutral edge facilities at targeted locations for immediate 5G and edge readiness

Impact & Achievements:

- Retrofit 7 TM exchanges for in-country edge facilities

Edge Gaming**What We Did:**

- Enabled gaming service providers to reach Malaysia and ASEAN gamers in providing greater customer journey and network quality
- Fortified our edge ecosystem in supporting low latency requirements through network resiliency and seamless digital experience across the globe

Impact & Achievements:

- Deployment of edge nodes in the Philippines to support Edge Gaming requirements
- Collaborations with e-Sports and cloud gaming providers
- Seamless connectivity within the ASEAN region enabling superior gaming experience and quality

Unifi TV**What We Did:**

- Enhanced our content offerings by providing the best entertainment pack in the market – available on all devices and HD content

Impact & Achievements:

- Customers enjoy access to 17 streaming apps, including Disney+ Hotstar, Mango TV, SPOTV Now, SIAR and many more

AWARDS & ACCOLADES FOR INNOVATION

- Innovative Tech Companies of the Year Award at the Asia Corporate Excellence & Sustainability (ACES) Awards 2022
- Malaysia Technology Excellence Awards (for FIRA and SPICE.ai)

NETWORK STABILITY & QUALITY



WHY WE CARE

Demand for connectivity and communication services has soared over recent years, especially since the onset of the pandemic. All segments of society – businesses, Governments and the general public – require fast and quality connection to live, work and play. Even just a moment of downtime can impact our stakeholders. For individuals, interrupted services can limit their access to critical services, such as banking or e-learning, thus negatively affecting the customer experience. Businesses that face outages can experience disruption and losses, with the severity based on the sector.

As a strategic partner for Malaysia's sovereign communications, any network failure can cause severe consequences to the Government and their ability to serve its people. Therefore, optimal network performance is a bedrock for our long-term value creation. This means delivering fast, high-quality and reliable services that truly make life easier while accelerating our Digital Malaysia aspirations.

What Our Stakeholders Expect

- High-quality and fast Internet
- Uninterrupted network service

WHAT IS OUR APPROACH

At TM, we strive to actively protect our stakeholders from network issues. We are continuously improving our network resilience against network disruptions. Our BCM system and DRP are designed to ensure fast recovery against potential threats that may disrupt our service, which include natural disasters, cyber security breaches, riots/public disorder and disruption to logistic operations due to theft/robbery.

↳ For more information on BCM and DRP, please see pages 217 to 222

Beyond network continuity, we also ensure that the high-quality service delivered is fast and reliable. Our products and services are governed by a range of regulations, certifications and standards that ensure we consistently deliver world-class service quality and performance that meet the needs of our customers.

Policies, Certifications & Regulations

- TM Business Initiative Governance Framework Policy
- Mandatory Standards of Access & Mandatory Standards of Quality of Services
- MCMC Short Range Devices Technical Standards
- QMS ISO 9001
- BCMS ISO 22301:2019
- ISMS ISO 27001:2013
- Standards for Customer Premise Equipment
- Metro-Ethernet Forum (MEF) Certification

Deployed Capitals:  

Met Strategic Aspirations:   

Stakeholders Affected:  

Sustainability Impact:  

HOW WE CREATED VALUE IN 2022

1 Addressing Network Disruption

We face a range of factors and challenges that threaten our network's reliability and continuity. Therefore, throughout the year, we intensified efforts to improve service quality and assurance through various initiatives. This includes proactively monitoring sources of potential disruption to strengthen the resilience of our infrastructure and services.

How We Address Network Disruption

Top Issues Related to Network Stability	Improvement Measures
Third-Party Fibre Issues	Worked closely with third-party contractors like TNB, Prasarana (LRT3 and MRT work), Syabas and local councils to reduce potential network damage incidents that can affect customer services (i.e. accidentally hitting TM's cables during any roadwork/MRT/Air Selangor construction work)
Natural Disasters	Strengthened collaborations within our Crisis Management Team, consisting of the management and recovery teams, to ensure crises are managed swiftly and effectively
Old/Aged Equipment	Replaced old and ageing technology (i.e. copper, metro-ethernet network, Soft-switch and Optical Line Terminal (OLT)) with new technologies via network modernisation exercises
Fibre Cut by External Parties	Revised network design through more extensive use of fibre networks to increase the fault tolerance from fibre cuts
Inefficiencies in Network Recovery	Proactively monitored our network through an automated system (RPA) for infrastructure and services recovery Deployed Next-Generation OSS Solution, a single platform that enables Service Impact Analysis to detect and react to incidents more efficiently

2 Recovering from Disasters

Our infrastructure network is exposed to damages from natural disasters, such as floods, landslides and storms. Ensuring the reliability of our network means protecting our assets and stakeholders against such events. With this in mind, we established TM's Crisis Management Team to effectively manage any crises that occur. The team is made up of members of our management team and recovery team.

The Crisis Management Team's abilities were tested during the 2021/2022 Malaysian flash floods. Through a joint effort between various teams, including Network Operations Centre (NOC), Network Maintenance Operations (NMO), Facility Management (FM) and PAKAR Semboyan, we mobilised our resources to swiftly recover our network and services, as well as rescue stranded employees at a hill station. We also replaced customers' equipment that was damaged during the flood at zero cost to ease their burden and ensure they remain connected.



IMPACT & ACHIEVEMENTS

87% of the network infrastructure and 98% of services **successfully recovered** within 20 days during the flood

Replacement of equipment at **11,009 Customer Premises**

Awards & Recognition:
Business Continuity Institute (BCI) APAC Award 2022
Business Continuity Institute (BCI) Global Award 2022



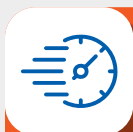
3 Delivering High-Speed Internet

To thrive in a Digital Malaysia, customers will require access to high-speed Internet connectivity. Hence, our nation building efforts include continuously expanding our high-speed broadband connectivity to more areas. This helps boost the growth of local industries as well as deliver a more seamless online experience for customers.

In 2022, Unifi offered fast unlimited Home Fibre with speeds up to 800Mbps. This resulted in Unifi reaching three (3) million subscribers who benefited from fast broadband experience.

4 Faster Installation Times

In keeping customers connected to our network, we improved manpower optimisation and quality of installation for our fibre broadband.



▶ **96%**
of new fixed services installed within four (4) days

▶ **91%**
of customers experienced no fault within their first 30 days

5 Knowledge Sharing on Quality

We believe in the power of exchanging knowledge with others to create a better ecosystem that benefits everyone. This approach extends to our network quality, with our experts engaging in various knowledge-sharing opportunities to contribute to as well as learn from others.

This year, we actively contributed to two (2) platforms:

1. **International Convention on Quality Control Circles (ICQCC) 2022** is a prominent international platform for productivity and quality practitioners, as well as organisations from various countries, to congregate and compete against each other to improve their innovation projects. Two (2) teams from TM's NOC participated in the event.
2. **Malaysia Technical Standards Forum Berhad** develops and recommends codes for the communication and multimedia industry in Malaysia. TM is an active member of the organisation and participated in the International Telecommunication Union (ITU) events for quality standardisation.

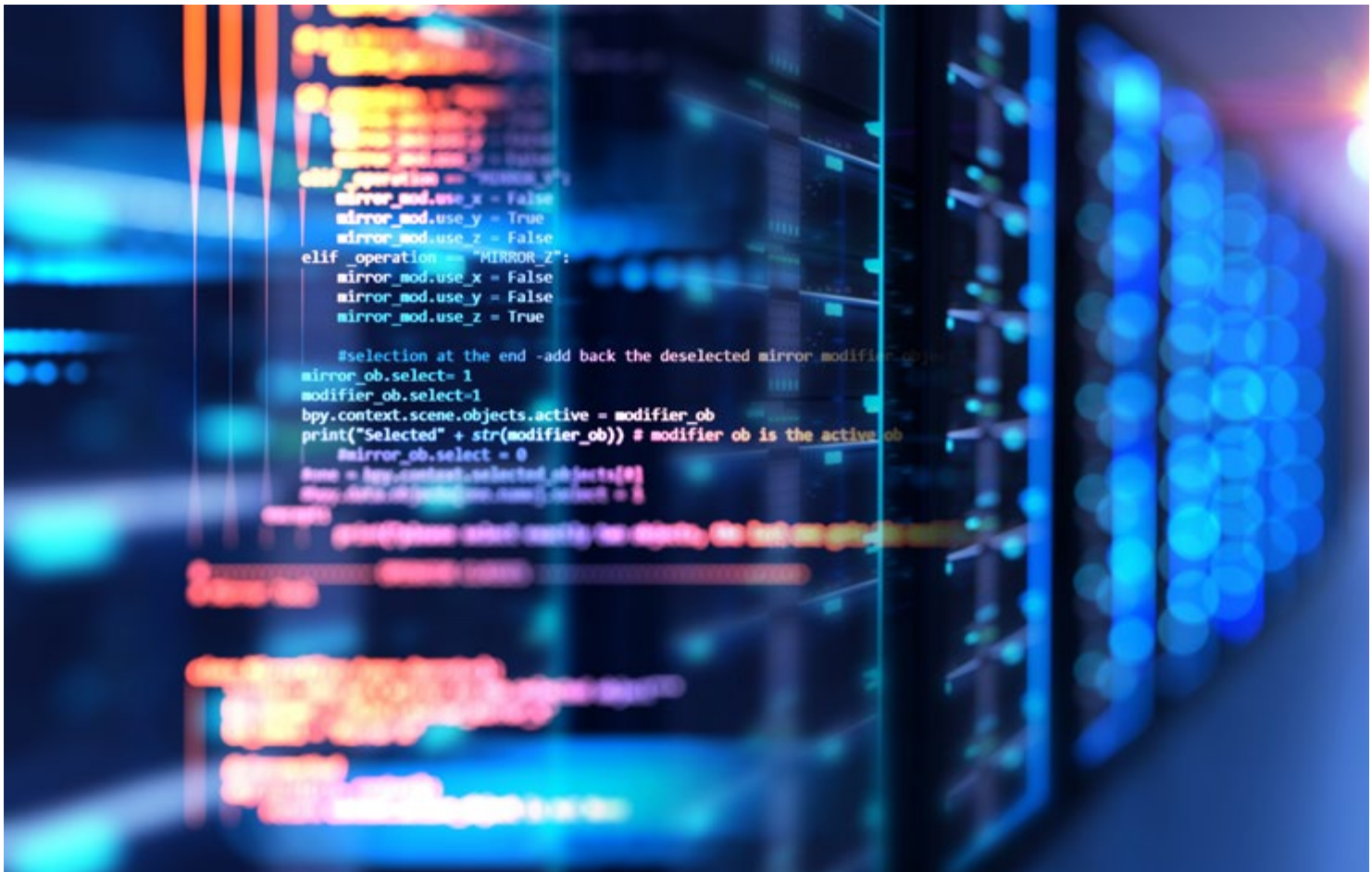
6 Overall Performance

90% of customers' Internet services were restored **within 24 hours**

55% reduction in fibre cable faults

96% installation cycle time as per the agreed timeline with customers

CYBER SECURITY



WHY WE CARE

Given the nature of our business as a digital enabler, we face various cyber security risks and threats that can have severe consequences for our society, businesses and the Government. A cyber attack on our network infrastructure can force us to shut down critical services, disrupt socio-economic well-being and cause major losses for TM. Protecting our digital landscape is crucial to avoid such consequences.

Moreover, cyber breaches can lead to the loss of critical stakeholder information. Successful attacks can result in severe impacts on both individual and business customers, including credit card and identity theft, sensitive information leaks and reputational damage. Therefore, we have a responsibility to protect and manage the data entrusted to us.

What Our Stakeholders Expect

- Protection against cyber crime and threats
- Responsible use of stakeholder data
- High-quality and continuous network service

WHAT IS OUR APPROACH

TM's cyber security is overseen by the Group Information Security (GIS). Our goal is to continuously improve our cyber security governance, compliance, risk management and operations management throughout our business. Through these programmes, we are able to build infrastructure protection against cyber threats, protect stakeholder data and ensure the high availability of our critical services at all times. The GIS team is critical to our business continuity and ensuring a secure experience for our customers and stakeholders as we advance our digital objectives.

Our cyber security efforts are governed by the following policies, frameworks and certifications to ensure we deliver world-class protection at all times:

- TM's Information Security Policy
- Information Security Management System (ISO/IEC27001, ISO/IEC27017, ISO/IEC27018)
- Payment Card Industry Data Security Standards (PCI DSS)
- BCMS

Deployed Capitals:

Met Strategic Aspirations:

Stakeholders Affected:

Sustainability Impact:



HOW WE CREATED VALUE IN 2022

1 Enhancing Our Security Policies & Standards

Our GIS team regularly reviews and updates our Information Security Policy and TM's cyber security standards based on evolving risks and threats to our business assets. We also maintain ISO/IEC 27001 certifications to manage and govern information in various operational areas:



We also received certifications for our various systems and platforms, particularly for those that customers regularly utilise.

TM One Cloud Alpha Edge	Achieved certifications in: <ul style="list-style-type: none"> • ISO/IEC 27001 ISO/IEC 27017 & ISO/IEC 27018 • PCI DSS Certification
TM Payment Gateway (PG) System	Sustained PCI DSS Certification
Business Continuity Management System (BCMS)	Included GIS Security Operation Centre (SOC) within the scope of BCMS Operation of TM NOC Gallery certification.

2 Strengthening Security Measures

Cyber security needs to evolve constantly with the dynamic digital landscape. It requires continuous improvements in our fundamentals and systems. Therefore, we continue to strengthen our cyber security measures to ensure they remain resilient and robust.

What We Did in 2022	Achievements
Expanded our Centralised Vulnerability Assessment System (CVAS) to continuously scan and identify security issues on TM information assets	261 systems/applications on boarded onto CVAS for 5,109 assets
Conducted regular security assessments and penetration testing by internal and external teams	>5000 IP addresses security assessment and penetration testing by internal and external teams
Enhanced Endpoint Security Management to protect against security incidents	18,238 corporate devices have been installed with End Point Protections
Fortified Identity and Access Control Management	Enablement of Multifactor Authentication (MFA) at network gateways for remote working personnel and vendors, as well as corporate email access
Enabled data protection at Microsoft O365 cloud and endpoint for devices with TM data	Enabling data protection email and endpoint devices (MDM/MAM) where TM business data resides
Adopted Security by Design to ensure security control standardisation across assets and effectiveness is measurable	Enhance existing security baseline, incorporating security requirements from design architecture and contractual terms, until implementation of digitalisation initiatives

3 Elevating Our Cyber Security Culture

The responsibility to protect our business and customers from cyber threats, does not solely rest with the GIS team. It requires groupwide effort and awareness to ensure all employees and related stakeholders uphold the highest standards of cyber security practices. Therefore, throughout 2022, we implemented various programmes and awareness sessions designed to enhance our cyber security culture across the Group.



CYBER SECURITY AWARENESS PROGRAMMES 2022

TM's Cyber Security Response Drills

Objective:

To increase our employee's awareness and preparedness against potential cyber attacks.

What We Did:

We organised a drill exercise that exposed network, system, application, cloud administrators and engineers, as well as security analysts to multiple cyber attack scenarios. This enabled us to understand their preparedness to managing potential cyber related crises and close any gaps.

Impact:

70 cyber technical employees across ten (10) lines of business

Cyber Security Webinars

Objective:

To fortify our employee's awareness on the cyber secure culture at workplace, strengthening TM against cyber attacks as 'Human Firewall'.

What We Did:

To introduce our employees to the current state of the cyber security threat landscape and workplace cyber security best practises, we hosted a cyber security webinar session. This is to enable interactive engagements of employees with subject matter experts in security, for greater understanding and appreciation of cyber security best practices in their daily activities, which will significantly strengthen TM's defences against cyber attacks.

Impact:

524 employees across the Group (including subsidiaries)

**Security Awareness Packs****Objective:**

To ensure that employees understand and are aware of their potential contribution to continuous effort in strengthening and enforcing the organisation's cyber security policies and posture.

What We Did:

We delivered continuous fortnightly security awareness and advisory information via email to all employees to keep them updated on development of cyber attacks and countermeasures.

Impact:
100% of employees reached

**Email Phishing Simulation Campaign****Objective:**

To strengthen employees use of the best practices for protecting themselves against potential phishing scams.

What We Did:

We conducted an email phishing simulation exercise, in which we sent out simulation phishing emails to nearly 18,000 mailboxes as part of simulation exercises in TM to gauge and promote cyber security awareness in Q1 and Q4, 2022.

Impact:
100% of employees reached
Positive reduction in employees compromised:
Phase 1: 23% Phase 2: 7%

**External Engagements for Best Practices****Objective:**

To engage with external stakeholders and experts to shape and encourage cyber security culture and awareness across industry and across sectors in Malaysia.

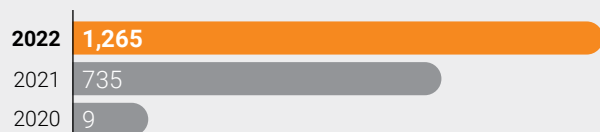
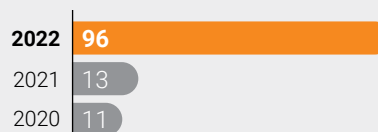
What We Did:

We participated and contributed to the Communication & Digital industry technical code development with Malaysia Technical Standard Forum Berhad (MTSFB), as well as organised a knowledge-sharing session on cyber security with educational institutions, that is Universiti Kuala Lumpur (UniKL) and Universiti Malaya (UM).

4

Overall Performance

We are pleased to report zero cases of data loss in 2022, despite an increase in online breaches and data-related incidents. Increase of incidence ticket was due to the improvement of security tools, controls and resources resulting in greater threat visibility and early detection. This reflects the robustness of our system, which is prepared to counteract the rising trend in cyber attacks in the market.

Number of data loss**Number of online breaches****Number of cyber security incidents resolved/handled****Number of data-related incidents**

CUSTOMER EXPERIENCE



WHY WE CARE

Creating customer value has always been at the core of what we do. Our legacy is built on how we have been able to connect with customers and deliver on their communication needs. As society shifts towards a digital future, we need to evolve along with our customers' changing needs. This includes adapting to their growing expectations, which have been influenced by new technologies and solutions that facilitate fast and seamless customer interactions. Transforming the customer experience transformation can unlock new opportunities, drive growth, reduce costs, improve competitiveness and create sustainable value.

As we continue to improve our customer's journey and experience, we must not forget the importance of human connection in customer service. It is not just about making things quick and easy, but also about showing empathy, kindness and compassion. Our human-centred approach aims to provide personalised and meaningful services that build long-term trust and satisfaction with our customers.

What Our Stakeholders Expect

- Simple and seamless interactions
- Fast response times
- Customer-friendly platforms

WHAT IS OUR APPROACH

Through TM's Customer Experience (CX) team, we adopt a 'customer first' management approach, in which we focus on elevating CX at every touchpoint of their journey. Our key focus areas include proactively managing end-to-end usage experience through analytics, strengthening processes and optimising resources at touchpoints and establishing strong fundamentals in the continuous improvement of our CX. In our effort to make our customer's life easier, we deliver differentiated and new digital experiences for our customers by empowering them through various self-service digital platforms.

We also balance the efficiency that comes with digital technology together with the emotional connection delivered by our frontliners. This means providing the necessary support and training to our frontliners to ensure they are always ready to address customer concerns with respect and empathy. To future-proof our organisation and align with TM's aspiration of becoming a human-centred TechCo, we are also building capabilities to empower customers to make choices and drive convergence benefits through personalised and omnichannel experiences.

With a customer-first mindset, we strive to deliver exceptional customer experience through three (3) key principles:

- **Simple** – Simple and efficient, easy to deal with
- **Convenient** – Multiple touchpoints to serve all customers using their preferred channels
- **Contextual** – Experience that is personalised and relevant to the customer

Deployed Capitals:  

Met Strategic Aspirations:   

Stakeholders Affected: 

Sustainability Impact:  



HOW WE CREATED VALUE IN 2022

1 Driving a System of Continuous CX Improvement

The continuous improvement of TM's CX means shifting from measuring Net Promoter Score (NPS) to operationalising NPS as a system within the Group. Through Voice of Customer (VOC), we are able to gather various customer feedback to drive improvement throughout our touchpoints.

In 2022, we integrated our CX Value Programmes into the customer journey, driven by agile execution. These programmes were designed to address key needle moving episodes in the customer journey. Shifting from measuring NPS to adopting NPS as a system is to improve our way of working to become more customer centric.

Our ability to deliver on the customer promise is now defined within five (5) key performance metrics:

Deliver in
'No Port'
areas in
14 days

Install within
four (4) days

Proactive
Usage
Management

24-hour
service
guarantee

Seamless
touchpoint
experience

2 Improving the Customer Journey

Our efforts in enhancing CX cover every aspect of their journey with us. From their first interaction at our touchpoints, to the end point of resolving their concerns, we continuously find ways to make their journey easier.

Enhancements Made in 2022

What We Did in 2022	Achievements
Improve Service Waiting Time How? Accelerated infrastructure rollout and site provisioning through analytics	<ul style="list-style-type: none"> Three (3) out of four (4) customers who registered for new subscriptions within Unifi coverage area were serviced within 14 days
Increased Service Availability How? <ul style="list-style-type: none"> Accelerated the refresh of aged fibre last mile in high fault areas Proactive fault and performance management using software, predictive analytics and RPA 	<ul style="list-style-type: none"> 55% fault reduction at identified high fault areas Reduction of fault interaction ratio from 7.1 to 4.7 per 100 customers
Fast and Accurate Resolutions How? <ul style="list-style-type: none"> Increased capability to restore within 24 hours up to 86% Improve quality of resolution at customer fronting touchpoints including Contact Centre, Digital, TMpoint and Field Team 	<ul style="list-style-type: none"> 88% Unifi customer's network-related faults restored within 24 hours 89% first-time-right resolution across all touchpoints

3 Delivering a Differentiated Digital Experience

In making life easier for our customers, we continuously enhance our digital touchpoints for a more seamless and user-friendly experience. Through these applications, we strive to empower customers to easily resolve issues while keeping them engaged and well-informed.

DIGITAL EMPOWERMENT OF CUSTOMERS



EasyFix

What is it?

A convergence app within MyUnifi app that allows customers to self-diagnose and troubleshoot any issues.

2022 Enhancements

- Network Check: Customers are able to check the network status within their areas
- Auto-Ticket Creation: Customers will also be connected to a Live Chat agent if their network issue remains unresolved after self-troubleshooting



MyUnifi

What is it?

An all-in-one app that allows Unifi customers to manage their accounts, bills and more.

2022 Enhancements

Managing Appointments: Customers are able to book their appointments for installation and restoration activities, as well as track the restoration appointment.



TM Speedometer

What is it?

A tool that enables customers to perform service checks and receive notifications for any outages.

2022 Enhancements

Self-Ticket: Customers receive an automatic ticket for any performance issues detected.



WhatsApp for servicing

What is it?

A servicing notification platform for proactive fixing and predictive service faults.

2022 Enhancements

Early Notifications: Customers will be notified upfront of any service faults, which will then prompt proactive fixing, customer premises equipment (CPE) replacement and a customer feedback survey for TM One Smart Services. This has increased our reachability and engagement rates up to 90% and 50%, respectively.



Unifi HERO-Buddy

What is it?

A self-troubleshooting mobile app that empowers employees to become Care Crew Ambassadors and provide assistance to any customers that encounter issues, either online or offline. The app provides employees with technical information, helps identify problems and offers quick solutions for faster issue resolution.

2022 Enhancements

Employee Empowerment: Customers can engage with any TM employee for assistance, as the employees will have access to technical information related to Unifi, identify issues faced by customers and ultimately provide the best solution to resolve issues faster.



As a testament to continuous efforts in digitally transforming CX, we recorded growth in the adoption and usage of our digital applications and platforms.

Digital Transactions:
77%
(2019: 43%)

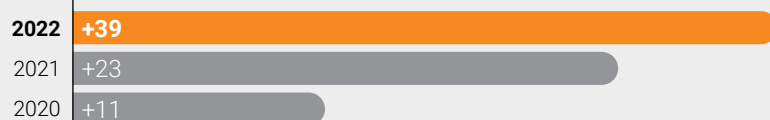
MyUnifi App
Adoption Rate: 44%

Human-Assisted
Interactions Across
Touchpoints:
14% reduction

4 Overall CX Performance

Our CX team has remained steadfast in creating a seamless and personalised experience for our customers, resulting in various improvements and awards within the field.

Net Promoter Score



Complaints Received
through MCMC on
Unifi fix:
57% reduction



AWARDS & RECOGNITION

Awards/Certification	Awarding Body
Connectivity Networks (Silver)	Putra Brand Awards 2021
Marketing Leader of The Year (Silver – TM One)	Marketing Excellence Awards 2021
TOP 3 – For TM Mengukir Malaysia – Raya Kufi	The Star Nation's Favourite by Malaysian 2022
Converging the Best Content and Device Offering: (Bronze – Unifi Anytime Anywhere campaign)	MDA Awards 2022
Best Digital Nation Video Award – Digital Malaysia #Progress for All (Top 15)	Mobile 360 Digital Video Award 2022
TOP 10 winners of the Merdeka TVCs of 2022 (TM's TVC title: Ibu, Kisah Seorang Tokoh Kemerdekaan)	MARKETING Magazine's Experts' Choice of Top Merdeka TVCs
Best Outsourced Inbound Contact Center (Silver – Unifi)	23rd Contact Centre Industry Excellence Awards 2022
Prime Gold Award for Edubite & Gold Award for Debt Collection Gig	International Convention on QC Circle (ICQCC) 2022 (Jakarta)
Unifi recommender – Interactive video (Bronze – Unifi)	Marketing Excellence Award
Best Customer Experience Awards 2022	CXP Best Customer Experience Awards 2022
Best in Consumer Satisfaction for Pay television (UnifiTV)	MCMC Star Rating Awards
Kancil Awards 2022: TM Mengukir Malaysia – Kufi Art <ul style="list-style-type: none"> • Best Print & Publishing-led Integrated Campaign • Innovation in Design • Digital Experiences • Best Use of Cultural Insights in Design • Creative Effectiveness: Design • Typography: Campaign 	Kancil Awards 2022
Kancil Awards 2022: TM Mengukir Malaysia – Ibu <ul style="list-style-type: none"> • Best Use of Cultural Insights in Film & Branded Content • Best Use of New Realities in Storytelling • Best Use of Cultural Insights in Design • Best Use of Cultural Insights in Digital Experiences • Best Digital-led Integrated Campaign • Best Use of Cultural Insights in Brand Experience & Activation 	

AFFORDABILITY & INCLUSION



WHY WE CARE

With digitalisation becoming more widespread, access to inclusive connectivity is increasingly important. COVID-19 made this even more critical, as digital technologies became essential for accessing services like finance, education and healthcare. However, the crisis also exacerbated existing inequalities for those who lack Internet access, particularly in rural areas like Sabah and Sarawak.

As a nation-builder, we are committed to closing this digital divide and promoting inclusive socio-economic development. We are dedicated to digital inclusion and making services available, accessible and affordable. Our transformation into a human-centred TechCo means prioritising people and ensuring that nobody is left behind in a Digital Malaysia.

TM's ESG Commitments

At least 70% of premises with high-speed Internet access by 2025

What Our Stakeholders Expect

- Closing the digital divide
- Wide network coverage
- Affordable bundle packages

WHAT IS OUR APPROACH

We strongly support the Government's JENDELA plan to close the digital divide and actively contribute to nationwide fiberisation efforts to improve broadband coverage. Our main objective is to extend our reach to areas where it is most needed and to deliver affordable product propositions that cater to the varying financial needs of our diverse customer base. Our approach to affordable and inclusive connectivity is embedded in all our key business areas.

Through Unifi, we offer affordable convergence services to our home and SME customers, with a particular focus on micro and small businesses and ensuring that all Malaysians can enjoy the benefits of broadband everywhere. Unifi also serves as a one-stop service centre for SMEs in Malaysia and addresses their business needs.

TM One delivers smart solutions to the enterprise and public sector to create smart communities, cities and a smart nation for a more inclusive society. TM One supports the Government's JENDELA projects through its smart solutions.

TM Global continues to proliferate digital inclusivity nationwide through extensive high-speed broadband access coverage and deployment of 4G and 5G sites. Supported by the widest network coverage in Malaysia, with more than 690,000 km fibre optic cables across the nation, TM Global strives to create an augmented domestic telecommunication ecosystem connecting Malaysians to their loved ones, locally and across borders.

Deployed
Capitals:



Met Strategic
Aspirations:



Stakeholders
Affected:



Sustainability
Impact:





HOW WE CREATED VALUE IN 2022

1 Expanding Our Coverage

Throughout the year, we continued to expand our network infrastructure to address the rising demand for connectivity. We broadened our coverage, with improved quality of Internet experience for Malaysians.

Under JENDELA, we accelerated our deployment of fixed broadband in over 6,280,308 premises, achieving 69% towards at least 70% of premises with high-speed Internet access to enable Digital Malaysia by 2025. We also continued making great strides in expanding our other infrastructure network to further close the digital divide between urban, suburban and rural communities.

	2020	2021	2022
Expansion of fibre cables (domestic)	>600,000 km	>650,000 km	>690,000 km
Connectivity of submarine cable	>300,000 km	>320,000 km	>340,000 km
Submarine cables (built and installed)	~30 cables	30 cables	32 cables
High-speed broadband activated access ports	2.7 million	>3.0 million	>3.4 million
TMiX Nodes	-	>30 TMiX nodes	62 TMiX nodes
Points of Presence (worldwide)	28	28	29

In promoting the sharing of telecommunication infrastructure and complying with the local authority's requirements in Putrajaya, TM Global continues to deploy new sites for mobile network operators' (MNO) 4G expansion and DNB's new 5G sites via the Distributed Radio Access Network (DRAN) solution.

**DRAN Infrastructure****Impact:**

Improved mobile coverage in Putrajaya with a minimum average speed of 35Mbps by MNO providers.

Uptake:

Successfully installed 55 DRAN sites in Putrajaya since 2021.

As part of our contribution to materialise the Digital Malaysia aspiration, TM Global continues to enrich digital ecosystem through acceleration of Malaysia's 5G rollout under the 5G Single Wholesale Network (SWN) agreement with DNB.

~4,000
sites deployed, exceeded
40% targeted 5G population
coverage in 2022

We also remained on track with our network modernisation efforts. This includes:

**New 5G Core****What Is It?**

A critical network element that acts as a brain for mobile networks, where it establishes reliable and secure connectivity for the end user and provides access to mobile services.

Value Created

- 2,600 5G sites successfully integrated into our core network to 5G enhanced mobile broadband (eMBB) services as of 31 December 2022
- 50,000 subscribers with certified 5G phones have much higher video quality and better latency for streaming and gaming services

Network Generation Transport (NGT)

What Is It?

A transport infrastructure designed with the primary objective of enabling TM to serve current and foreseeable future business requirements from all market segments including consumer, enterprise, public sector and wholesale from any mobile or fixed network operator in Malaysia.

Value Created

- Cumulative transport network of more than 4,000 5G sites nationwide from 2021
- Enabling high bandwidth and low latency services nationwide

Free Space Optic (FSO)

What Is It?

An optical communication technology that uses light propagation in free space to wirelessly transmit data for communications networking.

Value Created

- Provide 10G backhaul connectivity solution in recent K-POP 1 project sites:
 - Pulau Aman, Pulau Pinang
 - Pulau Bumbum, Sabah
 - Pusa, Sarawak

2 Delivering Coverage to Rural Communities

In addition to expanding our infrastructure, we are exploring innovative ways to enable broadband services to communities in rural areas, thus further closing the digital divide.

Fast Internet for Rural Areas (FIRA)

We installed a device at premises that provide broadband connectivity to customers located approximately 5 km or more from the base station. FIRA offers high-speed broadband connectivity for rural sites that is outside of our fibre network such as Pusat Komuniti Desa (PKD) under Kementerian Pembangunan Luar Bandar (KPLB).

IMPACT & ACHIEVEMENTS

- 13 sites have deployed FIRA and enjoyed wireless broadband connectivity with lower infra cost
- Successful Proof of Concept (POC)
 - Sekolah Batu Laut at Selangor coast
 - Petronas Engineering Yard in Kemaman
 - Petronas Petrol Station at Federal Highway
 - Starbucks outlet in Kangar Jaya, Perlis

Fixed Wireless Access (FWA)

Under the Government's JENDELA initiative, we provided immediate solutions to unreachable areas via fibre using Fixed Wireless Access (FWA) to ensure service continuity for local communities.

IMPACT & ACHIEVEMENTS

- 56,169 FWA subscribers since 2021

3 Affordable Connectivity for Customers

Beyond coverage, we are scaling affordable Internet access through low-cost broadband packages. This drives further inclusion for our diverse customer base.



CARBON EMISSIONS



WHY WE CARE

Climate change is among the biggest obstacles to TM's nation building aspirations affecting social progress, inclusiveness and prosperity. Governments, businesses and individuals alike need to drastically reduce carbon emissions to avoid the most catastrophic effects of climate change. This includes extreme social challenges such as physical health effects, food, water and livelihood security, forced displacement and other risks.

From a business perspective, climate change also brings great socio-economic risks to the communications sector. These include physical risks such as damages to network infrastructure, disruptions to operations and supply chains and employee health and safety. There are also risks related to the global transition towards a low-carbon economy, such as tighter consumption regulations and investors' expectations. As a company that is committed to sustainability, we must take progressive action, align with the global climate agenda and protect our stakeholders and business sustainability from the worst effects of climate change.

What Our Stakeholders Expect

- Carbon reduction efforts
- Energy efficient processes

TM's ESG Commitments

- 30% carbon emissions reduction by 2024
- 45% carbon emissions reduction by 2030
- Net Zero emissions by 2050

WHAT IS OUR APPROACH

TM addresses climate change by continuously minimising our operational emissions. We look to improve our process efficiencies, investing in low-carbon technologies, embarking on renewable energy and adopting carbon offset initiatives. All levels of the Group play an active role in carbon emissions reduction, from the leadership team driving TM's Value Programmes that focuses on energy savings across TM, to the continuous support of all employees in executing programmes. As part of our continuous improvements, we strive to expand our scope of carbon tracking and reporting so that it is more representative of our impact.

Deployed Capitals:

Met Strategic Aspirations:

Stakeholders Affected:

Sustainability Impact:

WHAT IS OUR APPROACH

SCOPE 1: DIRECT EMISSIONS FROM FUEL CONSUMPTION

This year, we added the emissions from our gensets to our Scope 1 boundary, in addition to the fuel consumed by our vehicle fleet.

We calculated the carbon emissions from fuel consumption using the IPCC Guidelines for National Greenhouse Gas Inventories, 2006.

SCOPE 2: INDIRECT EMISSIONS FROM ELECTRICITY CONSUMPTION

We have significantly expanded our Scope 2 boundary from eight (8) sites to 100% of TM assets in Peninsular Malaysia, with plans to cover all sites across Malaysia next year.

We calculated the carbon emissions equivalent of the electricity used according to the Fourth Biennial Update Report Under the United Nations Framework Convention on Climate Change by The Ministry of Natural Resources, Environment and Climate Change Malaysia.

SCOPE 3: INDIRECT EMISSIONS FROM OTHER ACTIVITIES

We cover two (2) key dimensions for Scope 3:

1. **Air Travel:** The flights taken by TM employees for business-related matters, which is calculated using The Civil Aviation Organisation (ICAO) Carbon Emissions Calculator.
2. **Waste Production:** Solid waste data collected from our operations are converted into carbon emissions following the Intergovernmental Panel on Climate Change (IPCC) Guidelines for National GHG Inventories, 2006.

As part of our continuous improvement, we aim to expand our Scope 3 boundary to include employee commuting by 2023

We have a climate change risk management strategy to manage the risks posed by climate change to our business. This includes protecting our network infrastructure from climate-related damage so we can continue providing uninterrupted service to our customers while transitioning to a low-carbon economy.

We are also working to align our business with the TCFD reporting framework. This will help us to understand and evaluate the risks and opportunities associated with climate change. By disclosing information on climate-related risks, opportunities and governance, we aim to increase transparency and help stakeholders make informed decisions, while demonstrating our commitment to climate action. We plan to publish our TCFD report by mid-2023, two (2) years ahead of Bursa Malaysia's requirements.

HOW WE CREATED VALUE IN 2022

1 Scope 1: Fuel Consumption

Our main source of Scope 1 emissions is fuel used for our vehicle fleet. Therefore, throughout 2022, we continued to minimise our fleet's carbon footprint through various fuel-saving initiatives:

What We Did

Vehicle Optimisation Programme	<p>Reduced the number of vehicles used by our LOBs and subsidiaries based on their business requirements</p> <p>Impact & Achievements:</p> <p>Number of vehicles</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Number of vehicles</th> </tr> </thead> <tbody> <tr> <td>2022</td> <td>3,462</td> </tr> <tr> <td>2021</td> <td>3,779</td> </tr> <tr> <td>2020</td> <td>3,917</td> </tr> </tbody> </table>	Year	Number of vehicles	2022	3,462	2021	3,779	2020	3,917
Year	Number of vehicles								
2022	3,462								
2021	3,779								
2020	3,917								
Smart Fleet Monitoring System (TM CONVES BIZ)	Deployed TM R&D's smart solution for vehicle management to monitor usage, efficiency and status of vehicles								
TM EZFleet (Car Sharing)	Enabled vehicle sharing among employees via a digital platform, TM EZFleet								



We are also in the process of converting our vehicle fleet into electric vehicles (EV) to further minimise emissions from internal combustion engines (ICE). This will be guided by our newly-established TM Fleet Electrification & EV Infrastructure (TMEEV) Blueprint 2022-2025, which includes the following targets:

20% of new vehicles to be in the form of EVs

136 units of EV procured

Approximately **800 units** of ICE vehicles removed

Through this blueprint, we project to reduce emissions by 3,000 tCO₂e annually by the end of 2025 (approximately 36% of current emissions). As of 2022, we have already received delivery of our first three (3) EVs in the form of light-utility van.

Through our efforts, we managed to reduce our total Scope 1 Emissions by 1.77%.

Vehicle Fleet

Total Fuel Consumed (litres)



Total Carbon Emissions (tCO₂e)



Genset

Total Fuel Consumed (litres)



Total Carbon Emissions (tCO₂e)



Total Scope 1 Emissions*

Total Carbon Emissions (tCO₂e)



*Note: Although we have calculated our 2022 genset emissions as part of Scope 1, we are still verifying past genset data. Therefore, we only included vehicle fleet emissions to show our performance trend. We will verify the past year's data and include genset emissions in our total Scope 1 emissions in the future.

2 Scope 2: Electricity Consumption

We continued the implementation of our value programmes for electricity cost savings, with various energy-efficiency initiatives that aim to reduce our total electricity consumption. Through our energy-efficiency initiatives, we achieved 36.29 million kWh reduction in consumption.

Energy-Efficiency Initiatives



Network Element Shutdown

Implemented network modernisation to ensure only high efficiency network elements remained in operation. This included shutting down any underutilised network elements and migrated the services to more utilised networks.

Impact:

- Reduced electricity consumption with a cost saving amounting to RM4.59 million (9.65 million kWh)

➤ Energy Performance Contracting (EPC)

Enhanced facilities system by outsourcing an energy performance contractor. This included the replacement of an inverter air conditioner to enhance its efficiency and effectiveness in contributing to the facilities' equipment.

Impact:

- Reduced electricity consumption at additional 26 sites with cost savings amounting to RM6.9 million (13.6 million kWh)

➤ Energy Efficiency Optimisation (EEO)

Focused on quick wins and low-cost measures in energy efficiency, which include environment optimisation, lighting optimisation and power factor correction.

Impact:

- Reduced electricity consumption at 233 sites with cost savings amounting to RM0.71 million (1.66 million kWh)

➤ Cooling Unit Upgrading (CUU)

Replaced 564 conventional air-conditioning units with more energy-efficient inverter air-conditioning.

Impact:

- Reduced electricity consumption with cost savings amounting to RM0.66 million (1.3 million kWh)

➤ Purchase of I-REC certificates

Powered our three (3) key data centres, namely KVDC, IPDC and CTDC, with renewable energy through the I-REC scheme by TNBX. This is part of our efforts to reduce our operational carbon footprint by embracing renewable sources.

Subscribed:

- 27 million kWh (21,060 tCO₂e offsets)

We continue to improve energy efficiency at our data centres to reduce our overall Scope 2 emissions. We have equipped our data centres with solutions and technologies to improve their energy performance.

⚡ Containment of Energy

What We Did:

Enabled more efficient cooling and prevent mixing of cold air supply aisles and hot air exhaust aisles.

💡 Energy-Efficient Lighting

What We Did:

Utilised motion control and Light-Emitting Diodes (LEDs) to reduce energy consumption.



ASHRAE Thermal Guidelines

What We Did:

Maintained a safe operating temperature for ICT equipment while optimising power consumption.



Data Centre Infrastructure Management

What We Did:

Integrated monitoring and real-time system through distributed sensors to monitor power usage, temperature and humidity to ensure an optimum environment.



ISO 50001:2018 Energy Management System (EnMS)

What We Did:

Upskilled and reskilled our data centre team on EnMS, as well as conduct regular audits to ensure compliance.



In 2022, we expanded our Scope 2 boundary to include all our operations in Peninsular Malaysia and recalculated our emissions for 2019, 2020 and 2021. This helped us better understand our performance over time. Additionally, through renewable energy, we were able to reduce our Scope 2 carbon emissions in 2022 by 4.61%.

TM Electricity Consumption

TM Node (kWh)



Station (kWh)



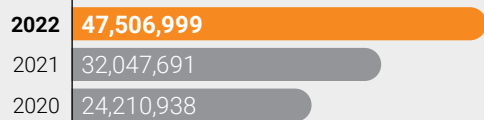
FTTS (kWh)



3RD Parties (kWh)



Data Centre (kWh)



Note: Increase in energy consumption from the business expansion at our data centres

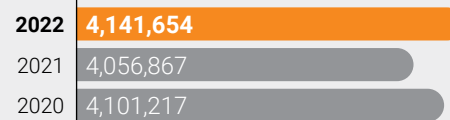
Cabin (kWh)



Commercial (kWh)



Others (kWh)



Total Scope 2 Emissions

Total Carbon Emissions, Overall Electricity Usage (tCO₂e)



3 Scope 3: Emissions from Other Activities

Our climate action extends beyond energy reduction. We also track and report indirect forms of emissions to gain a better understanding of areas to improve. These include:



WASTE GENERATION:

We track our solid waste and carbon emissions at eight (8) sites using our Environmental Management System (EMS).

↳ For more efforts in responsible waste management and disposal, please see pages 108 to 110



AIR TRAVEL:

We continued to reduce employee air travel by using virtual platforms for meetings and engagements. This saves money and reduces our Scope 3 emissions.

Scope 3 Emissions

Waste Generated (tCO₂e)



Air Travel (tCO₂e)



Total (tCO₂e)



4 Overall Performance

We continued to make great progress in reducing our carbon emissions each year, as we remain in progress to achieving our climate targets and becoming net zero carbon company by 2050. In 2022, we managed to reduce our total carbon emissions by 12.45% from our 2019 baseline, on our way to achieving our emissions reduction target of 45% by 2030.

Total Carbon Emissions (Scope 1, 2 & 3 emissions)

Total Carbon Emissions (tCO₂e)



Overall Reduction from 2019 baseline (%)



ENVIRONMENTAL QUALITY



WHY WE CARE

As we work towards improving the lives of Malaysians, we must also take responsibility for our impact on the environment. With so much emphasis on the climate agenda, we must not forget about other environmental issues like air quality, noise pollution and the availability of natural resources. Staying true to our commitment, we are adopting a comprehensive approach to protecting the environment.

While safeguarding the interests of our communities and stakeholders, good practices in environmental protection is also good for our business. It helps us avoid wastages, pollutions and environmental non-compliances, which can negatively impact public trust and lead to potential losses i.e., fines and penalties. On the other hand, impactful environmental initiatives can lead to cost savings and a healthy work environment. By minimising our environmental impact, we contribute to our business resilience while supporting a more sustainable economy for the country.

What Our Stakeholders Expect

- Environmental health and well-being
- Regulatory compliance

WHAT IS OUR APPROACH

At TM, we are committed to building a culture of high environmental standards and compliance. Our approach is to be proactive in which we actively monitor our impact on the environment while raising awareness of best practices amongst our employees and stakeholders. Through environmental monitoring, we stay ahead of environmental risks and opportunities that might have been overlooked. To ensure strong governance, the outcomes of our environmental monitoring are reviewed by the Group Risk Management and Transformation Office, who deliver a quarterly report to TM's Board Risk Committee (BRC).

At our data centres, several activities have been introduced in line with environmental protection:

- **Legal & Regulatory Requirements:** Compliance risk identification and assessment on DOE, DOSH and Suruhanjaya Tenaga legal requirements
- **Establishment on Register of Legal & Regulatory Requirements Form** to evaluate compliance
- **Waste Control Guidelines – Monitoring of wastes generated by the organisation, involving or in relation to environmental issues**
- **Chemical Control Guideline – Guideline for chemicals used by the organisation, involving or in relation to any environmental, occupational health and safety issues.**

We have also implemented an Environmental Management System (EMS) at eight (8) TM sites to help us achieve our environmental goals through review, evaluation and improvements of our environmental performance. Our activities and operations are guided by TM's Environmental Policy, which articulates our commitments and approach to taking care of our natural world. All employees and relevant stakeholders are expected to adhere to this policy in their daily work, with action taken against any misconduct.

Deployed Capitals:

Met Strategic Aspirations:

Stakeholders Affected:

Sustainability Impact:

HOW WE CREATED VALUE IN 2022

1 Monitoring Our Environmental Impact

We adopt a proactive approach to Environmental Stewardship by actively monitoring the air, noise and water quality surrounding our operations across the Group. This ensures our compliance with DOE's requirements for environmental monitoring.

Dust Monitoring

Acceptable Dust Limit: 400mg/m ³		Genset 1 (mg/m ³)	Genset 2 (mg/m ³)	Genset 3 (mg/m ³)	Genset 4 (mg/m ³)	Genset 5 (mg/m ³)
Commercial Buildings	Menara TM, Kuala Lumpur	397.7	142.3	260.2	178.5	-
	Admin Complex & IDC, Cyberjaya	39.14	33.46	44.98	32.88	29.37
	Wisma TM MITC	118	-	-	-	-
Exchange	Bukit Timbalan	74	55	88	-	-

Noise Monitoring

Acceptable Noise Limits:		Point 1 (dBa)		Point 2 (dBa)		Point 3 (dBa)		Point 4 (dBa)	
Day - 68.6 dBa		Day	Night	Day	Night	Day	Night	Day	Night
Night – 65.0 dBa									
Commercial Buildings	Menara TM, Kuala Lumpur	72.4	65.9	63.3	57.6	60.2	54.9	64.2	61.4
	Wisma TM MITC	57.3	51.9	60.3	50.2	62.8	51.8	52.1	47.2
Exchange	Bukit Timbalan	56.2	61.6	53.5	52.7	55.2	48.7	52.1	46.6
	Hiliran Terengganu	54.0	N/A	54.3	N/A	54.1	N/A	N/A	N/A

2 Minimising Waste Generation

In 2022, we continued to practice responsible waste disposal while striving to minimise waste generation. For instance, we segregate waste at EMS sites according to solid and scheduled waste, as per the First Schedule of Environmental Quality (Scheduled Wastes) Regulations 2005. To further minimise the waste produced within our offices, employees are encouraged to prioritise paperless activities and adopt the 3R concept of Reduce, Reuse and Recycle.

Waste Management

Total Solid Waste (kg)

2022	1,013,888.81
2021	467,125.10
2020	447,582.11

Total Scheduled Waste (kg)

2022	1,065.16
2021	1,323.35
2020	3,474.67



3 Responsible Water Practices

To reduce water waste in our offices, we reused water from our surau for other purposes, such as watering plants. We also used smart solutions to improve water efficiency in our buildings. In high-population areas, we organised water-saving programmes to raise awareness of responsible water practices, such as installing sensor-operated water taps and optimising cistern systems.

Water Management

Water Withdrawal from Municipal Water Suppliers (m³)



Total Water Recycled (m³)



4 Protecting Against Chemical Spills

Chemical leaks at data centres can lead to significant environmental and health concerns for nearby communities. Therefore, we have strong preventive programmes in place to protect our people, operations and the environment from potential leakages and spills. This is spearheaded by our Spillage Recovery Team, who is trained to mitigate and swiftly respond to potential incidents.

Prevention Against Chemical Spills

Distribution of Spill Kit Set and chemical labelling

Proper housekeeping through quarterly inspections

Awareness on prevention and response

Spillage Response Training

5 Raising Environmental Awareness

We believe in the power of collective action, with every member of society playing a part in protecting the environment. Therefore, we continue to implement internal and external green campaigns and programmes that help shift society's behaviour towards better environmental protection.

TM's Environmental Programmes 2022



Water-Saving Programmes

What We Did:

We installed sensor operated water taps at eight (8) EMS sites, optimised water for cistern systems and increase awareness on water saving within the TM staff.

Impact & Achievements:

60,251 m³ water saved (~RM147,000 in savings)



Tree Planting

What We Did:

In 2022, we planted 10,137 trees to contribute to the country's 100 million tree campaign and towards our 10% carbon offset plan for net zero emissions by 2050. 5,120 trees were planted with Yayasan Hijau Malaysia and 5,017 Gutta Percha trees planted in conjunction with World's Telecommunications Day 2022.

Impact & Achievements:

>1,000 people reached

FAIR EMPLOYMENT & ENGAGEMENT



WHY WE CARE

We view *Warga TM* as the backbone of our strategic growth and ambitions. When employees feel valued, respected and have equal opportunities, they become powerful advocates for our nation building agenda. To achieve a high-performance workforce, there needs to be a culture of trust, respect and equal opportunity.

Therefore, an inclusive and nurturing workplace culture goes a long way toward achieving business goals that will benefit both TM and our employees. When we create an inclusive and supportive workplace, it benefits both TM and our employees. We can attract and retain the best talent, improve workplace motivation and increase productivity.

What Our Stakeholders Expect

- Fair remuneration and benefits
- Supportive, nurturing and inclusive work environment
- Work-life balance

WHAT IS OUR APPROACH

Our Group Human Capital Management (GHCM) team works to create a workforce who will not only drive TM towards success but also a workforce that is well prepared and looking towards the future. This includes treating employees with fairness and respect and providing them with the necessary resources and support to succeed in their careers. Our approach to employees include:

- **Fair, non-discrimination and equal opportunity:** Implementation of policies and practices exclude any discrimination on the basis of race, ethnicity, gender, sexual orientation, age, religion, disability, or other protected characteristics. It also involves ensuring that all employees have an equal opportunity to apply for and advance in their careers
- **Culture of inclusivity, high performance and growth:** Promoting #IniCaraKita values and creating a culture where all employees feel valued and respected. This can involve things like training programmes, Pitstop, Turun Padang, Jom Bersama, Townhall, etc.
- **Employee engagement and well-being:** Fostering a positive work environment where employees feel motivated and empowered to do their best work. This involves things like open communication, opportunities for feedback and input and support for work-life balance. Compensation and benefit offered is fair and competitive regardless of the demographic, as well as opportunities for professional development, job rotation, promotion, etc.

Deployed
Capitals:

Met Strategic
Aspirations:

Stakeholders
Affected:

Sustainability
Impact:



We have policies and guidelines to treat employees fairly and provide them with fair compensation and benefits, creating a culture of trust. The implementation of these policies is assigned to a dedicated person-in-charge. These are then translated to individual KPIs and cascaded to the related stakeholders, with progress tracking and monitoring conducted periodically.

FAIR EMPLOYMENT & ENGAGEMENT POLICIES & GUIDELINES



Flexi Benefit Plan

Provide employees with the opportunity to customise their benefit plans according to their needs.



Flexible Working Arrangement (FWA)

Offers flexibility to employees to manage where, when and how they work.



Promotion Policy

Provides guidance on promotion eligibility to ensure deserving employees are promoted accordingly.



Salary Determination Guideline

Sets the guideline and fair treatment in determining the salaries of employees, which considers their expertise, experience and internal equity.



Bonus and Annual Salary Increment Specification

Ensures that employees receive increments that fairly reflect their contributions to the organisation and drive a high-performance culture.

HOW WE CREATED VALUE IN 2022

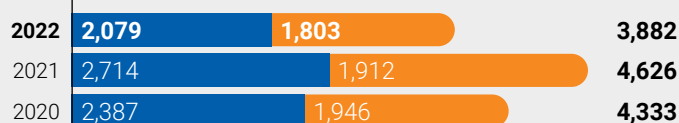
1 Diversity, Equity & Inclusion

TM embraces equal opportunity with no preference for or discrimination against gender, race or physical capability of our employees. All employees have an equal right to speak, give opinions, rights to be heard through a various provided channel within the company. They are also provided equal opportunity for career advancement and promotions based on their merits and qualifications.

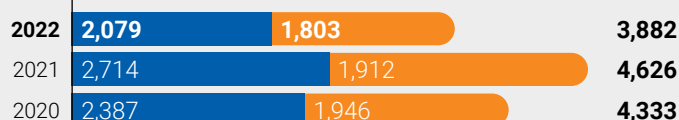
We also offer parental benefits to our employees in support of their family commitments. This includes offering parental leave to new mothers and fathers so that they can meet the needs of their newborns. By giving them this space, they will come back to work feeling more fulfilled, with 100% of employees returning to work after their parental leave ended in 2022.

Male Female

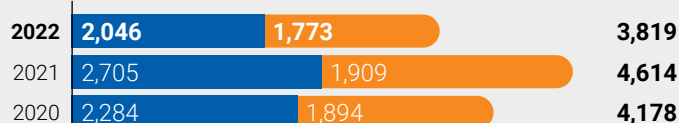
Total number of employees that took parental leave



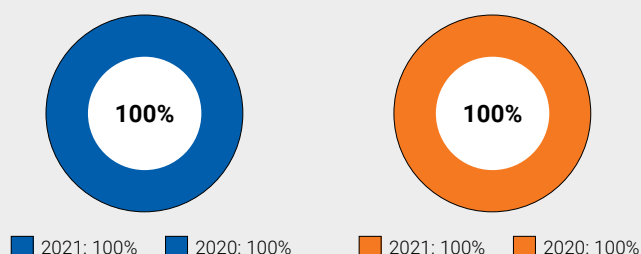
Total number of employees who returned to work after parental leave ended



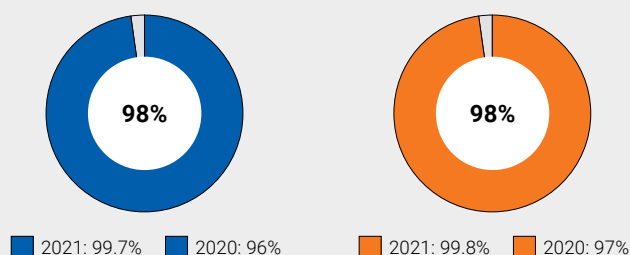
Total number of employees who returned to work after parental leave ended who were still employed 12 months after their return to work



The rate of employees who returned to work after parental leave



Retention rates of employees who took parental leave



We also ensure that the diversity of our workforce represents the diversity of our country. Our employees lead to an innovative and creative work environment, as they bring a range of experiences, backgrounds and ideas into the workplace.

Racial Diversity

	2022	2021	2020
Malay	16,928	17,687	18,870
Chinese	789	818	935
Indian	530	523	595
Others	1,252	1,354	1,495

Women in the Workforce

	2022	2021	2020
Percentage of women in the Workforce	40%	40%	-
Percentage of women in Senior Management	31%	31%	28%
Percentage of women in the Board	36%	36%	25%
	2022	2021	2020
Ratio of basic salary for women to men:			
Management	1:1.22	1:0.83	1:1.25
Executive	1:0.97	1:0.97	1:0.91
Non-Executive	1:1.02	1:1.07	1:1

Disabilities

Percentage of employees with disabilities



2 Protecting Worker's Rights

TM supports the need for unions in protecting the rights of workers. Collective agreements help establish strong bonds with our employees, contributing a more harmonious working relationship. Our employees have the freedom of association through unions. This allows them to take collective action according to their best interest.

There are four (4) unions that have been recognised by TM:

- National Union of Telecommunication Employees Peninsular Malaysia (NUTE)
- Union of Telecoms Employees Sarawak (UTES)
- Sabah Union of Telecom Employees (SUTE)
- Sabah Union of Telecommunication Employees (SUTEN)

	2022	2021	2020
Number of unionised employees	6,766	7,572	8,210
Percentage of employees with collective agreements	35%	37%	37%
Non-Union members	2,751	2,828	11,565



3 Ensuring Fair Compensation & Benefits

Our employees deserve to feel appreciated for their work. With this in mind, we offer our full-time employees a range of benefits and compensation that reward them for their dedication and performance. These benefits also provide support to an employee's family, health and financial future.

COMPENSATION & BENEFITS

- | | |
|---|---|
| Annual Increments & Bonus | Awards & Recognitions i.e. GCEO Merit Award, #IniCaraKita Award |
| Compassionate Leave i.e. marriage, bereavement | Internet Connectivity i.e. broadband claim, Unifi staff package, 5G subsidisation |
| Insurance Coverage i.e. Group Term Life (GTL), Group Personal Accident (GPA) | Hybrid Working Arrangement i.e. two (2) days work from anywhere. Flexible working arrangements based on request. |
| Long-Term Incentive Plan (LTIP) | Medical benefits |

4 Keeping Employees Engaged

Employee engagement is important as it leads to higher productivity, better employee retention and increased customer satisfaction. Engaged employees are more committed to their work, motivated to achieve their goals and willing to go the extra mile to ensure the success of the organisation.

KEEPING EMPLOYEES HAPPY & ENGAGED



#IniCaraKita Culture Programmes

What We Did:

Accelerated #IniCaraKita culture programmes to instil a high-performance mindset and behaviours among all *Warga TM*. The four (4) behaviours in #IniCaraKita i.e. We Own It, We Grow, We Innovate and We Care all relate to creating a fair corporate culture.

Impact/Achievements:

- Reached to all employees with total views of **68,956** in 2022
- OHI score improved to **80** in 2022 compared to 77 in 2021
- OHI is incorporated into KPI for **more than 200** top and senior management in 2022



GCEO Awards

What We Did:

GCEO awards were introduced in Q3 2022, rewarding employees who demonstrated and role-modeled the behavior of #IniCaraKita and brought impact on business, customers and people. The award is given based on nominations from department heads and respective Human Capital Business Drivers (HCBs), with aims to boost morale and strengthen the company culture.

The award is presented in three (3) categories:

- GCEO Award for Business Excellence
- GCEO Award for #IniCaraKita Award
- GCEO Award for Service Excellence

Impact/Achievements:

- **175** individual and teams' nominations
- Total **51** winners (individuals and team members) in 2022



No Meeting Policy

What We Did:

Introduced “No-Meeting” policy – no meetings are allowed on Friday mornings and after 6.00 p.m. everyday. This time of the week is reserved for team engagement, well-being activities, or simply completing tasks without interruption.

- Well-being 360 activities were conducted such as:

- Physical
 - Hybrid Run

- Mental, Emotional, Spiritual
 - Webinar Kesihatan Mental
 - Mental Health Forum with Dato’ Fadzilah Kamsah
 - Religious and Spiritual programmes
 - Life Coach
 - 10 Tips to Better Communicate with Your Kids

- Occupational
 - 5 Tips to Be Courageous at Work
 - July Special: Because We Care

Impact/Achievements:

- Average satisfaction rate: 4.6/5
- Total participants: 16,127
- 100% employees reached through internal communications

5

Achievements & Awards

With our continuous commitment to create an inclusive and performance-driven work culture, TM was able to maintain its industry leadership as the Employer of Choice. This is reflected in our high employee retention and various awards and accolades won.

	2022	2021
Employee Turnover		
Total turnover (pax)	1,734	1,799
Turnover rate (%)	8.2%	8.4%
Turnover based on gender (pax)		
Male	1,132	1,223
Female	602	576
Turnover based on age (pax)		
Under 30 years old	174	358
30-50 years old	481	106
Over 50 years old	1,079	1,335



CERTIFICATION/AWARD/RECOGNITION OF 2022

Award	Category
Malaysia's 100 (M100) Leading Graduate Employers 2022	Winner of Telecommunication Sector (Top 100 Most Popular Graduate Employer)
GRADUAN Brand Awards 2022	Winner in Telecommunication Sector
HR Asia Best Companies to Work for In Asia 2022 (for the 6 th year)	Winner Best Companies to Work For in Asia
Graduates' Choice Award 2022/2023	<ul style="list-style-type: none"> Champion in GLC Category Top 3 Telco Category (2nd)
The Asia HRD Awards 2022	Winner in Contribution to Organisation Category
HRD Awards 2022	Human Resource Minister Award

HEALTH, SAFETY & WELL-BEING



WHY WE CARE

The health and safety of employees is an integral part of any business. It ensures that the well-being of employees are valued and protected. On the other hand, workplace injuries and incidents can lead to adverse consequences for employees, such as long-term stress, financial burdens, potential disabilities and, in the worst case, loss of life. Furthermore, it is not only the victim that is harmed but the accidents and injuries can also create a ripple effect to impact their loved ones as well. Well-being also extends to mental and emotional health, which shapes a person's identity, confidence and life experience.

Having best practices with regard to health and safety is not just moral, but also good for business. A strong health and safety culture can boost employee morale and productivity, reduce staff turnover rates, minimise associated fines and penalties and build our reputation as a caring and responsible employer. By creating a safe and inclusive environment that protects the health, social and emotional well-being of our employees, we build their pride, trust and commitment to achieving their own and TM's nation building ambitions.

What Our Stakeholders Expect

- Empathy and care from the leadership
- Mental health support
- Protection against harm

WHAT IS OUR APPROACH

A strong safety culture is deeply incorporated across our business and value chain. We uphold the highest standards in providing a safe, healthy and environmentally-sustainable workplace for our employees, contractors, visitors and other persons throughout our activities. Our health and safety performance is managed by TM's occupational health and safety management system (OSHMS). OSHMS helps prevent work-related injury, ill health and provides safe and healthy workplaces. It ultimately eliminates hazards and minimises risks by taking effective preventive and protective measures. The system adheres to ISO 45001:2018, an OSHMS Standards Certification, demonstrating our world-class approach to employee well-being.

The main type of work-related health condition faced by TM employees is musculoskeletal disorder. To mitigate this health issue, we focus on prevention and early intervention through risk assessments to identify any potential risks and implementation of ergonomic solutions. These solutions include job task and workstation modification as well as promoting wellness through various stretching and strengthening exercises. Through these physical awareness sessions and emails, our TM employees gain greater awareness of ergonomics, the significance of good posture and proper lifting techniques.

Deployed Capitals:  

Met Strategic Aspirations:   

Stakeholders Affected: 

Sustainability Impact:  

WHAT IS OUR APPROACH

We are guided by TM's Occupational Safety and Health (OSH) Policy, which applies to all work activities across all lines of business and driven by TM's management team. The policy articulates our Occupational Safety, Health and Environment (OSHE) objectives and principles, including:

- A commitment to provide safe and healthy working conditions for the prevention of work-related injury and ill health and is appropriate to the purpose, size and context of the organisation and to the specific nature of the OSHE risks and opportunities
- A framework for setting the OSHE objectives
- A commitment to fulfil legal requirements and other requirements
- A commitment to eliminate hazards and reduce OSHE risks
- A commitment to continual improvement of the OSHE management system
- A commitment to consultation and participation of workers and where they exist, workers' representatives

Employees also receive regular training on how to carry out their job function safely, with mandatory induction training for employees and contract workers. Additionally, we provide various lifestyle training, such as guiding them on how to assess and address financial concerns, improve personal health and strengthen family relationships.

HOW WE CREATED VALUE IN 2022

1 Strengthening Our Health and Safety Governance

As part of our continuous improvement, we enhanced our OSH governance structure in 2022. We have appointment an OSH Personnel as well as established OSHE committees across high-risk lines of business and departments, including TM One, GNT and Support Business. This will be rolled out to other businesses and departments in an effort to create self-regulation in managing OSH-related risks.

2 Creating a Culture of Safety and Well-Being

Throughout the year, we implemented various training programmes and assessments designed to build a strong culture of physical, mental and emotional health. These help our OSH teams to identify areas of improvement while raising the awareness of workers on how to take better care of themselves and their peers.



HEALTH, SAFETY AND WELL-BEING PROGRAMMES 2022



Program Latihan Asas Kerja Selamat (PLAKS)

A mandatory induction training for TM employees that intends to educate them on workplace safety policies, procedures and regulations. Employees are taught about the importance of safety, how to recognise hazards and ways to protect themselves and others from any potential injuries. The training also covers emergency response techniques for various scenarios. In 2022, as many as 14,979 of TM staff managed to complete the training programme.

Reach:
14,979 employees



NIOSH-TM Safety Passport (NTMSP)

Contractors are expected to have the appropriate skills, certifications and experience to do their tasks safely. It is a tool to demonstrate safety compliance and ensures that contractors are conscious of the safety standards.

Reach:
44,176 contractors



Competency-Based Training

A training programme that is based on an OSH risk assessment and associated legal requirements. This includes training for high-risk jobs, such as:

- Working in confined Spaces, which require Authorised Gas Tester & Entry Supervisor (AGTES) training
- Working at heights, such as on telecommunication towers, that require Working at Height (WAH) Level 1 training

Reach:
137 trainees



3 Overall Safety, Health and Well-Being Performance

Our commitment to prioritise employee well-being has yielded positive outcomes. With robust and effective measures in place, we have seen significant improvements in the overall health and well-being of our staff.

5.2% reduction
in health and safety
incidents

Unfortunately, we are sad to report two (2) cases of fatalities involving our contractors at TM's operation site. As a corporate citizen, we take this matter seriously. Therefore, we have conducted a thorough investigation to determine the root cause of these incidents. Following this, we implemented mitigation controls to prevent such incidents from happening again. Additionally, we conducted a full safety audit of our contractors' operations and implemented safety protocols to ensure their employees are adhering to safety procedures.

Work-Related Injuries

Total recordable injury (No. of cases)



Absenteeism rate (headcount)



Absenteeism rate (days)



Lost Time Injury Cases (No. of cases)



Safety Performance

Lost Time Injury Frequency Rate (LTIFR)



Incident Rate (IR)



Frequency Rate (FR)



Severity Rate (SR)



Fatality Rate (FTR)



Work-Related Ill Health

Number of fatalities from work-related ill health



Number of recordable work-related ill health cases



TRAINING & DEVELOPMENT



WHY WE CARE

Upskilling and reskilling employees is critical to future-proofing our workforce, as it ensures that employees have the right skills and knowledge to thrive in a fast-changing environment. Investments in training and development contribute to employees' professional growth, giving them more fulfilment in their careers.

By focusing on talent development, employees are able to perform better as they have greater understanding and confidence in delivering on their roles. It ensures that they are able to effectively execute TM's strategic objectives in contributing to our nation building agenda for the years to come. Having strong development programmes also help us attract and retain the industry's top talent, thus reinforcing TM's competitiveness as a digital leader.

What Our Stakeholders Expect

- Future-ready skills training
- Professional progression & growth

WHAT IS OUR APPROACH

TM's Learning & Development (L&D) adopts a holistic approach to talent development. Our focus is to reshape the workforce to become a stronger execution engine, embrace a more agile work environment and drive a high-performance culture with future-ready skills. Our training programmes are mapped to our value creation strategy and priorities, therefore ensuring they are equipped to help TM transform into a human-centred TechCo in realising our Digital Malaysia aspiration.

We deliver impactful employee training through our Value Programme Right Skilling (VPRS) programmes, which leverage our internal expertise from Multimedia University (MMU) and TM R&D and through collaborations with our strategic partners. The effectiveness of VPRS is evaluated according to the Kirkpatrick Training Model, covering:

E1: Participants' Satisfaction Index towards the training:

Target:
4.25 (85%)
Achievement:
4.58 (92%)

E2: Participants' Learning (knowledge & skills acquisition) achievement:

Target:
80%
Achievement:
91%

E3: Participants' Behavioural (learning transfer) at the workplace after the training:

Target:
20%
Achievement:
26%

E4: Training Outcome/Impact on our business:

Sales Revenue from training programmes – RM907.11 million and training cost avoidance RM5.45 million

Deployed Capitals:  

Met Strategic Aspirations: 

Stakeholders Affected: 

Sustainability Impact:  



The progress is shared with the Transformation Office and CHCO bi-weekly and the Transformation Office Steering Committee (TOSC) every month, ensuring strong leadership and governance over employee training and development.

We help our employees develop their careers by using the Individual Development Plan (IDP), which helps them identify their strengths and areas for improvement. This enables them to improve their job performance and achieve both short- and long-term career goals. We also offer more job opportunities through improved job rotation policies and ongoing vacancies. We regularly review and assess employee performance, with 99.9% of our employees receiving a performance review in 2022.



Establish clear performance evaluation criteria

We have a performance management system in place that encompass performance-related activities.



Implement objective methods in making decisions

We review employees' track records and performance when deciding promotions, bonuses and salary increments. Feedback from various parties is solicited to ensure a holistic point of view when making these decisions.



Communicate openly and transparently about performance expectations:

We deliver continuous and real-time feedback from various stakeholders, including supervisors, their peers and customers.



Foster a culture of fairness and respect

We demonstrate our commitment to treating all employees fairly and with dignity by promoting diversity and inclusivity, implementing anti-harassment policies and creating opportunities for open communication and feedback.

HOW WE CREATED VALUE IN 2022

1 Upskilling and Reskilling Our Employees

For 2022, TM continued its VPRS programmes to drive long-term value creation. The programmes covered key areas such as Leadership, Future Skills, Current Business Skills, Upskilling and Culture/Mindset programmes. We also launched a new e-learning platform (LinkedIn Learning) to offer flexible training opportunities to our employees.

Overall, we conducted a total of 959 training sessions for employees during the reporting year.

VPRS TRAINING & DEVELOPMENT PROGRAMMES 2022



Future Skills

Aim:

To equip employees with future-ready skills in areas such as cloud, RPA, 5G, Software-Defined Networking (SDN) and Network Function Virtualisation (NFV) technologies, data analytics, smart services, IoT, digital, agile, cyber security and other related areas.

Impact:
3,984 employees
trained



Current Business Skills

Aim:

To reskill and upskill *Warga TM* into multi-skilled employees in key business areas, including product development, marketing, compliance, strategy and information technology.

Impact:
11,041 employees
trained

Leadership Development

Aim:

To strengthen the leadership skills of high-potential employees in preparation for higher leadership roles.

Impact:
1,214 employees trained

Culture Programme

Aim:

To cultivate and transform our workforce into a high-performance culture based on TM's #IniCaraKita behaviours.

Impact:
16,102 employees trained

2 Overall Performance in Training & Development

We track and measure our contributions to employee development through various value creation indicators. This enables us to assess our annual progress and performance and identify areas of improvement.

Investment in employee training and development

RM million



Average total hours of training per year per employee

Total hours

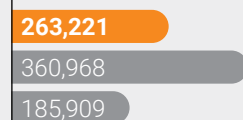


Total hours of training based on gender

Male



Female

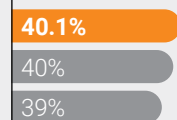


Employees receiving performance review by gender

Male



Female

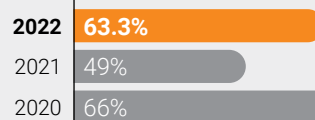


Average hours of training based on employee category/work level

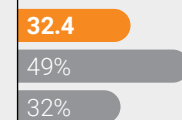
Management



Executive



Non-Executive

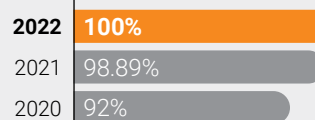


Employees receiving performance review by work level

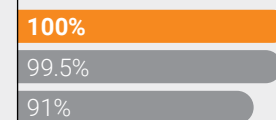
Management



Executive



Non-Executive



Employees receiving regular performance and KPI assessment/review



RESPONSIBLE SUPPLY CHAIN



WHY WE CARE

We view suppliers as key stakeholders of TM, therefore it is our duty to take care of their needs as they provide us with critical products and services that help us meet our nation building goals. However, with a network of 1,551 local and 89 international suppliers, our supply chain is exposed to a range of sustainability risks, including the exploitation of workers. This is an issue that TM takes seriously, as the rights of every person need to be respected, even beyond the boundaries of our operations. Therefore, we ensure that the concerns and expectations of our suppliers are always taken care of, as we strive to create an ecosystem that benefits everyone.

Our supply chain also presents opportunities to make progress in sustainable development. Working with suppliers who share our sustainability goals can improve our environmental and social performance. Our extensive supply chain also provides income opportunities and growth for local businesses, contributing to the nation's socioeconomic progress. By prioritising responsible, fair and sustainable procurement practices, we can build a resilient supply chain and continue our mission to enable a Digital Malaysia.

What Our Stakeholders Expect

- Contribution to local businesses
- Strong engagement and transparency
- Efficient and digital supply chain

WHAT IS OUR APPROACH

To ensure our suppliers uphold our high standards of sustainable and responsible practices, we screen them according to our sustainability criteria. Similarly, we include sustainability-related clauses in our supplier contracts, covering a range of topics such as occupational health and safety, environmental protection, ethics and integrity, business continuity management and other sustainability matters. We work closely with our suppliers to train and develop businesses on how they can improve their social and environmental impact. This ensures that they can transition towards a sustainable economy while supporting TM's sustainability aspirations.

Furthermore, we have established strong foundations to manage supply chain risks and minimise potential disruptions. This includes a proactively assessing and monitoring supply chain risks and subsequently delivering a quarterly report on Supply Sustainability Risk to TM's BRC.

TM's ESG Commitments

100% of
Mega-Partners
to comply with
ESG by 2024

50% of Mid-Tier
suppliers to comply
with ESG by 2030

Deployed
Capitals:



Met Strategic
Aspirations:



Stakeholders
Affected:



Sustainability
Impact:



HOW WE CREATED VALUE IN 2022

1 Empowering Local Suppliers

As part of our nation building agenda, we continued to prioritise sourcing from local businesses. In 2022, we indirectly contributed RM3.53 billion to the local economy through our supply chain, with 94.6% of suppliers made up of local businesses.

Local vs International Suppliers

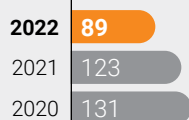
Total Suppliers



Local Suppliers



International Suppliers



Monetary Contributions to Suppliers

Total Contributions (RM billion)



Contribution to Local Suppliers (RM billion)



Contribution to International Suppliers (RM billion)



We also looked for opportunities to hire under-developed businesses, such as B40 entrepreneurs, Bumiputera companies and SMEs. These smaller businesses form the backbone of Malaysia's economy and we strive to support them as much as possible.

Monetary Contributions to Bumiputera Suppliers

Total Contributions (RM billion)



2 Creating a Sustainable Ecosystem

As we progress on our sustainability journey, we encourage our suppliers to progress with us. We proactively worked with our suppliers in developing them towards compliance with our sustainable supply chain standards, in line with our ESG commitment of having 100% of Mega-Partners complied with ESG by 2024 and 50% of Mid-Tier suppliers in compliance by 2030.

To achieve these goals, we have enhanced our procurement processes to strengthen the integration of sustainability into the supply chain. We also delivered trainings to local suppliers on our new ESG requirements and TM's ESG Roadmap to support them in the transition towards more sustainable practices.

**SUSTAINABLE PROCUREMENT**

Self-Assessment Questionnaire that is designed to assess suppliers' sustainability performance, as well as ensure their compliance to TM's ESG requirements.

Supplier ESG Report Card/Dashboard were developed to assess suppliers' improvement and development for easy monitoring on suppliers' progress and performance on ESG.

First-Tier Internal Validation to determine the accuracy of suppliers' self-declarations through internal validation, which involved reviewing their published sustainability disclosures and internal documents.

New Sustainability Clauses has been embedded in all contracts, covering six (6) main areas such as compliance with ESG principles, declaration of any offences and meeting environmental standards for the supplied product.

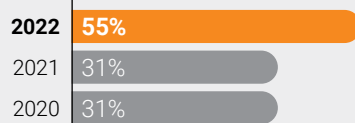
ESG Questionnaire in Supplier Registration Form, which must be answered by suppliers upon registration or renewal of contracts. Their answers will need to be uploaded onto our procurement portal before their registration/renewal is approved.

By the end of 2022, 84% of Mega-Partners and 72.5% of Mid-Tier Suppliers participated in the self-assessment questionnaires. Based on the first-tier validation done, we have exceeded our 2022 target on supplier ESG compliance and are currently on track to achieving our longer-term targets.

ESG Compliance of TM Suppliers

Suppliers	2022 Results	2022 Target	Longer-Term
Mid-Tier Suppliers	13%	10%	50% by 2030
Mega-Partners	70%	50%	100% by 2024

Our efforts in embedding sustainability into our supply chain has been rapid. Since the launching of our ESG commitments in 2021, we have already witnessed a significant rise in suppliers with environmental and social policies in place. This demonstrates the influence we have in driving positive change in Malaysia's business ecosystem.

Suppliers with Environmental Policies (%)**Suppliers with Social Policies (%)****3 Protecting Supply Chain Integrity**

TM's zero-tolerance policy approach against all forms of corruption extends to our supply chain. Our suppliers need to adhere to the same code of ethics and policies enforced on our employees. Any suppliers found unethical conduct will face a due process and subject to investigation by GIG, whereby the end result will be deliberated during the Supplier Performance Committee (SPC) sitting, held on a quarterly basis or upon request. The consequences are assessed based on the severity of the incident, ranging from suspension to contract termination.

TM's Three (3) Tenets of Procurement Ethics

Zero tolerance on corruption

No Conflicts of Interest

Honest representation of capabilities

↳ For more details on TM's integrity policies, please see pages 141-145

4 Improving the Procurement Experience

TM's digital efforts extend to our supply chain. We continue to digitally transform our supply chain to simplify processes, improve efficiencies by empowering our suppliers to own their part of the process.



Supplier Relationship Management (SRM)

How it works:

SRM is a web-based purchasing platform that enables end-to-end procure-to-pay procurement business processes. It reduces time and costs associated with procurement.



Online Tender & Digital Signing

How it works:

All tender evaluations and contract signing is done online, thus removing the need for printing and manual submissions. This reduces paper consumption with improved turnaround time.



Supplier Self-Registration & Renewal

How it works:

Through TM's Supplier Self-Service portal, referred to as SUS Portal, suppliers can self-register or apply for renewals at their convenience. The platform empowers suppliers to easily manage the procurement process.



Supplier Self-Invoicing

How it works:

Suppliers can easily submit their invoices on the one-stop SUS portal, thus creating a seamless supplier experience and enabling them to receive payment in easily and promptly.

5 Promoting the Development of Suppliers

We engage regularly with our suppliers to capture their thoughts and concerns, as well as help them grow their business and excel in the long term. Throughout the year, we organised various engagement and training programmes designed to create a meaningful and thriving ecosystem.



Vendor Capacity & Capability Development Programme (PPKV)

Objective:

To assist BVDP vendors in expanding their capacity and capabilities to be competitive, sustainable and resilient.

What We Did:

We assess vendors to analyse training needs and propose appropriate training programmes with funding to enhance vendor capacity and capability which is provided by training providers such as SIRIM, SME Corporation, MRANT and TM L&D.

Impact:

23 suppliers reached
RM2,182,826 grants
approved



Bumiputera Vendor Development Programme (BVDP)

Objective:

To develop and establish competitive, sustainable and high-performing Bumiputera vendors through various capacity building programmes in support of the National Development and Bumiputera Empowerment Agenda.

What We Did:

We conducted various engagement, development programmes, strategic collaboration and knowledge sharing sessions for Bumiputera vendors. These sessions covered:

- Improving employability
- Functionality enhancement
- Technology consultations and transfer through collaborations with key suppliers
- Building manufacturing programmes
- ESG-themed engagements with BVDP manufacturing vendors
- Business matching to expand the market beyond TM
- Commercialisation for ICT and digital solution vendors

Impact:

67 engagement
sessions
69 suppliers reached

**Hybrid Business Matching Week****Objective:**

To connect registered SMEs with anchor companies, providing them with access to the participating GLCs' supply chain.

What We Did:

We conducted multiple sessions with potential vendors to increase the pool of supplier via educating them on how to register as a TM vendor as well as how to participate in TM's tender.

Impact:

42 suppliers reached

**SME Bank Xcess 2022****Objective:**

To provide SMEs with solutions on their financial and development needs through a national business matching event.

What We Did:

We conducted various programmes with an SME bank for our vendors to provide them access to financing, business matching and development.

Impact:

seven (7) suppliers reached

6 Overall Procurement Satisfaction

This year, we recorded a minor decline in both Supplier Satisfaction Index (SSI) and Procurement Maturity Index (PMI), which we have identified as an area of improvement. We are intensifying our efforts to improve our procurement process, especially on speed and timeliness. Nevertheless, we continue to meet or exceed our set targets in both indicators, reflecting our commitment to creating a conducive and nurturing work environment for suppliers.

Supplier Performance**Supplier Satisfaction Index (SSI)**

Target
7.7

Procurement Maturity Index (PMI)

Target
8.0

COMMUNITY DEVELOPMENT



WHY WE CARE

As a nation building organisation, community development is an essential component of our business strategy. It is our responsibility to give back to communities that have supported us over the years. Given our wide presence, we are in a unique position to make a positive impact on local communities, particularly those that are underserved and disadvantaged. By supporting these communities, we promote inclusivity and shared prosperity, which contributes to Malaysia's overall socio-economic progress.

Community resilience is also important for business – when communities suffer, so does business performance. The sustainable development of the country goes hand-in-hand with TM's long-term growth and successes, especially given our role as a GLC. Therefore, we need to create an ecosystem that benefits all segments of society. Social programmes also provide our employees with an added sense of ownership and fulfillment, while contributing to talent attraction and retention.

What Our Stakeholders Expect

- Social and environmental well-being
- Volunteer opportunities for employees
- Empowerment of disadvantaged groups

WHAT IS OUR APPROACH

We adopt a hands-on approach, mobilising both financial and non-financial resources to maximise positive impacts. We focus on economic recovery, sustainable livelihood and welfare for marginalised communities, including women, special needs individuals, senior citizens and the B40 group.

Our impact in social empowerment is driven through YTM and MMU.

↳ for MMU, please refer to page 140.

YTM spearheads TM Group's corporate responsibility initiatives across environmental, social, economic and governance contexts. As a foundation, YTM aims to address pressing social issues among targeted marginalised communities in Malaysia. For the past 28 years, YTM has been shaping future leaders through its scholarship programmes.

In 2021, YTM embarked on a transformation journey (YTM 2.0) to drive greater social impact for Malaysia as a whole, beyond education. Our new approach is threefold: to enlighten promising individuals with greater literacy, uplift marginalised communities and promote arts, culture and heritage through museum placemaking activities.

Deployed Capitals:  

Met Strategic Aspirations:   

Stakeholders Affected:  

Sustainability Impact:   



WHAT IS OUR APPROACH

TM's Purpose

Driving commercial sustainability towards enabling the achievement of our business objectives while supporting our nation building efforts

Yayasan **TM** *A purpose-driven social impact foundation*

EDUCATION

- Primary, Secondary, Tertiary
- Vocational/TVET
- Bursaries, Scholarships
- Structured Development Programme
- End-to-end education approach
- Digital Education Initiatives

COMMUNITY & NATION BUILDING (CNB)

- Community Empowerment & Leadership
- Socio-Economic/Sustainable Livelihoods Initiatives
- Humanitarian Response, Recovery & Preparedness
- Digital Entrepreneurship & Upskilling

ARTS, CULTURE & HERITAGE (ACH)

- Muzium Telekom, Kuala Lumpur and Telegraph Museum, Taiping
- Arts, Culture and Heritage Programmes
- Commercial and Digital Experience-Driven Programmes

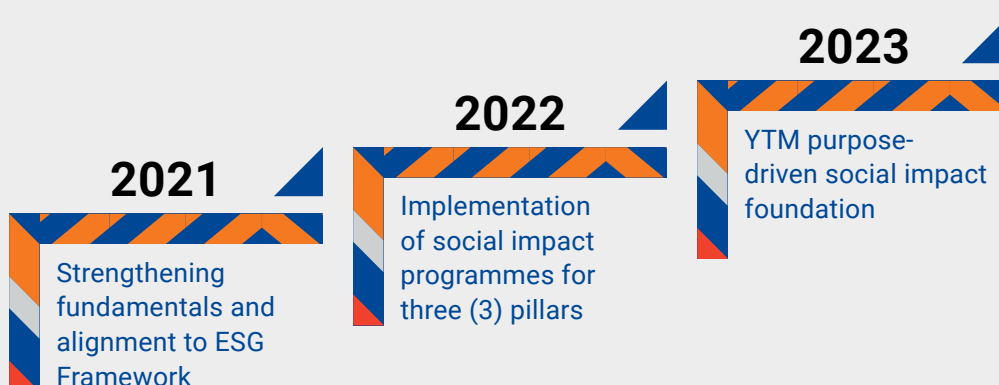
YTM 2.0 aligns with TM's transformation of becoming a human-centred TechCo. Through YTM 2.0 Transformation Roadmap 2022-2024, we are reshaping the foundation to create more impact and a positive difference in Malaysia, thus reaffirming TM as a company that genuinely cares about the people.

YTM 2.0: THE TRANSFORMATION ROADMAP 2022 - 2024

SUPPORTING DIGITAL MALAYSIA

Key Differentiators for YTM:

- Social impact programmes with digital inclusion as key lever
- Optimising TM's connectivity reach and digital solutions to meet community needs and ensuring no one is left behind



Taking YTM 2.0 to greater heights as a purpose-driven social impact foundation

The Shifts in YTM 2.0

From **low profile scholarship based foundation...**

... to **high profile social impact based foundation with expanded scope**

From **scattered Corporate Responsibility (CR) initiatives and resources across TM Group...**

... to **consolidate focused entity with three (3) strengthened pillars to deliver greater impact in both profiling and to society at large**

From **individually ran programmes...**

... to a **collaborative model to support greater ecosystems with like minded organisations**

WHAT IS OUR APPROACH

YTM strengthened its engagement with key beneficiaries and stakeholders, including students, communities and implementing partners through its collaborative framework approach. This allows us to better understand their needs and empower them. We review the status of our projects bi-weekly/monthly during our Head of Units (HOU) meetings to keep us on track and aligned with the YTM's objectives. Concurrently, we regularly engage with our implementing partners to ensure smooth implementation throughout the year.

To gauge the effectiveness of our transformation journey and programmes, we conducted a Stakeholders' Perception Survey in 2022, which received a score of 90.58%.

HOW WE CREATED VALUE IN 2022

1 Education & Development

Education is a powerful tool to fight poverty and promote progress. We believe that everyone deserves access to quality education. As champions of Digital Malaysia, we are committed to bridging the education gap and nurturing future leaders who will shape a more prosperous and inclusive society.



YTM EDUCATION CONTRIBUTIONS & EFFORTS IN NURTURING FUTURE LEADERS FOR DIGITAL WORKFORCE



Future Leaders Scholarship Programme

We enable SPM graduates with high potential to further their education at well-established universities in Malaysia and abroad via our scholarship programme. We designed a structured development programme to develop these future leaders with an entrepreneurial mindset and perseverance needed to drive a digital workforce.

Our YTM scholars' development propels them to be future fit and ready towards the nation's digital workforce requirements, with an opportunity for them to be strong contributors to our TM workforce.

Impact:

- 230 new scholarships awarded
- 549 active scholars; including 57 abroad
- 63% (203 out of 319) of students achieved CGPA above 3.5
- 100% of YTM Scholars employed within six (6) months of graduating
- RM13.4 million channelled



Young Leaders Scholarship Programme

We provided financial aid to high-potential secondary students in support of their learning. The programme is a space where motivation is rewarded and intelligence is celebrated.

Impact:

- 1,338 scholarships awarded
- RM2.2 million channelled

**Future Leaders Structured Development Programme**

The Future Leaders structured development programme was intended to help shape more holistic and well-rounded talents. This end-to-end journey aims to equip scholars with future skills in both digital and employability. It is also a platform to expose scholars to real-life experiences, including work-related topics of the IR4.0

Impact:

- 317 YTM Future Leaders scholars participated from foundation to final year
- 8 cohorts completed
- 36 online classes conducted
- 31 modules covered - digital skills, soft skills, integrity, mental health and culture
- Six (6) Brown Bag sharing sessions by the industry players from various fields

**TM Future Skills**

We empowered stakeholders from the education sector, namely teachers and students, from schools across Malaysia with TM Future Skills (TMFS) modules, which include 3D printing modelling, big data analytics, coding and programming to increase students' interest in STEM subjects and pursue their tertiary education in IR4.0-related courses

Impact:

- >5,000 students from 51 schools equipped with IR4.0 future-ready skills

**TM Future Skills Champion Schools**

Last year, we rebranded our flagship TM School Adoption Programme to TM Future Skills Champion School with a new holistic approach. We take a comprehensive approach that empowers both teachers and students with digital and technological knowledge, preparing them for future employment opportunities while also promoting sustainable livelihoods by unlocking other valuable skills.

Impact:

- Three (3) schools selected
 - SMK Gunung Semanggol, Perak
 - SMK Dengkil, Selangor
 - SMK Tunku Putra, Johor



Mental Health Programmes

We believe that emotional intelligence is an important soft skill for future leaders to master. We investigated methods and approaches for developing resilient communities through mental health advocacy. As a result, we determined that it is critical to instil good mental health management at the school and university levels through a two (2)-pronged approach:

1. **YTM-GRG GREAT Project** raises awareness among college students, providing them with hope and assistance in better managing their mental health.

Impact:

- >146 students from seven (7) universities participated in the project
- >16 students selected as the Green Ribbon ambassadors
- >17 physical and online campaigns on mental health are currently ongoing

2. **TMFS Mental Health Module** is designed to teach high school students on the importance of addressing mental health issues.

Impact:

- 314 students from ten (10) schools were introduced on mental health modules
- 100% completion on mental health online modules and currently available on STEM Portal

Overall, YTM continued to make significant contributions in the education sphere in shaping a better future for our young leaders.

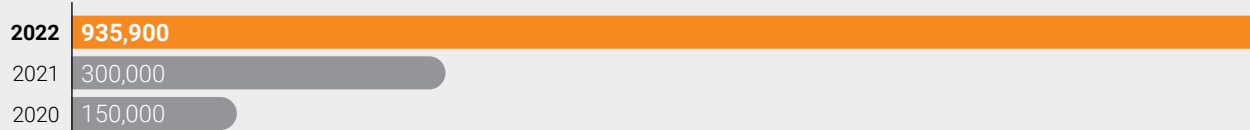
Total amount of scholarship disbursed – accumulative (RM million)



Total amount of scholarship disbursed – annually (RM million)



Total spent on schools – academic and non-academic activities (RM million)



Sekolah Enuma

We collaborated with Enuma Inc and Teach for Malaysia to pilot a pioneering digital learning platform to ease the learning of Bahasa Malaysia, English and Mathematics. YTM became the first funder to support the field test of the localised version.

Impact:

- 640 students and 60 teachers reached
- 8 schools supported in three (3) regions: Sabah, Sarawak and Kuala Lumpur

**PeKka#BM (Bahasa Malaysia Vocabulary Mastery)**

We took the initiative to support learning Bahasa Malaysia through the PeKka#BM Programme via an interactive learning platform to improve Bahasa Malaysia literacy at the primary school level, in line with the growth of digital technology in education. This effort is vital to balancing equity and ensuring the quality of student learning, especially for those who have not yet mastered basic Bahasa Malaysia.

Impact:

- 7,000 students and 400 teachers from 40 schools benefited
- 32 modules completed

2

Community & Nation Building

With TM's expansive reach across Malaysia, we strive to celebrate and uplift vulnerable communities especially in our areas of operation. Through our community empowerment programmes, we provide financial and non-financial to support marginalised groups and enabling employees to give back to society while further contributing to social progress. In 2022, we focused on building local communities through two (2) key areas:

**COMMUNITY DEVELOPMENT**

Empowering TM State Regulatory & Engagement (SRE) to reach out to needy communities nationwide

- **YTM-SRE Social Impact Project**

Impact we made:

- 12 social projects initiated by SREs
- 17 new partners (NGOs, foundations, universities, schools and SEs involved)

Exploring sustainable & measurable projects to increase community livelihood

- **YTM Social Impact Grant** were initiated to fund sustainable projects, with NGOs and other community partners encouraged to apply

Impact we made:

- 184 applications received from 120 organisations; 54 shortlisted;
- 8 projects/organisations awarded

Structured entrepreneurship programmes through partnership with various institutions

- **YTM-SUK Kelantan Digitalpreneurship Programme**
- **YTM-UTP Asnaf Entrepreneur Go to Market Programme with Asnaf**
- **YTM-KEMAS RAPIDE Digitalpreneur Programme**

Impact we made:

- 93 entrepreneurs trained including youth, asnaf and women

Improve livelihood and socio-economic well-being for Orang Asli, as well as preserve their heritage and environment

- **YTM-JGSM Indigenous Community Enhancement Project**

Impact we made:

- 3,000 Orang Asli benefited through upskilling and training



HUMANITARIAN AID

Enhancing Humanitarian Disaster Response & Preparedness through sustainable assistance, community empowerment and leadership

- Equips higher risk communities with disaster preparedness training through Community Based Disaster Risk Reduction and Management Programme (CBDRRM) in Pahang, Re-Energise TM Reaching Out Volunteers (TMROVers) and connecting SREs and TMROVers with local NGOs

Impact we made:

- 27,572** affected community members assisted
- Over 100** TMROVers trained on Humanitarian and Disaster Preparedness Training
- 354** community members & local Government agencies trained via CBDRRM
- 8** local NGOs identified to work with SRE/TMROVers at East Coast during big floods in Kelantan and Terengganu 2022

GLC Demi Rakyat & Negara (GDRN)

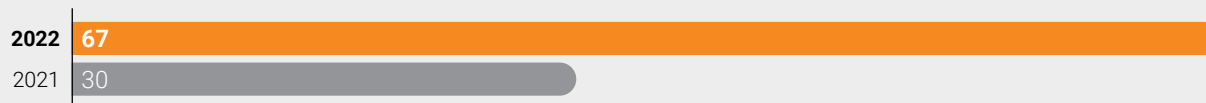
- Rebranding exercise of GDRN with expanded scopes

Impact we made:

- Structured framework, membership, data gathering and communication

As part of our long-term focused approach, the impact of our community development programmes is tracked and measured through various value-creation indicators. This allows us to assess and improve our community empowerment performance each year.

Total contributions to community initiatives (RM million)

Female entrepreneurs empowered

Community members reached

NGO partnerships




3 Arts, Culture & Heritage (ACH)

We believe that the unique characteristics Malaysia culture should be preserved and appreciated by all. We do this through digitalisation to future-proof cultural content while ensuring its accessibility to all. Throughout the year, we continued to invest in preserving our national heritage, while contributing to the development of arts and culture.

Our key areas of contribution include:

 Museum Transformation	 Art + Technology Talent Incubator	 Placemaking	 Digital Platform
Objective Improve the state of heritage conservation plan, operations and museum curation	Objective Incubate digital & creative talents and entrepreneurship	Objective Enhance the creative & cultural ecosystem via placemaking	Objective Digitalise arts, culture & heritage of Malaysia
Strategies <ul style="list-style-type: none"> • Muzium Telekom transformation plan, including heritage conservation and preservation • Improving infrastructure accessibility and connectivity • Creating an inclusive environment at the museum • Operate, manage and promote Muzium Telekom and Telegraph Museum 	Strategies <ul style="list-style-type: none"> • An incubator of local, regional and national talents through Digital Art Gallery at Muzium Telekom • A place for creative inspiration, presentation and exploration • A home for learning, experimenting and growth • Capacity building and education 	Strategies <ul style="list-style-type: none"> • Collaboration and networking • Programme activation for arts and culture for community • Attract/Develop arts, culture and heritage, content and partnership • Safety and inclusivity for Person With Disability (PWD) • Implement SDGs, ESG and Local Agenda 21 Programmes 	Strategies <ul style="list-style-type: none"> • Partnership with the creative industry/ institution/NGOs • Encourage knowledge transfer through masterclasses, webinars, conferences, etc. • Explore opportunities for learning, experimentation and growth from the experts and community

IMPACT & ACHIEVEMENTS

Total PR Value in 2022 RM441,000	Total online viewers (reach) of ACH initiatives 3.8 Million	Total partners 145	Total visitors of Muzium Telekom 96,121	Total PWDs impacted 121
Total direct and indirect Income (Jobs*) created 649 <small>*Income and job creation for B40s, PPRs, PWDs, including employment and internships in event management, music, performing arts and film-making</small>	Total workshops/ masterclasses 108	Total entrepreneurs benefitted from Telekom Museum Weekly Events (TEMU Weekends) 340	Thematic exhibition attendees 66,109	

4 MMU

MMU is a leading private university in Malaysia, specialising in ICT, digital and engineering. By delivering a transformative learning experience, MMU continues to create future leaders and talents who thrive in the advent of IR4.0. The university also implements social programmes that help vulnerable communities, including its B40 students.

The university's strategic plan, MMU PLUS U, continues to drive university excellence and financial sustainability. MMU PLUS U was crafted to focus on five (5) key areas:

- Population & Popularity
- Learning
- University Reputation
- Financial Sustainability
- Us

2022 is a momentous year for MMU as the university celebrated its 25th anniversary as the first private tertiary institution in Malaysia. The main focus of the university during the year was to expand its reach in shaping young minds and create a nurturing and conducive learning experience for its students.



IMPACT & ACHIEVEMENTS

17% growth in
student population

RM12.9 million
publications and
research grants
received

Awards & Rankings:

Preferred Universities among Malaysian Employers
by TalentBank

401 out of 500 Asia Ranking 2022 by
Times Higher Education

401+ for Young University Rankings 2022 by
Times Higher Education



GOOD GOVERNANCE



WHY WE CARE

Strong governance over ethics and integrity is a fundamental tool in our nation building aspirations. It ensures that we conduct our business in a way that safeguards the rights and interests of all our stakeholders, thus contributing to sustainable value creation. Corporate governance enhances stakeholder trust and our reputation which in turn helps build our customer base, attract and retain employees and become a more attractive investment proposition to drive our growth and ambitions forward.

Integrity and ethics in business also protect us from the implications of corruption, bribery and malpractices, which can impact our overall performance. Breaches in conduct may lead to regulatory fines, damage to our reputation and other penalties. Therefore, we always strive to uphold the highest standards of ethics and integrity to protect our stakeholders and business.

What Our Stakeholders Expect

- Responsible ESG practices by suppliers
- Contributions to the local economy
- Protection of human/labour rights

WHAT IS OUR APPROACH

Our corporate governance is built on a strong foundation of TM's Core Values (KRISTAL), which is cascaded throughout our lines of business and is an expected practice by all workers within our operations. We protect the integrity of our business and value creation through robust policies and guidelines, as shown below:

KEY POLICIES FOR ETHICS & INTEGRITY

Code of Conduct & Business Ethics (CBE) and Anti-Corruption Guide (ACG)

Acts as a primary reference for employees when dealing with internal and external stakeholders, ensuring all interactions are conducted in an open, honest and ethical manner.

Whistleblowing Policy

Provides an avenue for employees and other stakeholders to safely report any improper conduct such as illegal, unethical or corrupt activities.

TM Ethics line: 1-800-88-2377 or ethic@tm.com.my

No Gift Policy

Articulates our strict rule against offering or accepting gifts from any of our stakeholders, including our suppliers, to maintain the integrity of our business relationships.

For more info, please refer to tm.com.my/ethics-integrity

Deployed Capitals:  

Met Strategic Aspirations:   

Stakeholders Affected:   

Sustainability Impact: 

WHAT IS OUR APPROACH

Our corporate governance system is designed to promote ethical behaviour, accountability, transparency and stakeholder value. It is built on the TRUST Principles, issued by the government in the Guidelines on Adequate Procedures.



We monitor the implementation and effectiveness of our ethics and integrity policies and corruption risk through TM's ABMS, which is based on the ISO 37001:2016 International Standard on ABMS

We have also developed an Organisational Anti-Corruption Plan (OACP), a comprehensive five (5) year plan that reinforces our governance and integrity practices. With a strong foundation in place, we continue to take steps to cultivate awareness and put anti-corruption monitoring and corrective measures in place, while creating a culture of integrity within TM through various initiatives. We measure our performance according to the Group Integrity and Governance (GIG) KPIs, which sets out goals, targets and indicators. These KPIs cover the OACP, ABMS, Awareness & Communication, Advisory, complaint management and investigation. The progress is reported to Board Audit Committee (BAC) on a quarterly basis.

Additionally, we undergo regular internal and external audits on the implementation of our anti-bribery processes. This gives an indication of the compliance of the business processes and integrity policies implemented in TM.

HOW WE CREATED VALUE IN 2022

1 Business Integrity Survey (BIS)

We conducted TM's Business Integrity Survey with all employees with the objective to measure the effectiveness of ethics and integrity practices in terms of education and awareness, understanding policies and implementation and to identify gaps for improvement. The overall index reflects an average of the score across all the five (5) domains;

- Attitude/Understanding
- Communication
- Leadership
- Investigation
- Policy & Guideline

Integrity Survey Score:
8.01 out of 10.00

2 Strategic Anti-Corruption Initiative

TM's OACP is committed to fortifying our ethics and integrity ecosystem by generating action plans based on corruption risk assessments across 20 divisions. To date, we've crafted 92 action plans. Since 2021, 90 of these action plans have been or are in the process of being implemented. Out of those, 32 are of a progressive nature and require yearly completion. We keep the BAC updated on the progress of all OACP action plan completions on a quarterly basis.

3 Strengthening Anti-Bribery Management System (ABMS)

This year, we expanded the ABMS certification to six (6) TM divisions and appointed 18 coordinators to oversee their respective divisions. We also trained 30 auditors to maintain the ABMS effectively. We are proud to maintain our MS ISO 37001:2016 ABMS certification for the second year, which shows our commitment to good governance and integrity.



4 Transparency in Business Dealings

To ensure transparency in all our business dealings, all TM management and employees are required to declare their assets, interests and make a pledge of integrity on annual basis. This is part of the requirement under TM CBE.

100%
compliance by
employees

5 Raising Awareness of Best Practices

We provide regular training to all TM employees and relevant stakeholders to promote good ethics and behavior. This helps ensure that everyone understands our values and expectations for business conduct and that corruption in any form is not tolerated. Additionally, we offer mandatory virtual training to ensure compliance with applicable laws and regulations.



AWARENESS AND COMMUNICATION 2022



CIGO Engagement

What We Did:

We conducted various engagement sessions with *Warga TM* to reflect Top Level Commitment as part of leader's engagement session our Chief Integrity & Governance Officer (CIGO).

Reach:
Targeted employees in
various divisions



Reaching Out F2F

What We Did:

We organised eight (8) physical and 33 online sessions for 2022 CBE awareness session from various targeted employees and business partners.

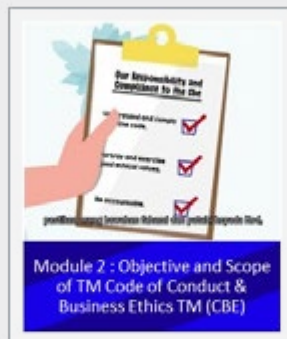
Reach:
7,702 employees and
business partners attended
the CBE awareness session
for 2022



e-Learning on Integrity

What We Did:

CBE e-Learning aims to provide continuous awareness on understanding and compliance to CBE by all *Warga TM*. The following three (3) modules were released in 2022:



Reach:
17,664 employees
completed e-Learning
modules



TM Integrity Day 2022

What We Did:

We recently held our annual TM Integrity Day 2022 in November, coinciding with the National Integrity Day. During this event, we celebrated our MS ISO 37001:2016 ABMS certification from SIRIM and recited a corruption-free pledge. The event also featured a forum titled "Uncompromising Integrity," which was led by Dato' Imri Mokhtar, Group Chief Executive Officer of TM and Tan Sri Mohammed Azlan Hashim, Chairman of TM, along with senior management, business partners and all TM employees nationwide.

Key attendees include:

- Datuk Seri Norazlan Mohd Razali, Deputy Chief Commissioner (Prevention), Malaysian Anti-Corruption Commission (MACC)
- Datuk Wan Suraya Wan Mohd Radzi, Chief Executive Officer, Malaysian Institute of Integrity (IIM)
- Dato' Allaudeen Abdul Majid, Deputy Director, Integrity and Standards Compliance Department (JIPS)
- Datuk Ir. (Dr) Khairul Anuar Tawi, Chairman of SIRIM QAS International Sdn. Bhd
- Dr. Muhammad Mohan, President Transparency International Malaysia (TI-M)

Reach:
100% employees
nationwide

The pledge is an oath voluntarily taken by TM's leadership and its employees proclaiming their commitment to carrying out their duties with transparency, responsibility and accountability.



Monthly Snippets Communication

What We Did:

We delivered monthly materials to employees to raise their awareness of their expected code of conduct. These were shared through various communication channels, including email blasts, digital screens and on our website.

6 Managing Potential Corruption Risks

We conduct regular corruption risk assessments to identify high-risk areas and implement appropriate controls. All 20 divisions within the Group continue to assess their corruption risk. In addition to our current systems in place, the GIG team proactively monitors any potential corruption risks that may occur within our operations.

In 2022, we conducted ABMS audit by third party and found one (1) potential case on false claim by vendor and action was taken based on consequence management. GIG provides strategic guidance to the management and employees regarding ethics & integrity with regards to their respective business activities and compliance to the TM's policies and procedures. This includes performing due-diligence (e-STK – Sistem Tapisan Keutuhan by MACC) to obtain sufficient information on corruption related background check on business partners and employees in key positions in TM.

7 Raising Concern via Whistleblowing Channel

Employees and stakeholders are also encouraged to report any misconduct and malpractice through the TM Ethics Line and other channels, as stipulated in TM's Whistleblowing Policy under TM CBE.

In 2022, we received 30 integrity-related issues from 74 feedbacks received via TM Ethics Line. For any reported or potential breaches, GIG will conduct a preliminary investigation before commencing a full investigation. If misconduct is found, GIG will escalate the allegation to the Industrial Relation (IR) unit for consequence management.

**8 Corporate Investigation**

TM carries out internal investigations on any misconduct and unethical business practices, including corruption-related offences such as Soliciting/Receiving Bribe, Offering/Giving Bribe, Abuse of Power, False Claim, Embezzlement, Conflict of Interest, Disclosure of Confidential Information, as well as investigations into offences under TM CBE and other policies committed by employees, business partners and/or parties dealing with TM.

30
reports received
(2021: 28)

26
number of
investigations
conducted
(2021: 21)

4*
confirmed incidents
of corruption
(2021: 5)

* Consequence actions taken include show cause letters, letters of reprimand, letters of termination, based on the severity of the case.

9 Telecommunications Fraud

TM carries out monitoring and investigations on telecommunications fraud via Fraud Management System. In 2022, the number of fraud losses decreased by 10% compare to year 2021 and the percentage of Telco Fraud loss is 0.01% against TM Revenue based on world standard benchmark from TeleManagement Forum (TM Forum) (1.5%) and Communication Fraud Control Association (CFCA) (2.22%).

10 Integrity, Governance and Anti-Corruption Award (AIGA)

TM was awarded the Gold Category in the AIGA 2022 by the Institute of Integrity (IIM). This award recognises organisations that demonstrate strong anti-corruption practices, integrity and good governance. After evaluation by IIM and an external party, TM emerged as the winner among 116 private and Government sector competitors. This achievement shows our dedication to maintaining high standards of integrity and governance and reflects the efforts of all TM employees in promoting these values.





OUR **GOVERNANCE**



At TM, we understand the responsibility that comes with being at the forefront of the nation's aspirations.

As we lead the charge towards human-led innovation for all, we do so with a steadfast commitment to the highest standards of inclusivity, ethics, integrity and transparency.

These guiding principles ensure that we're always acting in the best interests of our customers, stakeholders and the world around us.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors and Management are firmly committed to good corporate governance that is essential to the sustainability of the Company's business and performance. TM continues to practice and uphold the highest standards of corporate governance which is fundamental in delivering consistent financial performance, creating long-term economic and sustainable value to all stakeholders.

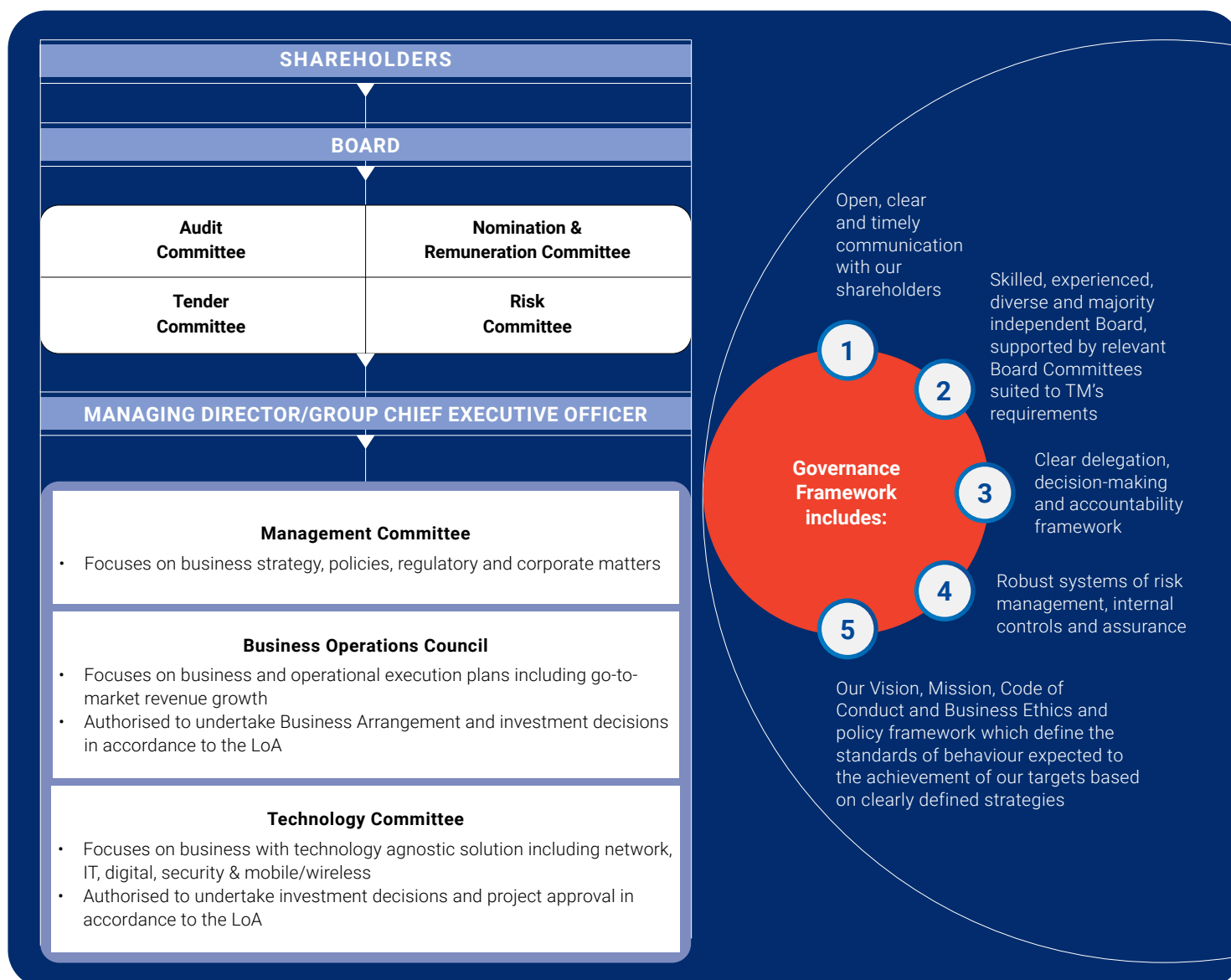
2022 was a landmark year for TM, a testament to the ongoing three (3)-year transformation initiatives with commendable growth across our business segments. The stronger financial position enables TM to deliver better value and benefits for our stakeholders – customers, shareholders, employees, partner ecosystem and community.

At the same time, our Board continuously aligns TM's dual role as a PLC and GLC. TM plays a key role in driving national initiatives towards Digital Malaysia, ensuring sustainable development through connectivity and technology and providing support to the nation via various community development initiatives. These responsibilities are aligned with our current transformation into a human-centred TechCo.

The Governance Framework of TM is guided by the principles and best practices of corporate governance as prescribed by the Main Market Listing Requirements (Main LR) of Bursa Malaysia Securities Berhad (Bursa Securities), Malaysian Code on Corporate Governance (MCCG) 2021, Corporate Governance Guide, international best practices and standards on corporate governance.

As part of the Group's Governance Framework, specific responsibilities are delegated to relevant Board Committees and Management Committees, providing support to our Board in key areas such as financial review, human capital management, internal control and risk management, as well as governance, procurement and ESG matters.

TM's Governance Framework is supported by the Board Charter, Limits of Authority (LoA) Matrix and Business Policy and Governance (BPG). An annual review is conducted according to the Board Charter, whilst the LoA and BPG are reviewed and updated in line with TM Group internal reorganisation and transformation initiatives.





The following sections outline how TM has applied the three (3) principles under the MCCG:

PRINCIPLE**Board Leadership and Effectiveness****Effective Audit and Risk Management****Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders**

To date and for the financial year 2022, TM has adopted all recommended practices in the MCCG save for Practice 8.3 – Step Up on the full disclosure of detail remuneration of each member of senior management on a named basis.

This Corporate Governance Overview Statement is to be read together with the Corporate Governance Report (CG Report) 2022, which further elaborates on how the practices of the MCCG are applied and any departure thereto. The CG Report is available on the Company's website at tm.com.my.

PRINCIPLE**BOARD LEADERSHIP AND EFFECTIVENESS****DISCHARGING THE BOARD RESPONSIBILITIES**

The Board's principal responsibility is to promote the long-term success of our Company and deliver sustainable value to our shareholders. The Board assumes overall responsibility and accountability for the smooth functioning of core processes involving Board governance, business value and ethical oversight. It also collectively takes responsibility for the Company's leadership and to meet the objectives and goals of the Company. In discharging its roles and responsibilities, the Board is also mindful of the need to protect the interests of all stakeholders.

Board activities are structured to provide the Directors effective management oversight to support the MD/GCEO and Management team. As part of the ongoing transformation plan, two (2) Board Strategy Retreats were held in 2022 to re-assess the Group's business direction and strategy. At the Mid-Year Strategy Retreat, the Board has identified required growth plans and aligned strategies to evolve from a Converged Telco to a human-centred TechCo. In December 2022, the Board approved TM Group's mid-term strategic direction and Annual Operating Plans (AOP) for 2023-2025. The Board also deliberated on key strategic proposals, regulatory changes and its mitigation plans.

The Board noted good traction achieved for the 2022 ESG Roadmap with major initiatives duly completed and met the respective targets. TM also won Silver Award for The Best Sustainability Reporting at the National Annual Corporate Report Awards (NACRA) 2022.

Having Directors with diverse experiences, skills and expertise had contributed to the Board's diversity, ensuring a balanced and effective Board, ensuring healthy, engaging and robust discussion at Board meetings. With a sound Governance Framework and clarity of the Board's roles and responsibilities, our Board has been able to make effective decision-making.

The main focus for 2023 is to further strengthen the Group's core business and pursue new growth opportunities. The Board is cognisant that monitoring of the Group's performance and business planning remain a priority in view of challenges and a competitive landscape.

Board Charter

The Board Charter provides a clear description of the responsibilities of the Board, its Directors and the Board Committees as it is a primary source of reference for the Board on our governance practices and Board policies and guidelines. Matters requiring approvals from Board and/or Committees are provided in the Board Charter.

The Board reviews the Board Charter from time to time to ensure it remains relevant to the Company's objectives and strategies in alignment with current rules and regulations. During the year, several revisions were made to the Board Charter, which include enhancements to the Terms of Reference (ToR) of the Board Nomination and Remuneration Committee (NRC) arising from the refined list of Pivotal Positions in TM Group and updates to the Directors' Remuneration and Benefits policy.

Demarcation of Responsibilities between the Board, Board Committees and Management

The Board Charter clearly demarcates the roles and responsibilities of the Board, Board Committees and Management and identify the specific roles and responsibilities of the Chairman, Senior Independent Director (SID), Non-Executive Director (NED) and the Executive Director (ED). Clear demarcation of functions provides a balance of authority and control within the Board, eliminating the possibility of one individual or group dominating the decision-making process with the Board.

PRINCIPLE



BOARD LEADERSHIP AND EFFECTIVENESS

The positions of Chairman and MD/GCEO at all times are held by different individuals with clear and distinct roles as documented in the Board Charter. The composition of the Board committees was also reviewed in February 2022 upon considering the results of the 2021 Board Effectiveness Evaluation (BEE) and in line with the enhanced guiding principles on Directors' participation in Board committees. TM Chairman is not Chairman or member of any Board Committees and commencing 2022, BAC Chairman ceased to be a member of other Board committees.

Chairman

- Provides leadership to the Board and ensures its effectiveness
- Leads the Board in providing oversight of the Management
- Acts as liaison between the Board and Management and carries out other duties as requested by the Board as a whole, depending on need and circumstance
- Maintains an effective communication channel that enables both the Board and Management to communicate effectively with stakeholders of our Company
- Proactively engage with external stakeholders to promote the goals and objectives of the Company

- Tan Sri Mohammed Azlan Hashim continues to provide strong leadership to the Board and encourages participation of all directors for robust discussions and drives an open and consultative environment
- He balances all views and leads the Board to arrive at informed decisions
- Extensively involved in engagements with TM stakeholders, providing presence and support to the MD/GCEO in enhancing rapport with the Government and private sectors, whenever required
- NRC and the Board agreed that his leadership is a necessity to lead the Board and Management through the expected challenging 2023 and beyond and guide Management in realising the new growth areas
- Based on the BEE 2022 rating, the Board and Management have continued to rate him with higher score averaging at 4.5, testament of his strong leadership

Senior Independent Director

- Leads confidential discussions with other Non-Executive Directors (NEDs) in any concerns which may not have been considered by the Board as a whole
- Provides an alternative channel of communication for shareholders and other stakeholders to convey their concerns and issues
- Promotes high standards of corporate governance and ensures that the Company's obligations to shareholders are understood and complied with

- Tunku Afwida Tunku Dato' A.Malek continues to play a strong role as a SID in upholding integrity and governance. She is also a sounding board for the Chairman and acts as an intermediary for other directors, when required
- While specific session with NEDs was not held during the year, SID was appointed as Chairperson in Board meetings, in situation of conflicts of interest involving Chairman and other Interested Directors

Executive Director

- Implements the broad policies approved by the Board and to report and discuss at Board meetings all material matters currently or potentially affecting the Group and its performance, including all strategic projects and regulatory developments
- Ensures the smooth running of the day-to-day operations of the Company
- Maintains an effective communication channel that enables both the Board and Management to communicate effectively with stakeholders of the Company

- Dato' Imri Mokhtar continues to lead the Management team and focuses on the business and day-to-day management of the Company
- Provides the required leadership especially in formulating TM's 2021-2023 Transformation Plan ensuring alignment with the Board's priorities and expectations. Successfully drove the Company's turnaround in the past two (2) years
- Lead the Management team in identifying new growth areas in ensuring TM's sustainability as a company
- Played key role as an effective spokesperson and public face of TM, with successful engagement with investors and media



PRINCIPLE



BOARD LEADERSHIP AND EFFECTIVENESS

Fostering Commitment of the Board

The Board's commitment is evidenced by the attendance and time spent at Board and Committee Meetings. In this respect, all the Directors attended more than 90% of Board meetings held, above the minimum threshold stipulated under Paragraph 15.05 of the Main LR. Attendance at Board Committees is above 80%, reflecting the commitment provided by the Directors. Circular resolutions are also issued to approve urgent proposals. To enable Directors to plan their participation in Board and Committee meetings, the annual meeting schedule and establishment of key board agenda were presented to the Board and shared with all Directors at the beginning of the year.

Summary of Board and Board Committees' memberships, number of meetings, attendance and time spent during 2022:

Board Meeting

Total Number of Meetings **18**

Tan Sri Mohammed Azlan Hashim	18/18
Dato' Imri Mokhtar	18/18
Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin	18/18
Dato' Mohamed Nasri Sallehuddin	18/18
Muhammad Afhaz Abdul Rahman	18/18
Tunku Afwida Tunku Dato' A.Malek	18/18
Balasingham A. Namasiwayam	18/18
Hisham Zainal Mokhtar	17/18
Saheran Suhendran	17/18
Datuk Siti Zaayah Md Desa	17/18
Rossana Annizah Ahmad Rashid	18/18

Board Meeting Hours
(including Board Retreats)

103 hours 40 minutes

Nomination and Remuneration Committee

Total Number of Meetings **6**

Tunku Afwida Tunku Dato' A.Malek	6/6
Dato' Mohamed Nasri Sallehuddin	6/6
Datuk Siti Zaayah Md Desa	6/6
Rossana Annizah Ahmad Rashid (Appointed 1/2/22)	5/5
Balasingham A. Namasiwayam (Resigned 1/2/22)	1/1

Nomination and Remuneration
Committee Meeting Hours

39 hours 55 minutes

Board Audit Committee

Total Number of Meetings **13**

Hisham Zainal Mokhtar	13/13
Tunku Afwida Tunku Dato' A.Malek	12/13
Saheran Suhendran (Appointed 1/2/22)	12/12
Rossana Annizah Ahmad Rashid (Appointed 1/2/22)	12/12
Balasingham A. Namasiwayam (Resigned 1/2/22)	1/1

Board Audit Committee
Meeting Hours

44 hours 05 minutes

PRINCIPLE



BOARD LEADERSHIP AND EFFECTIVENESS

Board Tender Committee

Total Number of Meetings 10

Datuk Siti Zauyah Md Desa	10/10
Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin	10/10
Balasingham A. Namasiwayam	10/10
Muhammad Afhzal Abdul Rahman (Appointed 1/2/22)	9/9
Dato' Mohamed Nasri Sallehuddin (Resigned 1/2/22)	1/1

Board Tender Committee Meeting Hours

36 hours 00 minutes

Board Risk Committee

Total Number of Meetings 11

Balasingham A. Namasiwayam	11/11
Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin	11/11
Dato' Mohamed Nasri Sallehuddin (Appointed 1/2/22)	10/11
Tunku Afwida Tunku Dato' A.Malek	9/11
Saheran Suhendran	11/11

Board Risk Committee Meeting Hours

25 hours 30 minutes

Key focus areas/matters reviewed and deliberated by the Board in 2022

Strategic Business Direction including strategic projects and future growth

- Business strategy of various sectors within the Group
- Budget and AOP for the Group for FY2022
- Strategic Projects: M&A and inorganic proposals
- Establishment of new digital business subsidiary
- Mobile strategy
- Divestment proposals
- DNB Equity Participation and Access Agreement
- Creating a future ready brand
- TM Group reorganisation
- New growth areas in ensuring TM Group Sustainability
- Mandatory Standard on Access Pricing (MSAP)

Financial and Performance Management

- Financial results review including BAC Reports
- Quarterly Business Review
- Corporate Finance Matters

Human Capital Management

- Review of Composition of Board Committees and TM Directors' Directorships in Subsidiaries
- Board and Leadership Succession Plans
- Pivotal Positions Definition and related matters
- Voluntary Separation Scheme and Manpower Optimisation Plans
- Review of Performance Management Framework

Governance

- Review of Board Charter and ToR of Board Committees
- BEE Exercise and Actionable Improvement Programme for the year
- Review of Board Remuneration
- Corporate Governance Disclosures in FY2021 Integrated Annual Report (IAR)
- Annual General Meeting updates and post mortem

Risk Management

- Monitor Enterprise Risk Management (ERM) framework and policies
- Review of strategic investment proposals in relation to assessment related key risks and mitigation plans

ESG

- Group Sustainability Framework
- Monitor ESG Execution Plans
- ESG Rating and Engagements



PRINCIPLE



BOARD LEADERSHIP AND EFFECTIVENESS

Internalising Governance and Integrity

The Board firmly believes that strong ethics and integrity are the building blocks of a sustainable business. It facilitates the Board to protect the interests of our stakeholders and partners from fraud and corruption, which in turn translate into higher economic growth. The Board adopts a top-down strategy to incorporate TM's values of good governance and accountability from the leadership level and cascades across the Group.

The Group has in place a robust CBE, Anti-Corruption Guide and Whistle Blowing Policy that set out sound principles and standards of good practice, to be observed by our Directors, employees and suppliers. These documents cultivate awareness and instil anti-corruption culture, while creating a value of integrity, transparency and accountability throughout our operations.

Details of the above can be referred in the Integrity section of this IAR.

Board Commitment to ESG

The Board has strengthened Groupwide sustainability management with the establishment of the 2022-2024 Sustainability Blueprint. The blueprint has been aligned with TM's Strategic Shift 2022-2024, to bring TM's sustainability to the next stage, at par with other major players and create a competitive advantage with a transition to sustainable business practice.

Details of TM's ESG targets and initiatives can be referred to the Sustainability section of this IAR.

BOARD COMPOSITION

There is no change to the Board's composition during the financial year 2022 and up to 15 March 2023. The Board comprises ten (10) NEDs and one (1) Managing Director who is also the GCEO of the Company. From 11 Directors, six (6) are Independent Non-Executive Directors (INEDs). Other than the nominee of the Special Shareholders, none of the Directors appointed any alternate directors. The Board composition represents a mix of skills, knowledge and expertise relevant to TM's business.

The Board composition complies with Paragraph 15.02(1) of the Main LR, with more than one-third of the directors are independent i.e. 54%. During the year, Clause 104(a) of the Company's Constitution was amended to provide flexibility for the Board to appoint a new independent director within three (3) months per Paragraph 15.02(3) of the Main LR, should its number fall below majority, allowing sufficient time to thoroughly assess suitable independent candidates.

Details of the Directors, including their qualifications, experience and details on duration of their service (up to date of this report), can be referred to in the Directors' Profile section of this IAR.

Representing the Interest of TM's Special and Major Shareholders

- ▶ Tan Sri Mohammed Azlan Hashim
- ▶ Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin
- ▶ Dato' Mohamed Nasri Sallehuddin
- ▶ Muhammad Afhaz Abdul Rahman
- ▶ Iszad Jeffri Ismail
(Alternate to Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin)

Participation on behalf of Management and Representative of Special Shareholder

- ▶ Dato' Imri Mokhtar

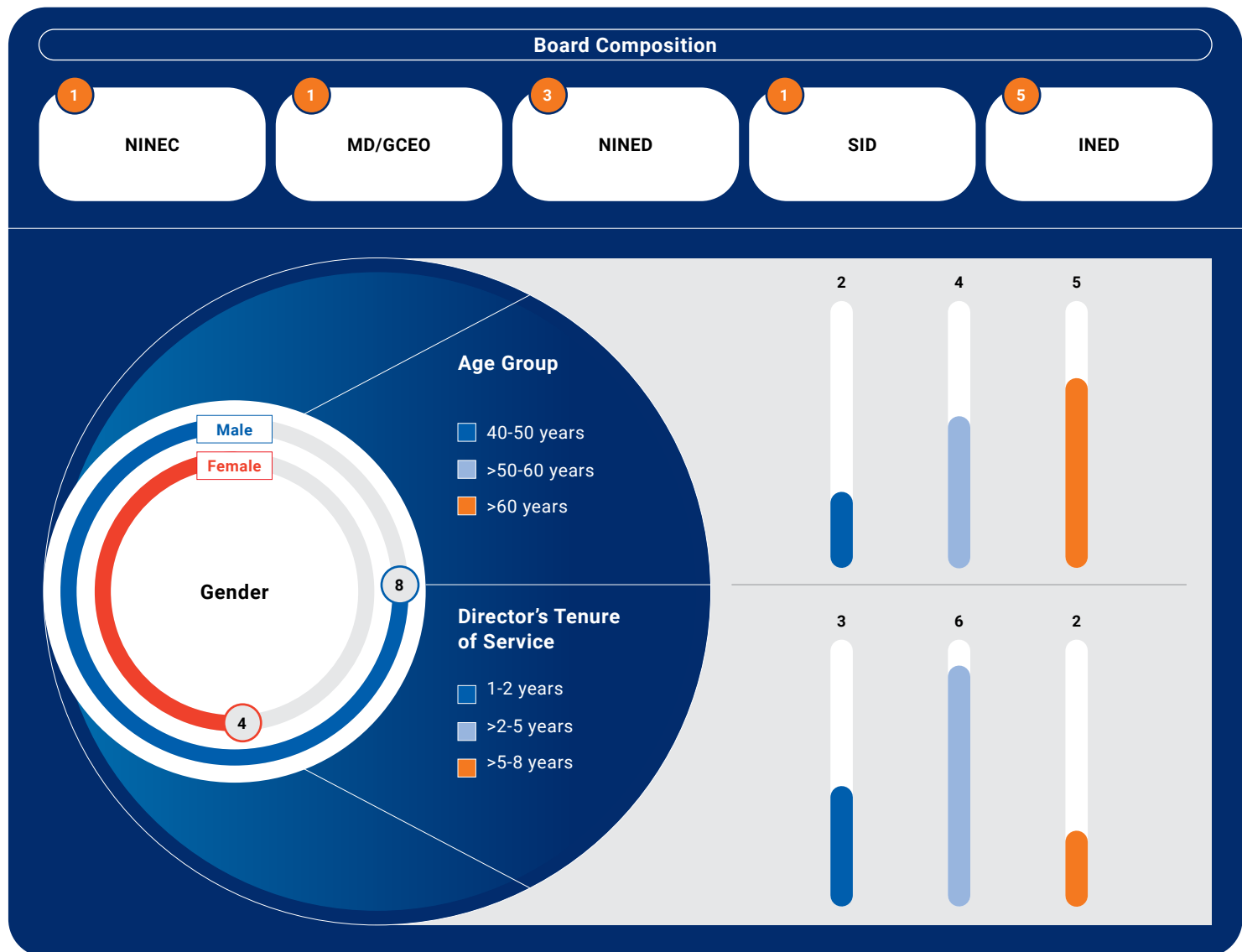
Representing Minority Shareholders and the Public

- ▶ Tunku Afwida Tunku Dato' A.Malek
- ▶ Balasingham A. Namasiwayam
- ▶ Hisham Zainal Mokhtar
- ▶ Saheran Suhendran
- ▶ Datuk Siti Zauyah Md Desa
- ▶ Rossana Annizah Ahmad Rashid

PRINCIPLE



BOARD LEADERSHIP AND EFFECTIVENESS



Board Skills and Expertise

NRC supported the Board in undertaking the responsibility to review and ensuring that the respective elected Directors have the right mix of skills, competencies, experience and other qualities required for them to perform in a highly competitive telecommunication environment.

The Board's major areas of skills and experience based on the Director's BEE 2022 Self-Assessment are as follows:



In view of the fast paced technological changes in the telecommunication industry, the Board kept abreast with the relevant changes by attending more industry related training and courses during the year. Our Directors spent a total of 297 hours for industry related courses compared to 96 hours in 2021.



PRINCIPLE

A

BOARD LEADERSHIP AND EFFECTIVENESS

Domain Expertise

Technical skills based on academic qualifications or roles played such as Accountant, Lawyers

- Business/Management
- Finance
- Economics

Financial and Performance Management

Industry involvement through previous held positions

- Financial Services/Banking
- Professional Services
- Public Services
- Digital Technology

Board Succession Planning and Appointment

Board Independence

The Board with the advice from NRC assesses the independence of Directors, including the NEDs on an annual basis and prior to their reappointment via the BEE. The Directors' skills, experience, contributions as well as their backgrounds and family relationships were considered to determine whether the Directors can continue to bring the independency and objective judgement to the Board. Other criteria as defined under Paragraph 1.01 of the Main LR was also applied in assessing the INEDs independence, which include being independent of management, free from any business or other relationship which could interfere with the exercise of independent judgement or the ability to act in the best interests of the Company and also being independent of the major shareholders.

Disclosure on Interest

Directors are well aware of the need to disclose their interest or any possible conflicts of interest on any matter put forth for the Board's consideration. Any interested Director shall not participate and abstain from deliberation to allow unbiased and free discussion and decision-making.

Compliance to MCGG

The Board has adopted Practice 5.4 of the MCGG on the limitation of nine (9) years cumulative tenure for INED without further extension. As at the date of this IAR, none of our INEDs' tenure exceed the cumulative term limit of nine (9) years.

Board Diversity

The Board is steadfast in maintaining diversity and inclusion in its composition and decision-making process. In this regard, the Board views that diversity is not limited only to gender, but encompasses ethnicity/race, nationality, religious beliefs, cultural or socio-economic backgrounds and age. Aligning a diverse range of skills and experience is an important aspect of good governance and a pre-requisite for a constructive and challenging Board. The Board also assesses boardroom diversity in terms of experiences, skills and competencies to enable the Company to maximise business and governance performance. The existing number of female directors on the Board is four (4) comprising 36% of the total number of directors.

The Board believes the existing appointment process of new members is adequate, with relevant assessment on skills set, experience, competency and knowledge of the individual candidate with gender diversity forming a vital consideration in the selection of potential candidates. The Board will identify suitable candidates as Directors on continuous basis to fulfil any vacancy as and when required.

Formal and transparent procedure for the appointment of new directors is embedded in the Company's Constitution. The Board recognises that an effective board should include the right group of people, with an appropriate mix of skills, knowledge, experience, independent elements, age, cultural background and gender that fit

the Company's objectives and strategic goals. All nominees to the Board are first assessed by the NRC, taking into account the mix of skills, competencies, experience and other qualities required in line with the fit and proper policy before they are recommended to the Board.

NRC is delegated with the role of screening and conducting an initial selection, which include external searches, whenever required, before making a recommendation to the Board. NRC evaluates the nominees' ability to discharge their duties and responsibilities before recommending their appointment as Directors to the Board for approval.

A typical TM Board appointment process is depicted below:

Stage 1	Identify gaps/skill sets required from BEE results
Stage 2	Identify candidates
Stage 3	Evaluation of identified candidates
Stage 4	Deliberation by NRC
Stage 5	Recommendation to TM Board
Stage 6	TM Board's approval

PRINCIPLE



BOARD LEADERSHIP AND EFFECTIVENESS

The Board has conducted an assessment on the Directors' performance and contribution based on the Self and Peer Assessment results via the BEE, which include fit and proper assessments, as well as the independence of the Independent Directors who are seeking re-election at this 38th AGM.

The assessment includes the Directors' understanding of the fundamental issues affecting TM and its stakeholders, participation and contribution to the Board deliberations, their character, integrity, competency and commitment. The level of independence demonstrated by the Independent Director and his/her ability to act in good faith and the best interests of the Company in decision-making were also considered. The Board is satisfied that they complied and satisfied the independence criteria as required by the Main LR which is also provided in the Board Charter.

TM'S CONSTITUTION

Clause 106(2)

Any Director appointed shall hold office only until the next AGM and shall then be eligible for re-election.

No new director was appointed during the year.

Clause 112

All Directors shall retire from office once at least every three (3) years, but shall be eligible for re-election. At every AGM of the Company, one-third of the Directors of the Company for the time being or if not a multiple of three (3), nearest to one-third, shall retire by rotation.

At the forthcoming 38th AGM, four (4) Directors are to retire in accordance with Clause 112 of the Constitution:

Dato' Shazril Imri Mokhtar

Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin

Hisham Zainal Mokhtar

Datuk Siti Zauyah Md Desa

Dato' Shazril Imri Mokhtar, our MD/GCEO, has strong understanding of TM's business and culture and recognises the fundamental issues affecting TM. He has been instrumental in formulating and launching TM's three (3)-year Strategic Transformation Programme and as a result, TM has achieved significant revenue growth in 2021 and 2022. He has demonstrated strong technical and industry knowledge, leadership acumen, ability to lead the Management team and is focused on key deliverables. Dato' Imri has clear purpose of balancing the roles of PLC and GLC as well as nation building to support the nation's Digital Malaysia aspiration. Based on the 2022 BEE's peer assessment, he was rated favourably in the areas being assessed and the NRC and Board recommended his re-election.

Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin, NINED, has strong principles on governance and integrity. She actively participates in Board's deliberations and is confident in raising any issue or concern before arriving to a decision. She has demonstrated independence of judgment and provided valuable inputs in the Board discussions. Based on the BEE peer assessment, she was rated favourably and NRC and the Board recommended her re-election.

Hisham Zainal Mokhtar, INED and BAC Chairman, is objective and inquisitive in his assessment of any subject matter put forth for discussion and provides valuable inputs for the Board's deliberation. Based on the BEE's peer assessment, Hisham was rated favourably in most of the areas being evaluated. The NRC and Board were of the opinion that Hisham is essential to the Board mix and recommended his re-election.

Datuk Siti Zauyah Md Desa, INED and BTC Chairman, has extensive experience in finance, budgetary, banking and investments having served in various senior positions in the Government sector. In view of her experience, she was appointed as Chairman of a subsidiary lending her input and experiences to management. She works constructively with peers and management. Based on the BEE's peer assessment, NRC and Board were of the opinion that she adds value and diversity to the Board and recommended her for re-election.



PRINCIPLE



BOARD LEADERSHIP AND EFFECTIVENESS

BOARD EFFECTIVENESS AND TRAINING

Board Effectiveness Evaluation (BEE) and Board Management Effectiveness Programme (BMEP)

The 2022 BEE is conducted internally by the Group Company Secretarial Division (GCSD) to ascertain the overall level of effectiveness of the Board and identify areas of improvement for the Board. The BEE form was enhanced following feedbacks from Directors and additional questionnaires on ESG initiatives, as well as taking into consideration the Corporate Governance Guide.

In addition, the BMEP Survey, an assessment tool to measure the strength of selected Pivotal Positions' (C-levels) working relationship and engagement with the Board, adopted during the 2021 assessment, was also implemented during the financial year. For 2022, the BMEP Survey was also conducted on the Group Company Secretary. The results of the BMEP survey is incorporated in the Pivotal Positions and Group Company Secretary's Key Performance Indicators (KPI) Scorecard.

Further to the BEE 2021 findings and recommendation, action plans recommended were implemented and duly completed in 2022, namely:

Strengthen the Board's composition, structure and diversity

Optimising Board Committees to drive future goals

Review the composition of Board Committees

All 11 directors and eight (8) Senior Management members participated in the 2022 BEE. GCSD has acted professionally and maintained an objective evaluation methodology in the 2022 BEE assessment. Candid assessment by the Directors are well kept to maintain the confidentiality of the feedback givers. The findings are then presented to the NRC and Board for discussion. The Board believes that the process was well managed without any due interference from Directors and Management.

Section 1

Board Leadership and Effectiveness

Evaluation on the overall performance of Board, Chairman and MD/GCEO

Section 2

Board Committees' Evaluation

Evaluation on the effectiveness of Board Committees

Section 3

Board & Directors' Self/Peer Assessment

Evaluation on the Individual Board Member's contribution to the Board and aspects on personal qualities and attributes as well as fit and proper policy

Section 4

Self-Assessment of Board Skills Matrix and Experience

Holistic view and appreciation of Board members' skill set and corporate experience

Key Areas

- Corporate Strategy & Direction Setting
- Board Governance & Oversight
- Board Composition
- Boardroom Conduct & Dynamics
- Board Management & Operation
- ESG

The 2022 BEE revealed that the Board has provided strategic guidance and effective monitoring. The Board critically evaluates management's proposals and is astute in deliberating and challenging the recommendations. The Board ensures that the integrity of the Company is aligned to financial and regulatory requirements and internal processes. The Board is consistent on the need to continue to keep abreast of developments and initiatives in relation to ESG. The BEE also indicated that the Board's management and operation have been sufficiently addressed in 2022.

The BEE also assesses the effectiveness of the Board Committees, particularly their ToR, structure and processes, members' accountability and responsibility as well as relationship and interface between the Chairman and stakeholders. All Board Committees are rated 4.0 and above indicating that the Committee members have discharged their duties and responsibilities well with commitment and professionalism and areas of improvements were shared with the Committees.

Self and Peer Evaluation are conducted to assess each Director's professional competency, attributes and personality. Directors' Peer Evaluation overall results are rated 3.8 and above.

PRINCIPLE



BOARD LEADERSHIP AND EFFECTIVENESS

Board Training Programme (BTP)

TM has in place a BTP since 2021. The BTP has been accounted as part of the Board Agenda at Board Meetings to provide equal opportunities for all Board members to keep themselves abreast with current developments in the marketplace. Directors were also provided with opportunities to attend TM programmes and other external programmes/seminars on the areas related to their functions/roles for continuous development and to facilitate them to discharge their duties effectively.

In addition, the aforesaid programme has also been tailored for Board committees as part of knowledge sharing programme to enhance members' skill sets based on the requirements of the respective Committees.

Details of the training attended by the Board are further elaborated in the CG Report.

DIRECTORS AND SENIOR MANAGEMENT'S REMUNERATION

The Board ensures that the Group's remuneration policy remains competitive and equitable. The remuneration packages have been carefully aligned with industry practices taking into account the appropriate calibre of each talent, while upholding the interest of our shareholders.

The policy and framework for the overall remuneration of the ED and NEDs are reviewed against market practices by the NRC, following which recommendations are submitted to the Board for approval.

Non-Executive Chairman (NEC) and Non-Executive Directors (NEDs)

NEC and NEDs' remuneration package is determined by the Board as a whole. Director's fee is based on a standard fixed fee while meeting allowances are paid based on attendances at Board and Committee meetings.

NEC	NED	SID*
Fee: RM360,000 per annum @ RM30,000 per month	Fee: RM240,000 per annum @ RM20,000 per month	Fee: RM27,000 per annum @ RM2,250 per month

Notes:

* On top of NED fees.

The above fee was approved by the shareholders at the 37th AGM and effective from the date of the 37th AGM until the next AGM of the Company. No revision is proposed to the existing Directors Fees. The NEC and NEDs are not entitled to participate in any employees share scheme or variable performance-linked incentive schemes.

TM has also in place a Subsidiary Tiering Framework (STF) which categorises TM subsidiaries into tiers based on its business importance, shareholding structure and profit contribution and also governs the remuneration for TM subsidiaries, whereby Directors' Fee for Tier 1 Subsidiaries has been maintained at 50% of TM Board Remuneration Framework. Subsidiaries' affordability is also considered.

The benefits payable applicable to NEC and NEDs based on the Directors' Remuneration and Benefits Policy are meeting fee, emoluments and claimable benefits. The prevailing quantum for the said benefits are stipulated below:

I Meeting fee structure for Board and Board Committees:

Meeting Allowance per Attendance (RM)					
	Board	BAC	NRC	BTC	BRC
Chairman	5,000	4,750	2,500	3,250	2,500
NED	3,000	2,500	2,000	2,500	2,000

II Meeting fee for TM subsidiaries:

Category of TM Subsidiaries	NEC	NED	Committee Fee	
	Meeting Fee (RM)	Meeting Fee (RM)	Chairman Meeting Fee (RM)	Chairman Meeting Fee (RM)
Tier 1	1,500	1,000	500	500
Other Subsidiaries	1,500	1,000	Nil	Nil

**PRINCIPLE A BOARD LEADERSHIP AND EFFECTIVENESS**

- III Customary benefits such as claimable benefits on leave passage, business equipment, telecommunication bills, insurance and medical coverage.
- IV Meeting attendance allowances are payable to NEDs only and payable for each Board and/or Board Committee meeting held on per meeting basis. The said allowances are payable to Alternate Director who attend meetings in the absence of his substantive Director.

Shareholders' approval will be sought at the coming 38th AGM for the payment of Directors' fees and any benefits payable to NEDs according to Section 230(1) of the CA 2016.

Details of the total remuneration of each Director of the Company received from TM Group of Companies, categorised into appropriate components for the financial year ended 31 December 2022, are as follows:

NAME OF DIRECTORS	SALARY	VARIABLE PAY	ALLOWANCE	BENEFIT IN KIND	TOTAL AMOUNT
			TM		
	RM	RM	RM	RM	RM
NON-INDEPENDENT AND EXECUTIVE DIRECTOR					
Dato’ Shazril Imri Mokhtar (ED/GCEO)	2,508,715.00 ^a	1,118,500.00 ^b	60,000.00 ^c	282,556.83	3,969,771.83
TOTAL AMOUNT	2,508,715.00	1,118,500.00	60,000.00	282,556.83	3,969,771.83

NAME OF DIRECTORS	FEE		ALLOWANCE		BENEFIT IN KIND RM	TOTAL AMOUNT RM
	TM	SUBSIDIARY	TM	SUBSIDIARY		
	RM	RM	RM	RM		

NON-INDEPENDENT AND NON-EXECUTIVE DIRECTORS

Tan Sri Mohammed Azlan Hashim	360,000.00	-	81,000.00	-	95,859.89	536,859.89
Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin	240,000.00	-	98,500.00	-	123,243.94	461,743.94
Dato' Mohamed Nasri Sallehuddin	- ^d	- ^d	-	-	53,680.15	53,680.15
Muhammad Afhzal Abdul Rahman	240,000.00 ^e	105,000.00 ^e	96,000.00	4,000.00	60,956.25	505,956.25

INDEPENDENT AND NON-EXECUTIVE DIRECTORS

Tunku Afwida Tunku Dato' A. Malek	413,214.29 ^f	120,000.00	178,500.00 ^f	3,000.00	97,267.10	811,981.39
Balasingham A. Namasiwayam	255,000.00 ^f	315,693.55	124,500.00 ^f	14,000.00	92,492.03	801,685.58
Hisham Zainal Mokhtar	240,000.00	23,035.71	113,750.00	4,500.00	86,068.57	467,354.28
Suhendran Sockanathan	240,000.00	-	111,000.00	-	80,573.13	431,573.13
Datuk Siti Zauyah Md Desa	240,000.00	150,000.00	120,250.00	-	69,837.35	580,087.35
Rossana Annizah Ahmad Rashid	350,000.00 ^f	155,000.00	118,000.00 ^f	6,000.00	75,973.55	704,973.55

ALTERNATE DIRECTORS (NON-INDEPENDENT AND NON-EXECUTIVE DIRECTOR):

Iszad Jeffri Ismail (Alternate to Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin)	-	-	-	-	6,729.99	6,729.99
TOTAL AMOUNT	2,578,214.29	868,729.26	1,041,500.00	31,500.00	842,681.95	5,362,625.50

Notes:

- a Inclusive of Company's contribution to provident fund.
- b Bonus payment.
- c Car allowances in lieu of provision of company car.
- d In line with Khazanah Nasional Berhad's policy, no fee or allowance was paid in FY2022.
- e 50% of director's fees paid directly to EPF.
- f Inclusive of fees and allowances received from TM on behalf of a subsidiary.

MD/GCEO and Senior Management of Group

MD/GCEO and Senior Management are paid salaries, allowances, performance-based incentives including short-term bonus and long-term incentive plan and other customary benefits as appropriate. A significant portion of the compensation package has been made variable depending on the Company's performance during the financial year, which is based on the individual KPIs and aligned to TM's Group and Divisional Scorecards.

PRINCIPLE A BOARD LEADERSHIP AND EFFECTIVENESS

Key elements of TM's remuneration package for Senior Management are summarised below:

Fixed elements

- Base salary: Supports the recruitment and retention of Senior Management of the calibre required to implement our strategy. Reflects the individual's skills, experience, performance and role within TM Group.
- Fixed allowances: Provides a simple competitive alternative to the provision of itemised benefits and pension, not linked to base salary.
- Other benefits: Provides certain benefits on a cost-effective basis to aid attraction and retention of Senior Management.

Performance-related elements

- Short-term bonus: Incentivises YoY delivery of stretching short-term financial, strategic and operational objectives and personal performance objectives selected to support our annual business strategy and the ongoing enhancement of shareholder value. The ability to recognise performance through annual bonus enables us to control our cost base flexibly and react to events and market circumstances.
- Long-term incentive plan (LTIP): The LTIP encourages Top and Senior Management to focus firmly on the sustained delivery of high performance results and sustainable returns for shareholders over the longer term and at the same time to encourage performance culture and as a retention tool.

TM believes in performance culture as well as an appropriate balance of risk and reward. Therefore, remuneration at TM is based on the following principles:

Principle 1

ALIGNMENT WITH SHAREHOLDER INTERESTS

The remuneration package should comprise an appropriate balance of fixed and performance related elements paid over time that properly aligns with long-term Group strategy and shareholders' interests

Principle 2

PAYING COMPETITIVELY

The overall remuneration package offered to Top and Senior Management should be sufficiently competitive to attract and retain highly experienced and talented individuals, without paying more than is necessary

Principle 3

PAY FOR SUSTAINABLE PERFORMANCE

Acknowledging that success is not only measured by delivering financial returns, remuneration package should be determined on the basis of a combination of financial and non-financial factors that reflect both the current and longer term

Principle 4

PREVENTING INAPPROPRIATE RISK-TAKING

We believe that our risk management process provides the necessary control to prevent inappropriate risk-taking. The overall remuneration plan should incorporate appropriate governance processes and procedures as well as consequences for breach of governance

The NRC reviews the performances of the MD/GCEO as well as that of the Pivotal Positions and the Group Company Secretary on annual basis and recommends to the Board suitable adjustments to their remuneration and/or reward payments, reflecting their contributions for the year. The performance assessment considers both, quantitative and qualitative perspectives via the KPI Scorecard, face-to-face performance review and leadership competencies (SUCCESS) rating. These payments are competitive in line with the Group's corporate objectives and strategy.

The Pivotal Positions include direct reports to GCEO and positions that are critical to TM's business, namely C-Suite Management members, Executive Vice Presidents of Lines of Business (LoBs). NRC may also

determine any other positions that are deemed strategic to the Company from time to time.

GCEO has recused himself during deliberations on his performance rewards and remuneration review at NRC and Board meetings.

TM has adopted Practice 8.2 of the MCCG and disclosed the remuneration components of the top five (5) senior management on named basis since 2018. For the financial year 2022, the disclosure of the remuneration packages of the top five (5) senior management (excluding the MD/GCEO) as approved by the NRC and the Board (including fixed and performance-related elements) in year 2022 are reflected below:

RANGE OF REMUNERATION (RM)

NAME OF TOP 5 SENIOR MANAGEMENT OF GROUP

2,350,000 – 2,400,000

Ir Ts Azizi A Hadi, Chief Operating Officer

1,650,000 – 1,700,000

Razidan Ghazalli, Group Chief Financial Officer

1,600,000 – 1,650,000

Shanti Jusnita Johari, Chief Marketing Officer

1,400,000 – 1,450,000

Sarinah Abu Bakar, Chief Human Capital Officer

1,300,000 – 1,350,000

Tengku Muneer Tengku Muzani, Chief Strategy Officer

TM has in place a LTIP for all eligible employees and ED as approved by the shareholders at the Extraordinary General Meeting of the Company held on 28 April 2016. The main objectives of the LTIP are to encourage performance culture and as a retention tool. The LTIP comprises Restricted Share (RS) and Performance Share (PS) grants, whereby the main differences are on the eligibility of the employees in terms of their job grades in the Group, the performance metrics to be met, which will

be determined prior to the grant being made and the vesting periods of the Grant to the Eligible Employees.

There was no granting of new RS or PS pursuant to the LTIP during the financial year ended 31 December 2022 and no PS grants accorded to the MD/GCEO to date. Further details on the grants status to date are disclosed under Financial Statements on pages 82-87.

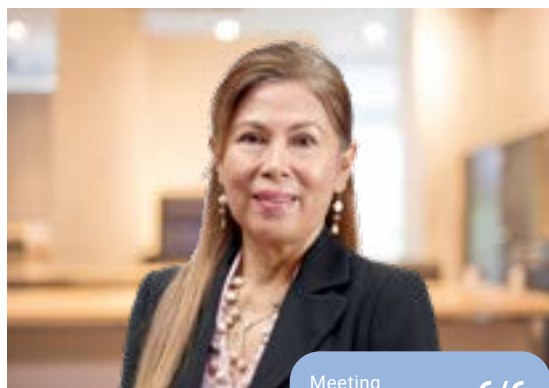


PRINCIPLE



BOARD LEADERSHIP AND EFFECTIVENESS

NOMINATION AND REMUNERATION COMMITTEE

Meeting
Attendance

6/6

TUNKU AFWIDA TUNKU DATO' A. MALEK

Senior Independent Director

Members:

Tunku Afwida Tunku Dato' A. Malek

[Meeting Attendance 6/6]

Senior Independent Director

Dato' Mohamed Nasri Sallehuddin

[Meeting Attendance 6/6]

Non-Independent

Non-Executive Director

Datuk Siti Zauyah Md Desa

[Meeting Attendance 6/6]

Independent Non-Executive Director

Rossana Annizah Ahmad Rashid

[Meeting Attendance 5/5]

[Appointed 1/2/22]

Independent Non-Executive Director

Former Member who served during the year under review:**Balasingham A. Namasiwayam**

[Meeting Attendance 1/1]

[Resigned 1/2/22]

Independent Non-Executive Director

Key objectives

The NRC carries dual role since its inception. The nomination and remuneration were combined for the purpose of expediency and practicality, whereby the same members are entrusted with both functions. In addition, NRC also oversees corporate governance matters.

Membership

Following the review of composition of Board Committees as approved by the Board, Rossana Annizah Ahmad Rashid was appointed as a new member and Balasingham A. Namasiwayam resigned effective 1 February 2022. The existing number of four (4) members was maintained, all of whom are NEDs, with majority being independent directors.

Tunku Afwida Tunku Dato' A. Malek, being the SID continues her role as Chairperson, effectively providing the needed leadership to the NRC.

Responsibilities

In executing its nomination function, NRC's primary role is to assist the Board in reviewing and determining its appropriate size and balance and ensuring the Directors bring characteristics to the Board which provide the required mix of responsibilities, skills and experiences. NRC ensures the Board composition meet the needs of the Company and develops, maintains and reviews the criteria to be used in the recruitment process and annual assessment of directors in line with the fit and proper policy.

NRC's primary remuneration function is to support the Board in maintaining, assessing and developing policy framework on all elements of the remuneration for EDs and Pivotal Positions including terms of employment, reward structure and benefits, with the aim to attract, retain and motivate, as well as maintaining and administering remuneration entitlements of the NEDs.

NRC also support the Board in ensuring efficiency and transparency of board governance matters primarily on BEE, Board Performance Improvement Programme and Board Operations, including other matters as may be directed by the Board.

NRC's powers, duties and responsibilities are stipulated in the Board Charter available in the Company's website at tm.com.my.

Main activities of NRC in 2022

Board Composition and Succession Planning

- Reviewed the overall size and composition of the Board and Board Committees as well as Directors' independence
- Reviewed the membership of TM Directors on subsidiaries' boards
- Reviewed the succession plan for the Board and Board Committees

Directors Pool and Reappointment of Directors

- Update the list of potential candidates in the Directors Pool based on the background, skills and experience for future appointments on the Board
- Considered the re-appointments and re-elections of TM Directors for the 37th AGM with reference to the Directors' fit and proper policy

Succession Planning of Pivotal Positions

- Reviewed the contract expiry and retirement of Pivotal Positions
- Reviewed the talent pool and succession plan for Pivotal Positions
- Assessed candidates for Pivotal Positions

PRINCIPLE



BOARD LEADERSHIP AND EFFECTIVENESS

Remuneration

- Reviewed the performance evaluation of MD/GCEO, Pivotal Positions as well as the Group Company Secretary against pre-set KPIs
- Reviewed the FY2021 Bonus Pool and Salary Increment for TM employees
- Assessed the FY2022 TM Group Scorecard and KPIs
- Assessed the FY2022 Scorecard for Pivotal Positions
- Considered the remuneration for newly appointed Pivotal Positions
- Assessed the eligibility for vesting of RS and PS shares pursuant to the LTIP
- Reviewed and enhanced the guiding principles for the FY2022 Scorecard for Pivotal Positions
- Reviewed the Voluntary Separation Scheme
- Reviewed the Performance Management Framework for MD/GCEO and Pivotal Positions
- Reviewed the Bonus Framework for TM Group

BEE

- Considered the implementation and scope of the BEE assessment for 2022
- Reviewed the results of the BEE exercise and deliberated the results with Chairman and Board for follow up actions
- Reviewed and enhanced the questionnaires of the BEE for FY2022
- Assessed the 2022 BEE Results

Governance

- Deliberated on the conduct of the 37th AGM ensuring compliance to relevant guidelines and best practices
- Updated on the status of Directors' continuing education programme in compliance with BTP
- Monitored the BTP as an agenda at the Board and Committees' meetings
- Observance and monitoring of governance requirements by the Directors pursuant to the Main LR and internal guidelines
- Periodic review of the Board Charter
- Amendments to NRC's ToR
- Reviewed the CG Overview Statement and CG Report for the IAR

NRC Effectiveness Review and Performance

Based on the 2022 BEE findings, Board acknowledged that NRC is relevant to TM Group's strategic direction and value add, with the members performing their duties and providing useful recommendations to the Board. NRC's composition provides the appropriate balance in terms of skills, knowledge and experience to uphold the interests of all stakeholders and to meet the needs of the Group.

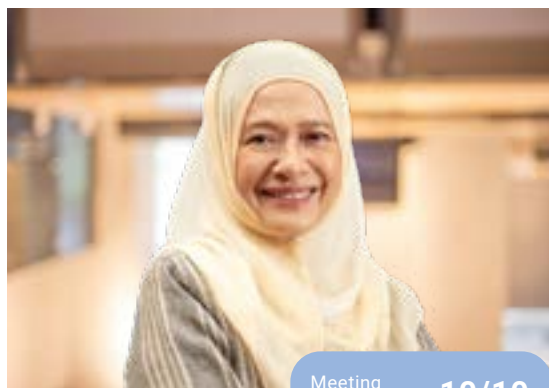


PRINCIPLE



BOARD LEADERSHIP AND EFFECTIVENESS

BOARD TENDER COMMITTEE

Meeting Attendance **10/10**

DATUK SITI ZAUYAH MD DESA

Independent Non-Executive Director

Members:

Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin

[Meeting Attendance 10/10]

Non-Independent

Non-Executive Director

Balasingham A. Namasiwayam

[Meeting Attendance 10/10]

Independent Non-Executive Director

Muhammad Afhzal Abdul Rahman

[Meeting Attendance 9/9]

[Appointed 1/2/22]

Non-Independent

Non-Executive Director

Iszad Jeffri Ismail

(Alternate Member to Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin)

Former member who served during the year under review:**Dato' Mohamed Nasri Sallehuddin**

[Meeting Attendance 1/1]

[Resigned 1/2/22]

Non-Independent

Non-Executive Director

Key objectives

BTC is tasked to consider all procurement proposals in TM Group based on the approved LoA in line with the Board's delegation of powers. BTC facilitates the Board in ensuring more transparent, efficient and faster decision-making process, whilst ensuring all procurement policies and procedures are fully adhered to.

Membership

The composition of BTC was last reviewed in February 2022. Dato' Mohamed Nasri Sallehuddin resigned and Muhammad Afhzal Abdul Rahman was appointed as new BTC member on 1 February 2022. Since then, there are no changes to the BTC compositions which composes of four (4) members.

Responsibilities

Key responsibilities are:

- Ensuring the procurement process is in accordance and complies with all applicable procurement ethics, policies and procedures
- Verify the validity of technical and financial capabilities of tenderers including their registration certificates with the relevant authorities
- Consider and approve or recommend offers which will benefit the Company and Group taking into consideration various factors, such as pricing, utilisation of goods/services, quantity, delivery/commissioning timeframes and other relevant factors
- Ensure the objectives of the Bumiputera Entrepreneurship Development Programme and Vendor Programme are achieved through strict monitoring of the performance and track records of the companies/vendors appointed under these programmes

The powers, duties and responsibilities of BTC are stipulated in the Board Charter available in the Company's website at tm.com.my.

BTC is supported by management procurement committees chaired by the MD/GCEO and GCFO, depending on the LoA accorded to them. The GCEO, CTIO and CPO are invited to attend throughout the BTC meeting and relevant process owners are invited to present Management's justifications for their respective procurement proposals to BTC.

Main Activities of BTC in 2022

- Deliberated on procurement proposals in accordance with the LoA
- Reviewed the Procurement Policies and Bumiputera Vendor Development Framework
- Briefed on technology updates, procurement plans and strategies
- Considered Group Procurement's performance reports, procurement updates and status summaries
- Identified strategic and critical procurement issues to be addressed

BTC Effectiveness Review and Performance

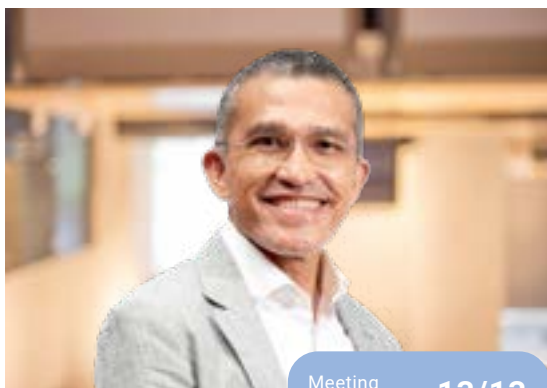
BTC has identified and addressed the gaps on procurement issues on continuous basis. Based on the BEE 2022 results, BTC has effectively discharged its roles as per the ToR and is relevant to the Group's strategic direction. Improvement actions are identified to further enhance its effectiveness moving forward.

PRINCIPLE

B

EFFECTIVE AUDIT AND RISK MANAGEMENT

BOARD AUDIT COMMITTEE



Meeting Attendance 13/13

HISHAM ZAINAL MOKHTAR

Independent Non-Executive Director

Members:

Tunku Afwida Tunku Dato' A. Malek

[Meeting Attendance 12/13]

Senior Independent Director

Saheran Suhendran

[Meeting Attendance 12/12]

[Appointed 1/2/22]

Independent Non-Executive Director

Rossana Annizah Ahmad Rashid

[Meeting Attendance 12/12]

[Appointed 1/2/22]

Independent Non-Executive Director

Former member who served during the year under review:**Balasingham A. Namasiwayam**

[Meeting Attendance 1/1]

[Resigned 1/2/22]

Independent Non-Executive Director

Key objectives

Assists the Board in fulfilling its oversight functions and responsibilities through independent review of financial information and reporting. BAC provides independent review on the effectiveness and efficiency of the Group's internal control and recommends corrective actions and enhancement processes. BAC also oversees ethics, integrity and governance matters within the Group under the purview of Group Integrity and Governance (GIG).

Membership

Since the last report and as at 15 March 2023, there are no changes on the BAC members which comprises of four (4) members, majority of whom are INEDs.

Hisham Zainal Mokhtar, a Chartered Financial Analyst was appointed as Chairman of BAC since 2020. As BAC Chairman and in line with the revised guiding principles on Directors participation in Board Committees, he does not sit on other Board Committees to maintain his independent oversight.

Tunku Afwida Tunku Dato' A. Malek is a member of the Malaysian Institute of Accountants (MIA) and a qualified Chartered Accountant with the Institute of Chartered Accountants in England and Wales (ICAEW), whilst Rossana Annizah Ahmad Rashid is a member of CPA Australia, thus complying with the requirement of Paragraph 15.09(1) (c)(i) of the Main LR.

Meanwhile, Saheran Suhendran, an experienced legal practitioner in the corporate sector brings in the viewpoint of legal aspects, further strengthen the BAC's composition. None of the BAC members are alternate Directors.

All BAC members, as shown by their profiles on pages 180 to 185, are financially literate. They have sound judgement, objectivity, independent attitude, management experience, professionalism, integrity and knowledge of the industry. With diverse skills and experience, they were able to discharge their duties responsibly.

Responsibilities

The ToR establishes the powers, duties and responsibilities of the BAC and is incorporated in the Board Charter which is accessible on the Company's official website at tm.com.my.

How the Committee operates

13 BAC meetings were held in 2022. The attendance at all BAC Meetings in 2022 fulfilled the requisite quorum as stipulated in its ToR. The BAC meetings were structured into two (2) deliberation clusters, ensuring efficient planning by Management and sufficient time spent for the members to deliberate and discuss the various matters.

GCEO, GCFO and Chief Internal Auditor (CIA) and the external auditors attended each meeting where the quarterly, half-yearly and year-end results were discussed.

Private sessions with the external auditors were held twice a year, without the presence of members of management, whilst private sessions with Group Internal Audit (GIA) were conducted as and when necessary. BAC Chairman also conducts regular informal discussions with GCEO, GCFO, CIA, the external auditors and the Chief Integrity and Governance Officer (CIGO) as and when required.

Company Secretaries and CIA act as joint secretariat for BAC meetings. Reports on the proceedings of the BAC meetings are presented to the Board while minutes of meetings are circulated to all members for comments prior to tabling at the subsequent BAC meeting for confirmation. Significant matters reserved for the Board's approval are tabled at TM Board meetings.

On 22 February 2022, a sub-committee under BAC, known as BAC+ was established to assist the Board to comprehensively assess the way forward for TM's Business Support System (BSS) whilst ensuring adequate governance processes are in place. In addition to the existing BAC members, Dato' Mohamed Nasri Sallehuddin, Muhammad Afhzal Abdul Rahman and Datuk Siti Zauyah Md Desa were appointed as additional BAC+ members. There were three (3) BAC+ meetings convened during the year. Upon conclusion of its objective and the Board has satisfied that the proposed mitigation plans, governance and holistic approach for the BSS had been fulfilled, BAC+ was dissolved on 24 August 2022.



PRINCIPLE

B

EFFECTIVE AUDIT AND RISK MANAGEMENT

Main Activities of BAC in 2022 (and up to the date of this report)

1. Financial Reporting

- a) Noted and deliberated on the recommendation of the Best Practices Committee (BPC) on the Company's quarterly financial performance and statements.
- b) Reviewed the quarterly financial statements of TM Group in compliance with Malaysian Financial Reporting Standards (MFRS) 134 and the Main LR prior to recommending the same for approval by TM Board.
- c) Reviewed the draft announcements of the quarterly financial results to Bursa Securities, to ensure compliance with applicable accounting standards in Malaysia and other legal and regulatory requirements prior to tabling to the Board for approval.
- d) Discussed the quarterly internal audit reviews to ensure compliance with MFRS 134.
- e) Reviewed and recommended for the Board's approval, the audited financial statements of TM Group for the financial year ended (FY) 31 December 2022. BAC concluded that the financial reports presented a true and fair view of the Company's financial performance for the year and complied with regulatory requirements.
- f) Assessed and recommended the dividend payouts in line with the Company's dividend policy ensuring compliance with the provisions of the CA 2016.

2. Internal Control

- a) Deliberated on the Directors' Statement on Risk Management and Internal Control (SORMIC), which was reviewed by the external auditors, in February 2022 and 2023 for inclusion in the IAR 2021 and 2022.
- b) Reviewed the reports on the adequacy, effectiveness and reliability of internal control systems based on controlled self-assessments performed annually by the Management of the LoBs and subsidiaries.
- c) Deliberated and monitored the progress and status of the audit issues for TM Group raised by both internal and external auditors, respectively.
- d) Deliberated on the reports from the BPC, a BAC sub-committee headed by the GCFO in ensuring compliances and best practices for TM Group in terms of statutory, regulatory and financial standards in TM Group's disclosures.
- e) Monitored specific issues or concerns affecting the Company's efficiency and performance until BAC was satisfied sufficient controls were in place.

3. External Audit

- a) Reviewed the external auditor's report for the FY 31 December 2021 and FY 31 December 2022 and the respective 2021 and 2022 SORMIC before recommending to TM Board for approval.
- b) Reviewed the Management Letter Recommendation (MLR), together with Management's response to the findings. The audit issues raised by the external auditors were deliberated and monitored by GIA and Group Finance. The activity, status and progress thereof were reported on a quarterly basis to BAC by CIA and GCFO.

- c) Recommended the re-appointment of external auditors for the Board's consideration. The shareholders at the 37th AGM approved the reappointment of Ernst & Young PLT (EY) for the FYE 31 December 2022. Board also accepted BAC's recommendation for EY's reappointment for the FYE 31 December 2023 for shareholders' approval at the forthcoming 38th AGM.

- d) Reviewed the 2022 external auditor's audit plan for TM Group.

- e) Reviewed and monitored the non-audit services provided by the external auditors while ensuring there was no impairment of independence or objectivity.

GCFO was authorised by BAC to approve the proposed non-audit engagement valued below 50% of the cumulative value of statutory audit fee for the current year and to report such engagement to BAC at every quarter.

Non-audit service fees paid to the external auditors and member firms of EY during the year and the value relative to the statutory audit fees are as follows:

	Company (RM'000)	Group (RM'000)
2022 Audit Fees		
• Statutory Audit	1,367.9	2,800.0
• Other Audit Related Services	400.0	400.0
Total Audit and Audit Related Services	1,767.9	3,200.0
2022 Non-Audit Fees		
• Other services approved in previous financial years	198.0	198.0
• Consultancy services approved in current financial year	532.0	534.8
Total Non-Audit Fees	730.0	732.8
Percentage of Non-Audit Fees over Statutory Audit & Other Audit Related Services & Fees	41.3%	22.9%

The Group and Company engaged the external auditors and its affiliates for the following non-audit works:

- Special review of billing system migration; and
- Tax advisory and compliance services.

4. Internal Audit

- a) Reviewed the internal audit plan and its budget to ensure adequate scope and comprehensive coverage of the Group's activities.
- b) Reviewed the 2022 KPI targets, performances, competency and resources of the internal audit functions to ensure that, collectively, GIA has the required expertise and professionalism to discharge its duties.
- c) Assessment of performance evaluation of CIA in line with requirements of BAC ToR.
- d) Deliberated on the internal audit reports, audit recommendations and Management's action plan.

PRINCIPLE

B

EFFECTIVE AUDIT AND RISK MANAGEMENT

- e) Reviewed Management's implementation of the internal audit recommendations on outstanding issues on a quarterly basis to ensure that all key risks and control weaknesses were being properly addressed.
- f) Ensured the internal audit personnel are free from any relationships or conflicts of interest, which could impair their objectivity and independence, whether the function is carried out in accordance with a recognised framework and other general information on GIA and its resources.
- g) Reviewed the assistance and co-operation given by TM's officers to the Internal Auditors.

5. RPTs, Recurrent Related Party Transactions (RRPTs) and Conflicts of Interest

- a) Reviewed RPTs and possible conflict of interest transactions, ensuring they were in the best interest of TM, fair and reasonable, on normal commercial terms and not detrimental to the interest of the minority shareholders. Based on the approved RRPT mandate, BAC concurred reasonable controls were in place to monitor and track the RRPT amount transacted during the year.
- b) Reviewed the estimated RRPT Mandates for the ensuing year and Circular to Shareholders on the Renewal of Shareholders Mandate and Additional Mandates for RRPT and recommended the same for TM Board's approval.
- c) Periodically reviewed the RRPTs that were mandated at the 37th AGM and tracked the transactions against the mandated amount.

6. Integrity, Ethics and Governance

- a) Reviewed 2022 KPI targets performances, competency and resources of the GIG functions to ensure that, collectively, GIG has the required expertise and professionalism to discharge its duties.
- b) Deliberated on GIG's Quarterly Performance and Progress Report.
- c) Noted on the operational matters i.e. statistic of complaints received.
- d) Deliberated on the status of Investigation and Domestic Inquiry.
- e) Discussed on the prevention matters.
- f) Deliberated and monitored the status of the OACP.

7. Amendment to ToR

Reviewed and approved the amendments to BAC ToR to ensure compliance with relevant changes and updates to the Main LR and MCCG.

8. Annual Reporting

Reviewed the IAR and recommended its adoption by the Board.

9. Significant judgements and issues

Deliberated on key audit matters during the year as identified by the external auditors and based on assessments, concluded the accounting treatments applied under the financial reporting standards, the significant judgement and key assumptions used in the preparation of the financial statements and conclusions reached were appropriate.

BAC Effectiveness Review and Performance

The review of the effectiveness of BAC, including its structure and process, performance, accountability and responsibilities as well as the member's term of office and performance was duly assessed as part of the annual BEE.

Based on the 2022 BEE, BAC is rated by both Board and Management as the most effective Committee in assisting the Board in discharging its duties. It continues to be highly ranked in all effective indicators. The committee members have consistently provided useful recommendations, with the committee chair properly discharging his responsibilities.

Training

During the year, BAC members as part of the BTP, attended various conferences, seminars and training programmes held in Malaysia and abroad to enhance their knowledge in order to efficiently discharge their duties as Directors of the Company, generally to enhance their technical competencies in their respective fields of expertise but not limiting to accounting and auditing standards.



PRINCIPLE

B

EFFECTIVE AUDIT AND RISK MANAGEMENT

BOARD RISK COMMITTEE



Meeting Attendance 11/11

BALASINGHAM A. NAMASIWAYAM

Independent Non-Executive Director

Members:

Tunku Afwida Tunku Dato' A. Malek

[Meeting Attendance 9/11]

Senior Independent Director

Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin

[Meeting Attendance 11/11]

Non-Independent

Non-Executive Director

Dato' Mohamed Nasri Sallehuddin

[Meeting Attendance 10/11]

[Appointed 1/2/22]

Non-Independent

Non-Executive Director

Saheran Suhendran

[Meeting Attendance 11/11]

Independent Non-Executive Director

Iszad Jeffri Ismail

(Alternate Member to Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin)

Key objectives

To assist the Board in:

- Providing oversight of the effectiveness of the Company's ERM framework and policies
- Ensuring adequate processes and systems for identifying and reporting risks and deficiencies including emerging risks
- Ensuring the execution and implementation of sustainability strategy, in order to continue generating economic value
- Managing other stakeholders' concerns on risks matters

BRC's role has also been expanded to include the review of strategic investment proposals focusing on the assessment and identification of related key risks and mitigation plans.

Membership

Since the last report and as at 15 March 2023, there are no changes on the BRC members which comprise of five (5) members, majority of whom are INEDs.

Responsibilities

Key responsibilities are:

- Advise the Board on risk-related issues and recommend strategies to mitigate critical risks
- Review, evaluate, assess the adequacy of risk management policies and framework and deliberate on risk assessment for strategic investment proposals, prior to the proposals being tabled for approval by the Board
- Enhance Corporate Governance practices of TM Group with focus on risks issues
- Ensuring Management maintains a sound and robust ERM framework and policies to safeguard shareholders' interest and the Group's assets
- Oversee compliance with the stated risk appetite and policies and procedures related to risk management governance and the risk controls framework
- Monitors the principal risks and emerging risks affecting the business and the progress of TM's sustainability initiatives against the targets set

The powers, duties and responsibilities of BRC are stipulated in the Board Charter available in the Company's website at tm.com.my.

BRC continues to engage and cross refer information and issues with GIA and the BAC to ensure better monitoring and mitigation of risks in TM Group.

BRC has assisted the Board to continuously review and improve the monitoring systems and processes. It continues to be proactive in highlighting corporate, strategic and emerging risk issues and was open in discussing its views, concerns and/or reservations and provided guidance to Management on the risk controls to mitigate and/or pre-empt the risks.

With BRC's guidance and advice, the Management is more aware and mindful of the existing and possible risks while being more proactive in managing and monitoring the Group's risks specifically risk relating to the Group's operations and business sustainability.

Main Activities of BRC in 2022

- Reviewed and approved TM's updated Corporate Risk Management Policy and Risk Appetite Statement
- Reviewed and approved the establishment of Corporate/Operational Risk Tolerance & Measures
- Reviewed the proposed amendments to the ToR of BRC and made recommendation to the Board on the proposed amendments
- Continued its monitoring of the ERM and Corporate Risk Report on quarterly basis to ensure that the risks are monitored and mitigated to improve the risk movements
- Requested Management to enhance focus on strategic and emerging risks including cyber security, credit management, climate change and sustainability
- Continued reviewing of TM Sustainability Programmes Update and Cyber Security Update
- Reviewed key risks and mitigation plans for strategic investment and divestment
- Reviewed report on high risk projects and endorsed the moving forward recommendation

PRINCIPLE



C INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

COMMUNICATION, INTERACTION AND RELATIONSHIP WITH STAKEHOLDERS

The Board recognises the importance of a high standard and effective communication with all stakeholders from various institutional investors and the investing public at large on the growth of the Group's performance and position. TM has constantly disseminated relevant and material information in order to maintain effective, comprehensive, timely and continuing disclosure of information. An Internal Communication Policy and Best Practices was established to facilitate the handling and disclosure of material information especially on releasing of the material with sensitive information to avoid misleading information for the shareholders. The Policy, based on openness and transparency, two-way

communication, accountability, timeliness, accuracy and simplicity, ensures compliance with the disclosure requirements of the Main LR and other relevant laws.

TM has utilised all various platforms by way of MS Teams, Zoom, Webex and teleconferences for the engagement with investors and shareholders. Notwithstanding, investors and shareholders are also being updated by their registered email service from TM's Investor Relations.

Several engagement has been executed with key shareholders, institutional investors, analysts, fund managers and other market participants including the general public. Amongst others:

Analyst briefing via teleconferencing with presentation from the MD/GCEO and Group CFO

Investor spotlight sessions

Media briefing/ press conference

Feedback from queries

Further disclosure on Stakeholder priorities in regards to Shareholders and Investment Communities is provided in page 27.

CONDUCT OF GENERAL MEETING

TM continues to convene general meeting virtually as part of the continuous effort in ensuring the highest safety of all shareholders and guidance introduced during the COVID-19 pandemic in line with the Securities Commission's Guidance on the Conduct of General Meetings for Listed Issuer. At the virtual meeting, the Chairman, BAC Chairman, NRC Chairman, MD/GCEO, Group CFO and Group Company Secretary were present in person at the Broadcast Venue with other Directors attended the meeting remotely from the Company's boardroom. Shareholders, corporate representatives and proxies participated the 37th AGM remotely via live streaming and online voting using Remote Participation and Electronic Voting (RPEV) Facilities.

During the meeting, the shareholders participated actively on questions, provided with ample opportunity and given answers to all the queries with relevant responses were provided live and posted on the Company's website after the AGM. For an interactive and meaningful engagement, the CIA was tasked to oversee that

pertinent and relevant questions posed by the shareholders during the AGM were responded accordingly.

A total of 1,089 shareholders and proxies participated remotely via the Boardroom Lumi AGM system. The proceedings of the 37th AGM includes the MD/GCEO's presentation of the Company's 2021 performance and long term strategies as well as responses to the points raised by the Minority Shareholders Watch Group. The results of the online voting were scrutinised by the independent scrutineers, Sky Corporate Services Sdn Bhd, before the results were announced by the Chairman.

COMPLIANCE STATEMENT

This Corporate Governance Overview Statement together with the CG Report set out the means in which the Company observes the Intended Outcome as prescribed in MCCG. The Board remains dedicated and committed in strengthening the Group's governance practices for the interest of all its stakeholders.

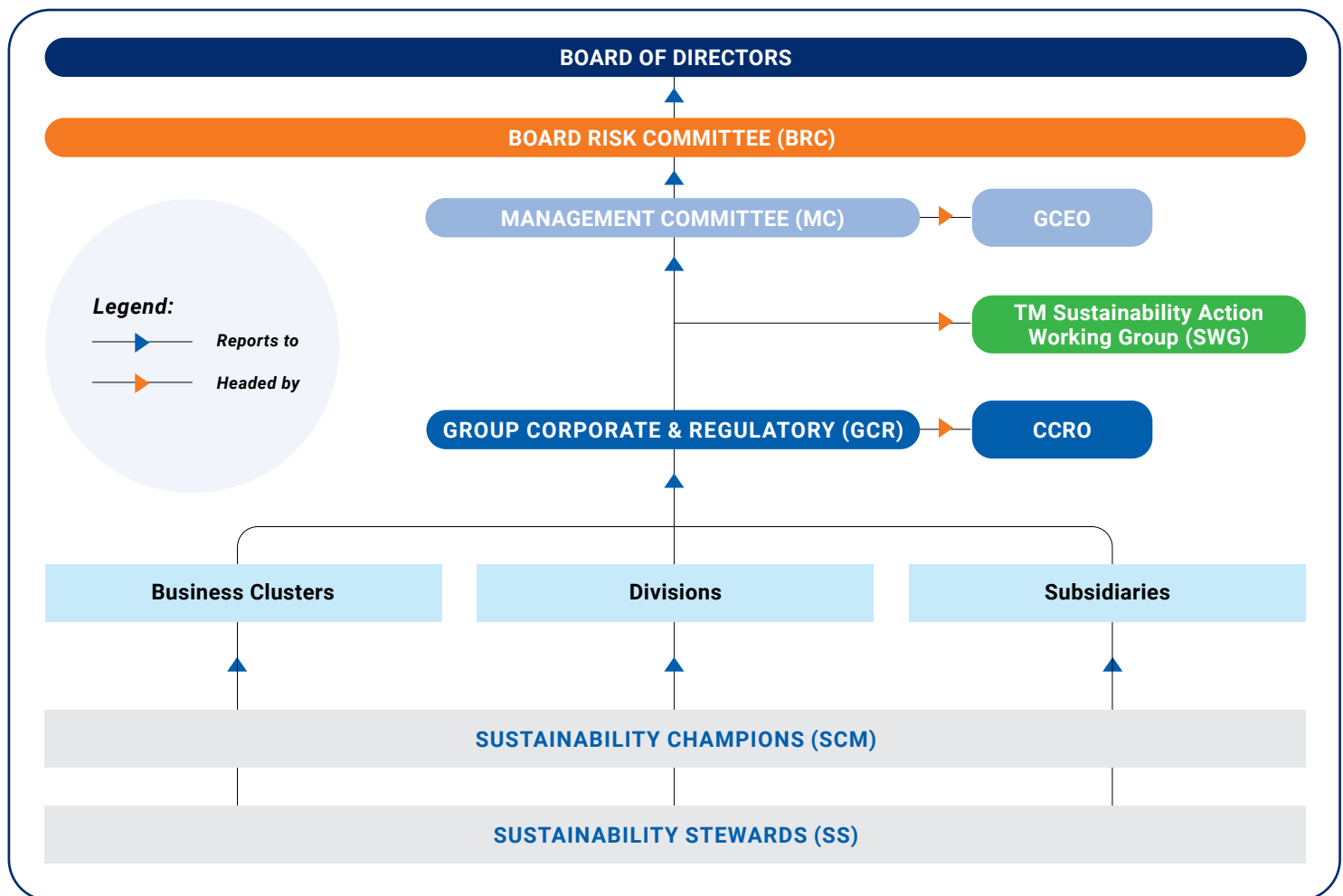
This Statement is made in accordance with the resolution of the Board of Directors duly passed on 4 April 2023.

SUSTAINABILITY GOVERNANCE

SUSTAINABILITY GOVERNANCE SYSTEM

We have been continuously strengthening our sustainability governance to efficiently plan and execute our objectives across operations. This includes a structured governance system made up of specific roles and responsibilities, from sustainability decisions made by the leadership team to its implementation by different departments and business units.

In 2022, we made progress in our sustainability governance by embedding ESG-related KPIs across respective divisions responsible for the execution of our sustainability initiatives.



1 Board of Directors

Sets the overall sustainability strategy and approves and validates all sustainability-related decisions.

2 GCEO

Provides leadership and direction, setting the sustainability vision and strategy and oversees deployment of effective strategies to meet sustainability aspirations of TM Group.

3 SWG

Acts as a platform for a consistent and focused sustainability key improvement areas, cross functional decisions, actions and ESG problem solving. They also oversees the execution of improvement initiatives for performance management and reporting; and advises MC on sustainability-related matters.

4 CCRO

Starting from 2023 spearheads the Group's sustainability function, as well as responsible for developing and implementing sustainability strategies, policies and initiatives that align with the organisation's goals and objectives.

5 BRC

Ensures an appropriate and effective integration of sustainability and risk management framework is established and reviews the Group's sustainability risk profile and its associated policies and practices.

6 MC

Provides leadership, guidance and deliberates on TM's sustainability strategies and action plans.

7 GCR

Acts as the custodian for TM's Sustainability Management starting from 2023. This includes implementing sustainability strategies and tracking progress against overall organisation's goals and objectives. Together with Group Strategy and SC, they ensure that sustainability risks and approaches are aligned with the Group's strategy and progress.

8 Business Clusters, Divisions and Subsidiaries

Adopts and implements relevant sustainability programmes and initiatives.

9 SCM

Identifies and assesses sustainability risks in their areas of responsibility.

10 SS

Facilitates sustainability-related communication and data compilation.

SUSTAINABILITY RISK MANAGEMENT

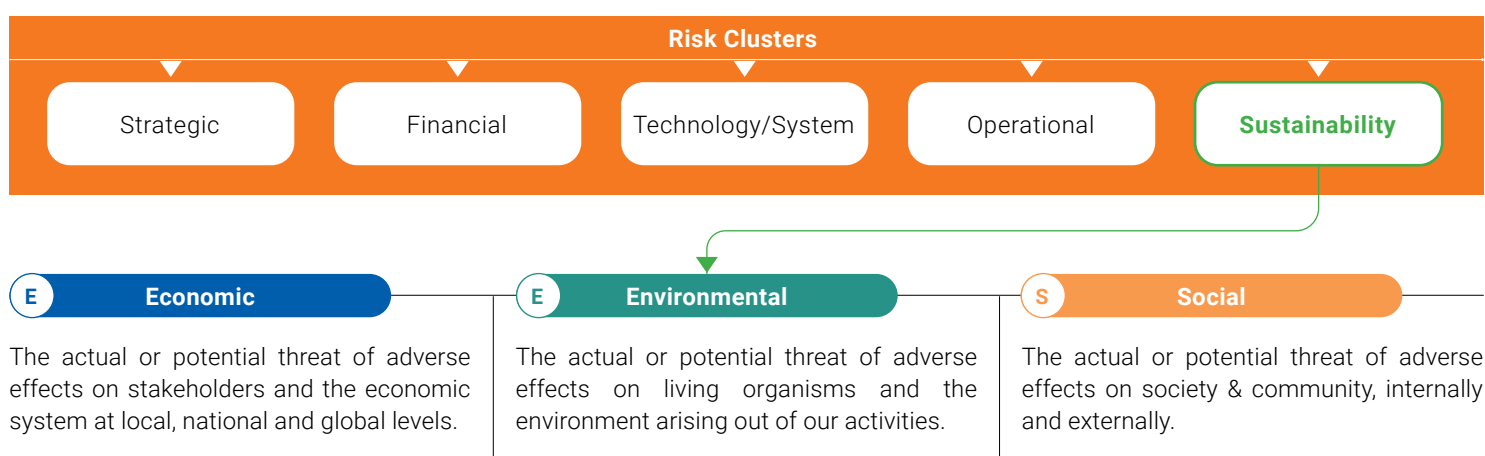
As we face rising uncertainties in today's dynamic landscape, it is important to build our resiliency against sustainability-related risks for continuous stakeholder value creation. By integrating sustainability risks into our risk management profile, we protect our operations against potential shocks and disruption, thus delivering continued critical services for the *Rakyat*.

How Do We Manage Sustainability Risks?

1

ERM Framework: TM's ERM has included a Sustainability Risk cluster encompassing Economic, Environmental and Social (EES) sub-clusters for the last three (3) years. This acts as our defence system against any existing and emerging sustainability risks that could potentially affect our ability to create value for stakeholders. Sustainability is also part of the Board agenda, ensuring strong governance and oversight.

More details of TM's ERM Framework are shown on pages 211-216





Climate-related Risk Management: Through the ERM, we have strengthened our efforts in creating more resilience against climate-related risks. We look at both physical and transition related climate risks, its projected time horizons and potential financial/non-financial impacts respectively. Our management team reviews the context and impact of climate change through the following action items:

- Evaluate internal factors, such as products, devices and supply chain activities, that require long-planning horizons to adapt to climate change. This focuses on factors that are in particularly vulnerable locations or sensitive to weather events
- Identify potential collaborations with stakeholders as well as new requirements by the Government in climate risk management
- Regular review and assessment of the BCM/BCP/DRP scope, with respective leaders evaluating long-term considerations on potential physical threats/opportunities
- Embark on TCFD reporting as a primary agenda to assess and measure TM's climate change risk, opportunities and impact on businesses, strategy and financial planning. Physical and transition risks have been identified through climate scenario analysis, providing insight into TM's exposure to climate change and its resilience

↳ More details of TM's climate-related risk management are shown on pages 215-216
 ↳ To read our TCFD Report, go to tm.com.my/sustainability



Physical Risk (Service Disruption Risks)

Impact on TM

Disruption to our business operations and services during major disaster events

Physical damages to TM's assets due climate related disaster

Other potential/actual impacts to TM:

1. Disruption to supply chain
2. Safety & health of workers
3. Financial loss
4. High cost of recovery
5. Increased insurance premiums and reduced availability of insurance of 'high-risk' assets

Mitigation

1. Timely execution of BCM & DRP to restore critical network & essential services
2. Build network via system/physical redundancy and hardening by design
3. Ensure all fire prevention, fire detection, fire fighting/suppression system, warning systems and other relevant systems are in working condition
4. Actively manage OSH & supply sustainability risks
5. Risk transfer via insurance programme to cushion the recovery costs

Adaptation

1. Assess climate and environment to identify flood-prone areas and implement adaptive strategies to increase resiliency
2. Continuously strengthen business continuity, emergency planning and disaster response plans
3. Collaborate with Government and key stakeholders to improve predictive monitoring and response to climate-related events
4. Improve asset resilience against flood risks based on a higher return period to cater to high RCP scenarios

Risk Rating: MODERATE



Transition Risk

Impact on TM

Implementation of carbon tax or schemes across jurisdictions will severely impact TM's profitability

Rising costs of energy prices as the world's energy system adapts to climate change

Rising material costs within TM's supply chain due to carbon taxation pass through to TM

Required investment in new green technology

Failure to meet the increased demand for climate-related products and services could lead to changes in consumer behaviour

Mitigation

1. Continue execution of climate action plans in accordance to TM's ESG Roadmap
2. Collaboration with our mega partners and suppliers for adoption of best practices and new technology
3. Continuously review TM's policy to support transitioning to a low-carbon economy
4. Institutionalise sustainability mindset and DNA into TM's business and culture

Adaptation

1. Improve monitoring capability by enhancing business processes to track carbon emissions more comprehensively and assess their financial impacts on our operations
2. Incorporate climate impacts into our financial and strategic plans while exploring more renewable energy sources to diversify our portfolio
3. Continuously track and monitor materials that are significant to TM's operations and most likely to be impacted by climate change. Additionally, consider creating financial buffers for climate-sensitive long-term critical materials

Risk Rating: MODERATE

➔ More details of TM's climate change efforts are shown on pages 107-115

Business Continuity Management (BCM) Framework: In this unprecedented time, climate change can adversely lead to increased power outages and prolonged service disruptions. We must ensure that our business remains resilient against these events. Through TM's BCM, we are able to respond and recover in timely manner. TM continues to implement our Business Continuity Plan (BCP) and DRP coordinated through TM Command Centres to ensure that climate-related impacts towards our operations and customer experience are minimised.

3

➔ More details of TM's BCM Framework are shown on pages 217-222

INDUSTRY THOUGHT LEADERSHIP

We are strong advocates of learning from others and sharing what we know in creating positive impacts that benefit everyone. This is part of our commitment to being an Industry Thought Leader, dedicated to building a sustainable and inclusive ecosystem of stakeholders.



CEO Action Network (CAN) is a closed-door peer-to-peer informal network of CEOs and Board members focused on sustainability advocacy, capacity building, action and performance. CAN aspires to catalyse its members towards shaping future-ready and ESG-integrated business models and ecosystems.

We have been actively involved in CAN since its establishment in 2019. We also participate in two (2) CAN workstreams: Awareness and Capacity Building. We play an active role as a permanent member with contribution towards members' programme i.e. Advocacy, awareness and capacity-building on sustainability related topics.

**Contribution**

- Speakers for two (2) peer sharing sessions covering topics of climate change and human rights

Progress on Collective Commitment

- Disclose material sustainability risks and opportunities
- Setting up ESG related KPIs for all pivotal positions
- Disclose Group's short- and mid-term emissions reduction targets
- Committed to implementing TCFD recommendations starting from 2023



MCMC National Disaster Preparedness is part of the National Disaster Management Agency (NADMA). As a committee member, we work with Government agencies, relevant statutory bodies and other telco players to mitigate and respond to major disaster events. This includes improving the preparedness and resilience of the nation's telco infrastructure.

In the event of a disaster, we stand ready to mobilise our resources to protect our physical assets, which are classified as Critical National Information Infrastructure (CNII). We are progressively strengthening our BCM through Disaster Simulation Drill exercises. The drill exercises were meant to test the joint readiness of TM and other committee members in the event of natural and man-made disasters, such as landslides, fires and tower collapse at hill stations.



GLIC/GLC Disaster Response Network (GDRN) coordinates with Government-Linked Investment Companies (GLIC) and GLC to help the Government respond to any disaster event. TM plays an active role in GDRN to help address the country's most pressing issues. We work with policymakers, civil society organisations, corporations and local communities to collectively drive positive impact for people and the environment.

SUSTAINABILITY-RELATED POLICIES AND GUIDELINES

We have well-established policies and guidelines that help institutionalise and implement sustainability principles and programmes within TM. The list of policies and guidelines that address our material matters are described below:

Material Matters**Innovation & Technology**

- TM Business Initiative Governance Framework Policy
- Product Creation Framework
- TM Intellectual Property Manual
- TM Procurement Level of Authority (LoA) policies

Customer Experience

- Digital Channel- General Handling Process
- TM Assurance policies & guidelines
- TM Complaints process
- TM Business Continuity Management Framework (TM BCM)
- Disaster Recovery Plan (TM DRP)

Network Stability & Quality

- TM Assurance policies & guidelines
- TM BCM
- TM DRP

Affordability & Inclusion

- TM Business Initiative Governance Framework Policy
- Product Creation Framework
- TM Procurement LoA policies

Material Matters

Cyber Security

- TM Cyber Security Framework
- TM Corporate Security Policy and Framework
- Information Security Policy
- Customer Data Protection Circular
- TM BCM

Carbon Emissions

- Facilities Management Environmental Policy
- Energy Saving Initiatives
- TM ESG Roadmap
- TM Fleet Usage and Management policy
- TM Fleet Electrification & Electric Vehicle (EV) Infrastructure (TMEEVI) Blueprint 2022-2025

Waste Management

- Facilities Management Environmental Policy
- TM ESG Roadmap

Responsible Supply Chain

- Guidelines and Interaction with Business Partner
- General Procurement Policy
- Technical Specifications – Green Technology Initiative
- Procurement Ethics and Policy
- BVDP

Fair Employment & Engagement

- TM Employee Handbook
- Terms & Conditions of Executive Officers for Management Level and Below (Band 1-3)
- Policy & Procedure – Employee Productivity Enhancement (EPE)
- OSHE Policy Statement
- Freedom of Association

Health, Safety & Well-Being

- TM Employee Handbook
- Terms & Conditions of Executive Officers for Management Level and Below (Band 1-3)
- Policy & Procedure – EPE
- OSHE Policy Statement

Training & Development

- Talent Management Framework
- TM Employee Handbook
- Policy & Procedure – EPE

Community Development

- TM Group Communication Policy – Corporate Responsibility (CR) & Donations Administration

Governance

- TM CBE
- TM Anti-Corruption Guide (ACG)
- TM Integrity Pact Version 2.0
- TM Compliance Framework
- TM Sponsorship Management (TM SMG) 4.0
- TM Complaints Management Process Manual
- Grievance Procedure Process
- Procurement ethics and policy
- Whistle blowing Policy

BOARD OF DIRECTORS' PROFILE



Nationality	Age/Gender	Date of Appointment	Date of Last Re-election
Malaysian	66/Male	1 August 2021	25 May 2022

Attendance at Board Meetings in 2022

TM Board	18/18
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TAN SRI MOHAMMED AZLAN HASHIM
Chairman
Non-Independent Non-Executive Director

QUALIFICATIONS

- Bachelor of Economics, Monash University, Melbourne, Australia
- Fellow Member, Institute of Chartered Accountants, Australia
- Member, Malaysian Institute of Accountants
- Fellow Member (Hon), Malaysian Institute of Chartered Secretaries and Administrators

WORKING EXPERIENCE

Tan Sri Mohammed Azlan has extensive experience in the corporate sector, including financial services and investment having served as Chief Executive of Bumiputra Merchant Bankers Berhad, Managing Director of Amanah Capital Malaysia Berhad and Executive Chairman of the then Kuala Lumpur Stock Exchange Group (now Bursa Malaysia Berhad).

He is currently a Board member of Khazanah Nasional Berhad and a Board member and Chairman of Investment Panel of the Employees' Provident Fund. He is also currently the Chairman of several public listed entities including D&O Green Technologies Berhad, Marine & General Berhad and IHH Healthcare Berhad.

DIRECTORSHIPS

Listed Issuers:

- Telekom Malaysia Berhad
- D&O Green Technologies Berhad
- Marine & General Berhad
- IHH Healthcare Berhad

Public Company:

- Khazanah Nasional Berhad

BOARD COMMITTEE

- None

OTHER INFORMATION

Non-Executive Chairman (NEC) nominated by Special Shareholder of TM, the Minister of Finance (Incorporated), a body corporate established under the Minister of Finance (Incorporation) Act 1957 (MOF Inc.).



Nationality	Age/Gender	Date of Appointment	Date of Last Re-election
Malaysian	49/Male	1 August 2020	25 May 2021

Attendance at Board Meetings in 2022

TM Board	18/18
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DATO' IMRI MOKHTAR
 Managing Director (MD)/Group Chief Executive Officer (GCEO)
 Non-Independent Executive Director

QUALIFICATIONS

- Bachelor of Electronics Engineering and Management Studies, (First Class Honours), University College London (UCL), UK
- Attended Leadership Programmes at Cambridge Judge Business School and Harvard Business School

WORKING EXPERIENCE

Dato' Imri brings with him over 26 years of experience in telecommunications and strategy. His last position was as Chief Operations Officer at Celcom Axiata Berhad since 1 May 2020. He previously served as TM's Chief Operating Officer (COO) responsible for overseeing the business operations of TM Group with special focus on Unifi, TM One and TM Global and the Performance Improvement Programme. During his time as COO, he also served as TM's Acting Group Chief Executive Officer from 16 November 2018 until 13 June 2019.

Prior to his appointment as COO, he was the Executive Vice President (EVP) of Unifi. He first started his career with TM in 1996 and re-joined TM in 2005 and served in various positions in TM including as Vice President (VP), Programme and Performance Management Office and EVP, Consumer. Prior to re-joining TM in 2005, Dato' Imri was with a pay-TV operator in Malaysia and before that a consultant with a global management consulting firm.

Dato' Imri is a Director and Chief Executive Officer of TM Technology Services Sdn Bhd (formerly known as Webe Digital Sdn Bhd). He is also a Director of TM Digital Innovation Sdn Bhd (Credence), GITN Sdn Berhad and Universiti Telekom Sdn Bhd (UTSB), wholly-owned subsidiaries of TM.

DIRECTORSHIP

Listed Issuer:

- Telekom Malaysia Berhad

Public Company:

- None

BOARD COMMITTEE

- None

OTHER INFORMATION

Executive Director nominated by MOF Inc.



Nationality	Age/Gender	Date of Appointment	Date of Last Re-election
Malaysian	53/Female	1 July 2020	25 May 2021

Attendance at Board Meetings in 2022

TM Board	18/18
BTC	10/10
BRC	11/11

DATO' ANIS RIZANA
MOHD ZAINUDIN @ MOHD ZAINUDDIN

Non-Independent Non-Executive Director

QUALIFICATIONS

- Master of Business Administration (Finance), Graduate School of Management, Universiti Putra Malaysia (UPM)
- Diploma in Public Administration, National Institute of Public Administration (INTAN), Kuala Lumpur
- Bachelor of Business Administration (Finance), Western Michigan University, Kalamazoo, USA
- Diploma in Investment Analysis, Mara Institute of Technology (ITM), Shah Alam, Selangor
- Completed Advanced Leadership Management Programme at INTAN, Advanced Management Programme (AMP) at Harvard Business School, Boston, USA and Advanced Leadership Development Programme at Razak School of Government

WORKING EXPERIENCE

Dato' Anis Rizana is currently the Deputy Secretary General (Investment) with the Ministry of Finance (MOF). She started her career in early 1993 serving the private sector in the stockbroking firms and manufacturing industry before joining the public sector in 1994. She was appointed as the Senior Private Secretary to the Minister of Finance in 1999. She also served as the Principal Assistant Secretary in various divisions under the MOF such as the Finance Division; MOF Inc.; Privatisation and Coordination Division; Loan Management and Finance Policy Division; Economics and International Division and Budget Management Division. In 2008, she was appointed as the Deputy Under Secretary at the Investment, MOF Inc. and Privatisation Division and subsequently after her two-year stint at Malaysia Airports Holdings Berhad as the General Manager, Corporate Planning under the Cross Fertilization Programme (Khazanah Nasional Berhad/Public Service Department), served as the Head of Economic Stimulus Secretariat Unit, MOF. In 2009, Dato' Anis Rizana also served as a Special Function Officer to the Chief Secretary of the Government under the Prime Minister's Department. Subsequently in 2012, she was appointed as the Deputy Under Secretary, Remuneration Policy, Public Money and Management Services Division.

Dato' Anis Rizana served as Director of the Integrity and Governance Division (NKRA Against Corruption) in 2014, before being appointed as the Senior Research Fellow and thereafter assumed the responsibility as the Head of Cluster for Development and Policy Research at INTAN, Bukit Kiara. In 2018, she was appointed as the Head of Cluster for the Economics and Public Finance Cluster in INTAN. She was thereafter promoted as the Deputy Secretary General (Operations) for the Ministry of Women, Family and Community Development in 2019 before assuming her current position.

She is currently a Director of Retirement Fund (Incorporated) (KWAP), Lembaga Tabung Angkatan Tentera (LTAT) and Suruhanjaya Tenaga. She also serves as Director in private companies under the purview of MOF.

DIRECTORSHIP

Listed Issuer:

- Telekom Malaysia Berhad

Public Company:

- None

BOARD COMMITTEES

- Member of Board Tender Committee (BTC)
- Member of Board of Risk Committee (BRC)

OTHER INFORMATION

Non-Executive Director (NED) nominated by MOF Inc.



Nationality	Age/Gender	Date of Appointment	Date of Last Re-election
Malaysian	52/Male	26 August 2019	25 May 2022

Attendance at Board Meetings in 2022

TM Board	18/18
NRC	6/6
BRC (Appointed 1/2/22)	10/11

DATO' MOHAMED NASRI SALLEHUDDIN
Non-Independent Non-Executive Director

QUALIFICATIONS

- Master of Business Administration, University of Strathclyde Business School, UK
- Utter Barrister by the Honourable Society of Gray's Inn
- LLB (Hons), Aberystwyth University, Wales

WORKING EXPERIENCE

Dato' Nasri is currently Executive Director, General Counsel, Company Secretary and Head, Corporate & Support Services at Khazanah Nasional Berhad. He obtained his Bachelor of Laws (Hons) degree from University of Wales, Aberystwyth, United Kingdom in 1993. He was subsequently admitted to Gray's Inn as a Barrister-at-Law in 1995 and after having completed his pupillage in Malaysia, he was admitted to the High Court of Malaya as an Advocate & Solicitor in 1996.

Dato' Nasri is a member of Khazanah's Management Committee and a permanent invitee to the Investment Committee. He is also a Non-Independent Non-Executive Director of UEM Group Berhad, Chairman of Destination Resorts and Hotels Sdn Bhd and Taman Tugu Development Sdn Bhd.

DIRECTORSHIPS

Listed Issuer:

- Telekom Malaysia Berhad

Public Company:

- UEM Group Berhad

BOARD COMMITTEES

- Member of Board Nomination & Remuneration Committee (NRC)
- Member of BRC

OTHER INFORMATION

NED nominated by Khazanah, a major shareholder of TM.




Nationality	Age/Gender	Date of Appointment	Date of Last Re-election
Malaysian	47/Male	1 December 2021	25 May 2022

Attendance at Board Meetings in 2022	
TM Board	18/18
BTC (Appointed 1/2/22)	9/9

**MUHAMMAD AFHZAL
ABDUL RAHMAN**
Non-Independent Non-Executive Director

QUALIFICATIONS

- Bachelor of Science Degree in Electrical Engineering, Columbia University, New York, USA

WORKING EXPERIENCE

Afhzal is currently the Employees Provident Fund's (EPF) Chief Digital Technology Officer (CDTO). As CDTO, he is responsible for driving digital technology strategy, business digital enablement, technology adoption and operations comprising 345 technology personnel.

He has over 24 years of experience in Technology in areas of strategy and architecture, business transformation and enablement, technology implementations for large scale enterprises in the financial services and oil & gas industries. Out of these, he spent over 16 years with global multinational organisations such as Maybank, Shell, T-Systems, DHL, IBM and Esso (now ExxonMobil) in the execution and implementation of strategic technology initiatives that deliver business outcomes.

Afhzal is a Director of Credence, a wholly-owned subsidiary of TM.

DIRECTORSHIP**Listed Issuer:**

- Telekom Malaysia Berhad

Public Company:

- None

BOARD COMMITTEE

- Member of BTC

OTHER INFORMATION

NED nominated by EPF, a major shareholder of TM.



Nationality	Age/Gender	Date of Appointment	Date of Last Re-election
Malaysian	57/Female	28 April 2016	25 May 2022

Attendance at Board Meetings in 2022	
TM Board	18/18
BAC	12/13
NRC	6/6
BRC	9/11

TUNKU AFWIDA
TUNKU DATO' A.MALEK
 Senior Independent Director

QUALIFICATIONS

- Bachelor of Science (Hons) in Economics and Accountancy, City University, UK
- Chartered Accountant of the Institute of Chartered Accountants in England and Wales (ICAEW)
- Member of Malaysian Institute of Accountants

WORKING EXPERIENCE

Tunku Afwida has held senior roles in investment banks. From 2006 until 2008, she was CEO and Executive Director (ED) of Kenanga Investment Bank Berhad. Prior to that, from 2003 to 2006, she was CEO and ED of MIMB Investment Bank Berhad (now known as Hong Leong Investment Bank Berhad) and from 1995 to 2003, she was ED/Chief Investment Officer of Commerce Asset Fund Managers Sdn Bhd.

She is currently a Director of several public listed companies and Chairperson of Affin Hwang Investment Bank Berhad.

Tunku Afwida is a Director of GITN Sdn. Berhad, a wholly-owned subsidiary of TM.

DIRECTORSHIPS

Listed Issuers:

- Telekom Malaysia Berhad
- SAM Engineering & Equipment (M) Berhad
- ENRA Group Berhad

Public Companies:

- DXN Holdings Berhad
- Affin Hwang Investment Bank Berhad

BOARD COMMITTEES

- Chairman of NRC
- Member of Board Audit Committee (BAC)
- Member of BRC

OTHER INFORMATION

None




Nationality	Age/Gender	Date of Appointment	Date of Last Re-election
Malaysian	71/Male	28 April 2016	25 May 2022

Attendance at Board Meetings in 2022	
TM Board	18/18
BTC	10/10
BRC	11/11

**BALASINGHAM
A. NAMASIWAYAM**
Independent Non-Executive Director

QUALIFICATIONS

- Bachelor of Science (Hons) in Electrical Engineering, Portsmouth Polytechnic, UK
- Diploma in Electrical Engineering, Technical College, Kuala Lumpur
- Fellow of the Institution of Engineers, Malaysia
- Member of the Institution of Engineering and Technology, UK
- Professional Engineer of the Board of Engineers, Malaysia

WORKING EXPERIENCE

Balasingham has been involved in the telecommunications industry for more than 50 years. He began his career with the then Jabatan Telekom Malaysia in 1972 as Technical Assistant and thereafter served in various capacities, covering planning, implementation, maintenance and control of key technical projects and operational aspects within TM Group. His last position in TM was General Manager of Specialised Network Services, responsible for the marketing, implementation, operation and maintenance of networks for various customers.

In 2003, he was appointed as CEO of Fiberail Sdn Bhd (Fiberail), TM's joint venture company, involved in the deployment of fibre cable and sale of fibre products. In 2008, he was appointed as Business Advisor of Fiberail, assisting the Board and Management in all aspects of the company, until the expiry of his contract in June 2009. He was previously a Director of TIMEdotCom Berhad from July 2009 until mid-April 2016.

Balasingham is the Chairman of Fiberail and a Director of Fibrecomm Network (M) Sdn Bhd. He is also a Director of Universiti Telekom Sdn Bhd and a Member of its Board of Governors.

DIRECTORSHIP**Listed Issuer:**

- Telekom Malaysia Berhad

Public Company:

- None

BOARD COMMITTEES

- Chairman of BRC
- Member of BTC

OTHER INFORMATION

None



Nationality	Age/Gender	Date of Appointment	Date of Last Re-election
Malaysian	61/Male	3 October 2018	25 May 2021

Attendance at Board Meetings in 2022	
TM Board	17/18
BAC	13/13

HISHAM ZAINAL MOKHTAR
Independent Non-Executive Director

QUALIFICATIONS

- Chartered Financial Analyst, CFA Institute
- Master of Business Administration, Massachusetts Institute of Technology, USA
- Master of Science in Mathematics, Illinois State University, USA
- Bachelor of Science in Mathematics, Illinois State University, USA

WORKING EXPERIENCE

Hisham served as a Director in the Group Managing Director's Office at Malaysian Industrial Development Finance Berhad Group since July 2018 until 31 March 2019 and is a Business Coach at Asia School of Business since August 2018.

He was the Chief Operating Officer with Astro Overseas Limited from July 2014 until June 2018 and Director in the Investments Division at Khazanah from April 2009 to June 2014. He joined Khazanah in May 2005 from Tricubes Berhad where he was an Executive Director and Vice President of Corporate and Financing Planning. He started his career in the insurance industry at Universal Life and General Insurance in 1987 and thereafter William M. Mercer Sdn Bhd in 1988 before becoming an investment analyst initially with Crosby Research (M) Sdn Bhd in 1991. He later joined Barings Research (Malaysia) Sdn Bhd in 1994 and subsequently, UBS Research (Malaysia) Sdn Bhd in 1996.

In 1998, Hisham became a financial consultant at Sithe Pacific LLC, a regional independent power producer before he ventured out to set up a boutique investment advisory firm, KE Malaysia Capital Partners Sdn Bhd with another partner.

Hisham is a Director of several public listed companies and sits on other private companies. He is also a Member of the Investment Panel for Lembaga Tabung Haji.

DIRECTORSHIPS

Listed Issuers:

- Telekom Malaysia Berhad
- KPJ Healthcare Berhad
- Aeon Co. (M) Bhd.

Public Company:

- None

BOARD COMMITTEE

- Chairman of BAC

OTHER INFORMATION

None




Nationality	Age/Gender	Date of Appointment	Date of Last Re-election
Malaysian	62/Male	3 October 2018	25 May 2021

Attendance at Board Meetings in 2022	
TM Board	17/18
BAC (Appointed 1/2/22)	12/12
BRC	11/11

SAHERAN SUHENDRAN
Independent Non-Executive Director

QUALIFICATIONS

- LLM, University of Cambridge, UK
- LLB (Hons), University of London, UK
- Barrister-at-law of Gray's Inn

WORKING EXPERIENCE

He is currently a consultant with Messrs. Sanjay Mohan. He has been practicing law for over 35 years including as a consultant with Chua Associates and as a partner at Zul Rafique & Partners and Kadir Andri & Partners before forming Messrs. Sanjay Mohan in 2019.

Saheran has extensive experience in corporate and commercial disputes as well as corporate restructuring and insolvency work. He is highly regarded in the niche practice of corporate and commercial malpractices and corporate and shareholder disputes and has appeared in derivative actions and oppression petitions. He has considerable experience advising on contentious acquisitions and take-overs and has successfully defended many notable financial institutions and Government linked institutions. He is a member of IPAM (Insolvency Practitioners Association of Malaysia).

DIRECTORSHIP

Listed Issuer:

- Telekom Malaysia Berhad

Public Company:

- None

BOARD COMMITTEES

- Member of BAC
- Member of BRC

OTHER INFORMATION

None



Nationality	Age/Gender	Date of Appointment	Date of Last Re-election
Malaysian	63/Female	10 June 2020	25 May 2021

Attendance at Board Meetings in 2022	
TM Board	17/18
BTC	10/10
NRC	6/6

DATUK SITI ZAUYAH MD DESA
Independent Non-Executive Director

QUALIFICATIONS

- Master in Business Administration (International Banking), University of Manchester, UK
- Bachelor of Science (Hons) in Quantity Surveying (Second Class Upper), University of Reading, UK
- Diploma in Public Administration (Excellent), INTAN
- Completed the Oxford High Performance Leadership Programme at Said Business School, University of Oxford, UK

WORKING EXPERIENCE

Datuk Siti Zauyah began her career in civil service in 1982 as a Quantity Surveyor with the Public Works Department and later moved on to hold several other positions with a higher learning institution and several private sectors before pursuing her Diploma in Public Administration at INTAN. Upon graduation, she joined the MOF and served in the Contract Management Division as Assistant Secretary from 1989 to 1993 before pursuing her Master and graduating in 1995. She continued to serve as Assistant Secretary with the Tax Division and Finance Division at MOF before being promoted as Principal Assistant Secretary in 2001.

In 2003, she was seconded to the Asian Development Bank, Manila as Director's Advisor until August 2006. Upon her return, she continued her service with MOF in the Loans Management Division and was appointed as the Deputy Secretary (Economy, Public Transportation and Infrastructure), Investment, MOF (Inc.) and Privatisation Division in April 2008. She was promoted as Secretary, Loan Management Division in November 2012 and later as Secretary, Government Investment Company Division on 13 January 2014 and subsequently serve as Director of National Budget, National Budget Office from 12 December 2014 until 1 February 2016. Datuk Siti Zauyah was then appointed as Deputy Secretary General (Policy) from 2 February 2016 until her retirement on 13 November 2019.

Datuk Siti Zauyah serves as a director on several listed and non-listed companies and is also a Member of Board of Trustee of Capital Market Development Fund.

She is the Chairperson of GITN Sdn Berhad, a wholly-owned subsidiary of TM.

DIRECTORSHIPS

Listed Issuers:

- Telekom Malaysia Berhad
- Westports Holdings Berhad

Public Companies:

- Cagamas Holdings Berhad
- Cagamas SRP Berhad

BOARD COMMITTEES

- Chairperson of BTC
- Member of NRC

OTHER INFORMATION

None




Nationality	Age/Gender	Date of Appointment	Date of Last Re-election
Malaysian	57/Female	22 November 2021	25 May 2022

Attendance at Board Meetings in 2022	
TM Board	18/18
BAC (Appointed 1/2/22)	12/12
NRC (Appointed 1/2/22)	5/5

ROSSANA ANNIZAH AHMAD RASHID
Independent Non-Executive Director

QUALIFICATIONS

- Bachelor of Arts in Banking and Finance, Canberra College of Advanced Education (now known as University of Canberra), Australia
- Member of Certified Public Accountant (CPA), Australia

WORKING EXPERIENCE

Rossana was a career professional having held several leadership positions in the telecommunications and banking sectors. She previously served in various senior management roles with TIME dotCom Berhad, Maxis Berhad and RHB Bank Berhad, after beginning her career with Citibank Malaysia.

With more than 30 years of experience, she has gained broad experience in business strategy, identifying sustainable monetisation models, understanding customers and competition, as well as the need for reviewing monetisation models with a focus on revenue and cost management.

Rossana is presently the Malaysia Country Chairman for Jardine Matheson. She is also the Chairperson of Prudential BSN Takaful Berhad and a Director on the Board of Astro Malaysia Holdings Berhad. She is also serving as a member of the Investment Panel and Investment Panel Risk Committee of Employee Provident Fund Malaysia. She was previously on the Board of IHH Healthcare Berhad serving nine (9) years as the Independent Non-Executive Director, where she was the Chairman of the Audit Committee and Risk Management Committee.

She is a Chairperson of Credence, a wholly-owned subsidiary of TM.

DIRECTORSHIPS**Listed Issuers:**

- Telekom Malaysia Berhad
- Astro Malaysia Holdings Berhad

Public Company:

- Prudential BSN Takaful Berhad

BOARD COMMITTEES

- Member of BAC
- Member of NRC

OTHER INFORMATION

None



Nationality	Age/Gender	Date of Appointment
Malaysian	42/Male	1 July 2020

Attendance at Board Meetings in 2022

N/A

ISZAD JEFFRI ISMAIL
Non-Independent Non-Executive Alternate Director

QUALIFICATIONS

- Master in Science, Daniels College of Business, University of Denver, USA
- Bachelor of Financial Engineering, Multimedia University, Cyberjaya

WORKING EXPERIENCE

Iszad is currently a Principal Assistant Secretary at the Government Investment Companies Division, Ministry of Finance (MOF), responsible for managing and monitoring corporate matters, investment and strategic direction of MOF Inc. companies, particularly on land public transportation sector. Apart from that, he is also the covering Section Head of Strategic Sector, which also covers MOF Inc. companies and interests in utilities, energy and telecommunication sectors. Due to his portfolio, he is involved in monitoring mega infrastructure projects such as Mass Rapid Transit (MRT) Line 1, MRT Line 2, East Coast Rail Link (ECRL), Rapid Transit System (RTS) and KL-Singapore High Speed Rail. He also serves as director in private companies under the purview of MOF.

Prior to his current position, Iszad was a Senior Private Secretary to the Minister of Finance II, responsible for managing and administering ministerial affairs for the said Minister. Iszad also served as Principal Assistant Secretary at the Economic and International Division, MOF for six (6) years, where he was involved in the macro-economic policy and budget strategy formulation. He was also involved in the National Blue Ocean Strategy (NBOS) initiatives at MOF level. Iszad was a member of the National Budget Speech Team for two (2) years, responsible for drafting and formulating the national budget speech.

Iszad is also a Director of Keretapi Tanah Melayu Berhad and also serves as Director in private companies under the purview of MOF.

DIRECTORSHIPS

Listed Issuer:

- Telekom Malaysia Berhad

Public Companies:

- Keretapi Tanah Melayu Berhad

BOARD COMMITTEES

Alternate member to Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin in:

- BTC
- BRC

Additional Information of the Board of Directors

Family Relationship:	Save as disclosed, none of the Directors has any family relationship with any Director and/or major shareholder of TM.
Conflict of Interests:	Save as disclosed, none of the Directors has any conflict of interests with TM.
Conviction for Offences:	None of the Directors has any conviction for offences, other than traffic offences, for the past five (5) years.
Public Sanction or Penalty:	None of the Directors has any sanction or penalty imposed on them by any regulatory bodies during the financial year ended 31 December 2022.

OTHER INFORMATION

Alternate Director to Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin, NED nominated by MOF Inc.

COMPANY SECRETARIES' PROFILE

HAMIZAH ABIDIN

Group Company Secretary

Nationality
Malaysian

Age/Gender
52/Female



MOHAMMAD YAZMI MAT RASCHID

Joint Secretary

Nationality
Malaysian

Age/Gender
49/Male



QUALIFICATIONS

- Bachelor of Law (Hons) (First Class Honours), International Islamic University of Malaysia
- Licenced Company Secretary since December 1998

QUALIFICATIONS

- Chartered Secretary and Chartered Governance Professional of The Institute of Chartered Secretaries and Administrators (ICSA), now known as The Chartered Governance Institute, UK
- Associate of the Malaysian Institute of Chartered Secretaries & Administrators (MAICSA) since 2001

WORKING EXPERIENCE

Hamizah spent the early years of her career in legal practice before joining TM as an Assistant Company Secretary in 1996. She was appointed as Joint Secretary on 15 July 2011 and thereafter as General Manager of Company Secretarial Unit of Group Legal, Compliance and Company Secretarial Division in 2012. She was subsequently named as the Group Company Secretary on 1 January 2017, heading the Group Company Secretarial Division of TM. She left TM on 31 December 2019 and rejoined on 1 September 2020.

She brings with her more than 26 years of experience on corporate secretarial, compliance and corporate governance matters as well as due diligence exercises and special projects.

WORKING EXPERIENCE

A graduate from Institut Professional Baitulmal Kuala Lumpur, Yazmi started his career in a company secretarial firm in 1996. He joined TM in 2001 as an Assistant Company Secretary and was promoted to Assistant General Manager in 2013. He was appointed as Joint Secretary following his appointment as General Manager, Company Secretarial Division on 1 January 2020. Yazmi has over 25 years experience in corporate secretarial matters, corporate governance, compliance, special projects and due diligence exercises.

SENIOR MANAGEMENTS' PROFILE

Nationality
Malaysian

Age/Gender
49/Male

Date of Appointment
1 August 2020



Dato' Imri Mokhtar

Managing Director (MD)/
Group Chief Executive Officer (GCEO)

- Bachelor of Electronics Engineering and Management Studies, (1st Class Honours), University College London (UCL), UK
- Attended Leadership Programmes at Cambridge Judge Business School and Harvard Business School

Dato' Imri brings with him over 26 years of experience in telecommunications and strategy. His last position was as Chief Operations Officer at Celcom Axiata Berhad since 1 May 2020. He previously served as TM's Chief Operating Officer (COO), responsible for overseeing the business operations of TM with a special focus on Unifi, TM One and TM Global and its Performance Improvement Programme. During his time as COO, he also served as TM's Acting GCEO from 16 November 2018 until 13 June 2019.

Prior to his appointment as COO, he was the EVP of Unifi. He first started his career with TM in 1996 and re-joined in 2005, served in various positions including as Vice President, Programme and Performance Management Office and EVP, Consumer. Prior to re-joining TM in 2005, Dato' Imri was with a Malaysia pay-TV operator and before that, as a consultant with a global management consulting firm.

Dato' Imri is a Director and CEO of TM Technology Services Sdn Bhd (formerly known as Webe Digital Sdn Bhd). He is also a Director of TM Digital Innovation Sdn Bhd (Credence), GITN Sdn Berhad and Universiti Telekom Sdn Bhd (UTSB), which are wholly-owned subsidiaries of TM.

Listed Issuer:
Telekom Malaysia Berhad

Public Company:
None

Nationality
Malaysian

Age/Gender
60/Male

Date of Appointment
1 November 2019



Razidan Ghazalli

Group Chief Financial Officer (GCFO)

QUALIFICATIONS

- Bachelor of Commerce (Accounting & Finance), University of Tasmania, Australia
- Post Graduate Diploma in Marketing, Chartered Institute of Marketing, UK
- Certified Practising Accountant (CPA), CPA Australia
- Chartered Accountant of the Malaysian Institute of Accountants
- Associate member of the Chartered Institute of Marketing, UK

WORKING EXPERIENCE

Razidan first joined TM as its Financial Advisor on 16 September 2019 and was subsequently appointed as GCFO on 1 November 2019.

He has more than 36 years of working experience in public accounting and commercial sectors within the telecommunication, plantation and oil & gas industries. He also has a strong grasp of core finance functions including treasury corporate finance, merger and acquisition and corporate restructuring & transformation, including international experiences in Indonesia, Vietnam, Germany, Singapore, Australia, Iran and Netherlands, amongst others.

Razidan also sits on the board of several subsidiaries of TM, including TM Technology Services Sdn Bhd and Mobikom Sdn Bhd.

DIRECTORSHIP

Listed Issuer:
None

Public Company:
Tulip Maple Berhad

Nationality
Malaysian

Age/Gender
48/Male

Date of Appointment
1 August 2019



Tengku Muneer Tengku Muzani

Chief Corporate & Regulatory Officer (CCRO)

- Bachelor of Science (Business Administration) majoring in Finance, The Daniel's College of Business, University of Denver, Colorado, USA
- Attended Strategy & Leadership Programme for Senior Management at INSEAD

Tengku Muneer was appointed as CCRO on 1 January 2023. Prior to his appointment as CCRO, he served as Chief Strategy Officer from 1 August 2019 to 31 December 2022.

He has over 24 years of experience in Strategy, Regulatory, Sustainability, Marketing and Sales, Branding, Retailing and Customer Service and Experience. He was with TM between 2006 to 2010 as part of the Group Performance and Programme Management Office.

He subsequently moved to Celcom Axiata Berhad from 2010 until 2017 and held various senior positions as its Head of Strategy and Business Planning, Head of Enterprise Sales, Head of Touchpoint Strategy and Retail Operations, Head of Marketing and Head of Turnaround. He was also enrolled under the Axiata Group Accelerated Development Programme.

He then joined Malaysia Airports Holdings Bhd as its General Manager of Corporate Planning prior to joining Altel Holdings Sdn Bhd as its Chief Strategy and Implementation Officer, where he was instrumental in the roll out and completion of the National Digital Terrestrial Television Project.

He is also a Director in Mobikom Sdn Bhd, a wholly-owned subsidiary of TM.

Listed Issuer:
None

Public Company:
None

QUALIFICATIONS

WORKING EXPERIENCE

DIRECTORSHIP

Nationality
Malaysian

Age/Gender
47/Female

Date of Appointment
1 February 2021



Shanti Jusnita Johari

Chief Marketing Officer (CMO)

- Master of Business Administration, Universiti Teknologi Malaysia with Tampere University, Finland (Strategic Management)
- Bachelor of Engineering (Electronics), Vanderbilt University, USA

Shanti was appointed as CMO of TM on 1 February 2021 and is responsible for the overall strategy, transformation and management of TM's brand and marketing, customer experience (CX) and Touchpoints.

She has 25 years' experience in various strategy, commercial and operational roles in the telecommunication industry, mainly in areas of marketing, product management and sales both for Consumer and Enterprise market segments. Prior to joining TM, she was the Chief of Customer Experience & Digital, Celcom Axiata Berhad where she was responsible for end-to-end CX, customer service operations and digital touchpoints.

Homegrown from TM's own talent pool, she started her career with TM in 1997 under the Corporate & Multinational Sales division, where she held roles in key account management, sales and product consultancy. In 2005, Shanti joined the TM Retail Business Strategy & Management office, responsible for the strategic development and management of TM Retail operations. She was later appointed as General Manager, Business Strategy in 2007 where she was responsible for the strategic development and management of TM's business strategy and plan. Shanti was subsequently appointed as Executive Vice President, TM SME in 2009, where she oversaw the commercial management of TM's business in the SME segment.

She left TM to join Maxis Berhad in 2011 as its Vice President, Marketing Strategy where her roles included Consumer Marketing strategy. She was later appointed as Head of Enterprise Marketing & Product of Maxis from 2013 to 2019 where she was responsible for overall marketing, value proposition and product management of mobile, fixed and cloud enterprise solutions. She then moved to Celcom Axiata in 2019 and rejoined TM as its CMO on 1 February 2021.

Shanti has completed Directorship Technical Training by MINDA in 2018, held a regional Board representation, Tune Talk Board membership and several Management Board roles throughout her career.

Listed Issuer:
None

Public Company:
None

Nationality
Malaysian

Age/Gender
56/Female

Date of Appointment
15 June 2021



Sarinah Abu Bakar

Chief Human Capital Officer (CHCO)

- Master in Business Administration, University of South Australia
- Bachelor's Degree in Chemical Engineering, Queen's University of Belfast, UK

She was appointed as TM's CHCO on 15 June 2021 and is responsible to deliver a human & employee centred organisation to realise TM's aspirations.

Sarinah has over 30 years of diverse experience including strategic human resources business partnering with global portfolios, organisational transformation, integrated talent management, executive coaching and merger & acquisition experience across global industrial technology companies. She brings with her a range of skills in HR best practices and strong stakeholder management for highly complex and demanding environments.

Prior to joining TM, she was with Honeywell International as VP of HR for Asia Pacific as well as VP of HR for Global High Growth Regions. Sarinah is currently a member of the Board of Trustees of YTM and Director of Universiti Telekom Sdn. Bhd.

Listed Issuer:
None

Public Company:
None

Nationality
Malaysian

Age/Gender
58/Male

Date of Appointment
15 June 2021



Ir. Ts. Azizi A Hadi

Chief Technology & Information Officer (CTIO)

QUALIFICATIONS

- Master in Business Administration, Universiti Putra Malaysia
- Bachelor of Science in Electrical Engineering, Wichita State University, USA
- Attended various leadership programmes at Harvard, Cambridge and Stanford universities

WORKING EXPERIENCE

Prior to his appointment as the CTIO on 1 January 2023 to focus on technology drivers, he served as the Chief Operating Officer (Commercial & Technology) since 1 September 2020. He has more than 30 years of experience in the telecommunications industry, which includes engineering, operations, sales, product development and management in both fixed and mobile industries.

Ir. Azizi started his career with the Royal Malaysian Army as an Engineering Officer in the Royal Signals Regiment from 1987 to 1996, where his main responsibilities were in planning tactical radio networks, evaluating new equipment and training. He was also the Country Business Development Manager of Global One Communications, an international telecommunications service provider, where he was entrusted with the country's MNC sales in 1999. Prior to joining TM in 2006, he was with Maxis Communications Berhad as the Head of Broadband Business Unit, as well as Network Engineering and Operations.

Ir. Azizi first joined TM as the General Manager, Technology & Innovation. He was then promoted to Vice President (VP) of Retail Product on 1 February 2009 where he was responsible for the development and commercialisation of TM's products and services. He then became the Executive Vice President (EVP), SME in 2011 before assuming his role as Chief Operating Officer of Webe Digital Sdn Bhd (webe) in 2014 and later as Executive Director and Chief Executive Officer of webe on 1 August 2016. He was subsequently appointed EVP, TM One on 15 May 2017 to lead TM One through its transformation journey as a fully integrated digital enabler for enterprises and the public sector.

He served as Chief Network Officer (CNO) from 26 August 2019 until 31 August 2020 and responsible for the strategy, rollout and management of nationwide networks. Ir. Azizi also sits on the board of several subsidiaries of TM including, Telekom Research and Development Sdn Bhd, Fibrecomm Network (M) Sdn Bhd and Fiberail Sdn Bhd.

DIRECTORSHIP

Listed Issuer:
None

Public Company:
None

Nationality
Malaysian

Age/Gender
48/Male

Date of Appointment
1 February 2020



Anand Vijayan

Chief Commercial Officer (CCO)/EVP Unifi

- Master in Business Administration in (e-commerce), Charles Sturt University, Australia
- Bachelor of Business (Accountancy), Royal Melbourne Institute of Technology (RMIT) University, Australia
- Certified Practising Accountant, CPA Australia
- Certified Information Systems Auditor (CISA) from Information Systems Audit & Control Association (ISACA)

Anand was appointed as CCO of TM on 1 February 2020 and is primarily responsible for the Unifi business.

He has vast and diverse experience in consultancy, risk management, business turnaround and most notably telecommunications.

He started his career in 1996 in the professional services space and spent several years in the big four (4) accounting firms working in assurance and advisory services across several countries including in Kazakhstan, Bulgaria, Russia, Albania and Uzbekistan.

Prior to joining TM, he was with Time dotCom Berhad (Time) from 2009 until 2018. He served as an Exco member and covered various portfolios including several strategic business units. It was under his leadership that the Consumer segment experienced exceptional growth. In 2017, he was appointed as the Chief Operating Officer and Executive Director at Symphony Communication in Bangkok, a public listed company of the Time Group and was instrumental in the turnaround of the company.

Anand also sits on the board of several subsidiaries of TM Group.

Listed Issuer:
None

Public Company:
None

QUALIFICATIONS

WORKING EXPERIENCE

DIRECTORSHIP

Nationality
Malaysian

Age/Gender
41/Male

Date of Appointment
1 September 2022



Ivan Chong

Chief Information Officer (CIO)

- Honours Degree in Business Information and Technology, Coventry University, UK
- MBA, Leadership Programme at Harvard
- Professional Certification of PMP, Advanced Scrum Master, ITIL V3 and Data Centre Professional

Ivan was appointed as CIO of TM on 1 September 2022 and brings with him 19 years of professional experience. He has spent 15 years working in Technology and Management Consulting firms such as Accenture and Hewlett-Packard (HP) and has worked in over 13 countries across Asia Pacific and Europe. He brings with him the depth and breadth of experience across multiple industries namely, Telecommunications, Financial Services, Healthcare, Energy and Resources.

Ivan started his career with HP where he later became the Data Centre Manager and IT Service Manager (Asia Pacific). During that time, he managed all tier 3 data centres across Asia Pacific and coordinated several data centre consolidations and migrations in Vietnam and Malaysia. He joined Accenture Solutions in 2008 and during his tenure, he served as a Technology Consultant before leaving the firm as a Senior Manager.

Ivan subsequently joined Standard Chartered, where he was responsible to head the bank's Service Management Transformation globally. Prior to working with TM, he was the Head of Group IT and Digital at Celcom Axiata Berhad where he was responsible for driving Service Excellence initiatives across the organisation, leveraging technology and digital as key enablers. He was also responsible for enabling the go-to-market across Mobile, Home and Enterprise segments, as well as recognised for his success in significantly reducing the total annual IT spend yet increasing high-quality outputs.

Listed Issuer:
None

Public Company:
None

Nationality
Malaysian

Age/Gender
49/Female

Date of Appointment
1 January 2022



Shazurawati Abd Karim

EVP, TM One

- Master of Arts and Master of Engineering, Cambridge University, UK
- Bachelor of Arts, Hons (Electrical Engineering), Cambridge University, UK
- Completed a leadership programme at Stanford University, USA

Shazurawati was appointed as EVP TM One on 1 January 2022, in addition to her role as Vice President (VP), Business Services, TM One. She joined TM 25 years ago and has held various leadership capacities across multiple domains and portfolios within TM Group.

Prior to her current roles, Shazurawati was the VP at TM Chief Operating Officer (COO) and Transformation Office, driving the Group performance improvement programmes. She also served as VP, Partnership, where she led TM One's partnership programme and alliances across industry verticals, technologies, products, services and solutions with both local and global partners.

She was the COO of VADS Berhad, overseeing the ICT business nationwide delivery and operations for large enterprises across various industry and economic sectors.

As the VP of Technology and Innovation, she was responsible for the technical design and development of TM's commercial products and offerings, customer premises equipment design and technology business strategy blueprint.

She also sits on the Boards of several subsidiaries under TM Group including VADS Berhad.

Listed Issuer:
None

Public Company:
VADS Berhad

QUALIFICATIONS

WORKING EXPERIENCE

DIRECTORSHIP

AWARDS/ RECOGNITIONS

Nationality
Malaysian

Age/Gender
47/Male

Date of Appointment
1 September 2018



Amar Huzaimi Md Deris

EVP, TM Global

- Master in Business Administration, Deakin University, Australia
- Bachelor of Commerce (Accounting and Finance), Monash University (Clayton), Australia
- Fellow Certified Practising Accountant Australia (FCPA Australia)
- Attended various leadership programmes, including Proteus at London Business School, UK

Amar joined TM in 1998 under the Group Financial Controller Division, where he was involved in various business and operational capacities including revenue management and assurance; billing and invoicing; and strategic costs management. In 2005, he joined the Group Internal Audit Division, responsible for the effectiveness of TM risk management, internal controls and governance processes. Subsequently, in July 2009, he was promoted to Deputy Chief Internal Auditor in the same office and a year later as a General Manager, Group Corporate and Regulatory, responsible for Economic Regulation.

In 2011, Amar was appointed as GM, GCEO's Office where he was entrusted to manage key strategic initiatives portfolio for the Group and ensures its execution effectiveness. In October 2016, he assumed the position of VP Carrier Sales of TM Global, responsible to foster domestic and international carrier business opportunities; and managing TM regional offices in the UK, USA, Hong Kong, Singapore, Dubai and Australia. On 1 September 2018, he assumed the role of EVP TM Global overseeing the Group's global and wholesale business.

Amar also sits on the Boards of several subsidiaries of TM Group under TM Global cluster including Fiberail Sdn. Bhd., Fibrecomm Network (M) Sdn Bhd, Acasia Communication Sdn Bhd and Asean Telecom Holding Sdn Bhd, a business alliance with seven (7) ASEAN countries.

Listed Issuer:
None

Public Company:
None

- CPA Australia's 40 Young Business Leaders in 2012 which showcases highly talented individual across regions and sectors.
- Included in Capacity Media's First Edition of Power 100, a global index on 100 of the most influential people in the Global Wholesale Telecommunication sector in 2019.

Nationality
Singaporean

Age/Gender
58/Male

Date of Appointment
1 November 2021



Nationality
Malaysian

Age/Gender
52/Female

Date of Appointment
1 October 2022



Krishnendu Datta

CEO, Credence

- MBA in Marketing and Strategy, European Business School, University of Surrey, UK
- Bachelor of Science in Applied Physics/Classical Physics, University of Calcutta, India
- Completed the Global Leadership Development Programme from INSEAD, France

QUALIFICATIONS

Krish was appointed as CEO of Credence on 1 March 2022. Prior to his current role, he was the EVP of Enterprise Digital Services, TM One. He joined TM with over 34 years of technology industry experience, having built and led several enterprise technology-based businesses across ASEAN, India, Japan, Australia and the Middle East. He is a passionate business and people leader who has demonstrated successful track record in Asia with well-established global MNCs and start-up companies.

Krish was in SAP Asia Pacific for over 16 years holding various leadership positions. He established SAP in Indonesia, Philippines, Vietnam and went on to hold the position of President, SAP South East Asia, responsible for all aspects of the business from sales, marketing, sales operations, presales, partner and ecosystem, finance, support, HR and consulting.

Upon leaving SAP in 2011, he started Back Office Associates (now known as Syniti) in Asia Pacific, Japan and Middle East region as its CEO. He went on to build the business over the next 8 years and exited after building a manicured business, including key technology and delivery capabilities which included global delivery centres in India, Philippines and P&L across 9 countries.

He became the Co-Founder and Chief Executive Officer of Xampr which started no-code low-code mobile platform for mobile application development, focusing on integration, last mile process and flexible template-based workflow and adoption. In 2021, he founded DIVIT NuTech as its CEO, focusing on digital enterprises services. Krish is an art lover and also established an art online platform Mayinart.com.

Listed Issuer:
None

Public Company:
None

Jasmine Lee Sze Inn

EVP, Mobile

- Bachelor of Arts (Honours), Communications & Social Sciences, Universiti Kebangsaan Malaysia

WORKING EXPERIENCE

Jasmine was appointed as EVP Mobile of TM effective 1 October 2022. She has over 20 years of experience in building and expanding different technology-based businesses and has also served in various telecommunications and technology industries. Prior to joining TM, Jasmine served as the Chief Digital Officer and Chief Marketing Officer of U Mobile and led the aggressive growth at U Mobile from 1 million subscribers in 2013 to 7 million subscribers in 2021.

Jasmine's vast experience in driving business growth through cost-effective innovation includes her service at AirAsia as the Commercial Director, CEO of MNC Wireless Berhad, a mobile services start-up established by Jasmine, as well as the Senior Manager of Corporate Branding & Relationship Marketing at Digi Telecommunications.

Her strengths in driving the mobile business, marketing, innovation, new business development, digital and customer relations marketing will be crucial in driving the growth and transformation for TM's mobile and FMC business as well as pivoting TM from a telco to a TechCo.

DIRECTORSHIP

Listed Issuer:
None

Public Company:
None

Nationality
Malaysian

Age/Gender
52/Male

Date of Appointment
1 November 2020



Mohamed Tajul Mohamed Sultan

Chief Network Officer (CNO)

- Master in Business Administration, International Business School, Universiti Teknologi Malaysia
- Bachelor Degree in Electrical Engineering, Hanyang University, Seoul, South Korea

Tajul was appointed as CNO of TM on 1 November 2020 where he is responsible for the end-to-end of network planning, roll out and operations of TM network. He focuses on TM's network modernisation, process simplification and automation, as well as to ensure the best customer experience through excellent technical delivery, fulfillment and assurance for Unifi, TM One and TM Global customers.

Tajul has over 27 years of experience in spearheading full spectrum of new technology adoption, operations management, service enhancements along with network infrastructure transformation within the telecommunication domain.

He started his career with TM at the Seberang Perai office in 1994 as a Switching Operation Executive. In 2002, he worked with a group of team that was responsible to set up Switching Operation Centre in Kuala Lumpur. Later between 2007 to 2011, he was tasked to oversee several roles in Northern Region Network Operation & Management prior to his promotion as General Manager, Network Management and Operation of Southern Region in 2012. He was then assigned to establish and lead Petaling Jaya State Business Unit in 2015 where he successfully transformed and turnaround the business. He went back to lead Network Management & Operation in 2017 and was promoted as Vice President in 2019 before assuming his current position as CNO.

Listed Issuer:
None

Public Company:
None

Nationality
Malaysian

Age/Gender
53/Female

Date of Appointment
1 October 2021



Nor Azura Ab. Wahab

Chief Procurement Officer (CPO)

QUALIFICATIONS

- Bachelor Degree in Accountancy, Sheffield University, United Kingdom
- Completed Postgraduate Diploma in Accountant, Demontfort University in Leicester, UK
- Master in Business Administration (MBA), Multimedia University (MMU), Cyberjaya

WORKING EXPERIENCE

Azura was appointed as CPO effective 1 October 2021 in which she is responsible to lead the overall TM procurement strategy and contract management services in supporting the business requirement whilst ensuring full compliance to TM's policy, process and governance.

A TM home-grown talent, Azura has more than 21 years of experience working in TM in different areas and divisions. She started her career as an Account Executive in 1996 in Telekom Publication Sdn Bhd (a wholly owned subsidiary of TM) before joining TM Group Internal Auditor as an Internal Audit Division, where she was in charge to lead and manage the audit plan for various divisions such as Corporate units, MMU and international subsidiaries. In 2006, Azura was promoted as the Deputy Chief Internal Auditor to oversee overall execution of the audit plans by the Group Internal Audit to provide the required assurance on TM's internal control.

In 2009, Azura moved to Group Procurement as GM Strategic Sourcing where she was responsible to manage and oversee all TM procurement and sourcing activities whilst ensuring compliance to TM's policy and governance accordingly. In 2014, she was assigned to be part of the LoB under TM One undertaking multiple roles and accountabilities including Head of TM One Transformation Office and GM Business Technology which oversees the execution of TM One transformation, focusing on organisational structure and process improvements. In 2019, Azura was appointed as Head of Partnership for TM One whereby she successfully centralised the partnership function and transformed the overall partnership process and governance as part of internal control improvements.

DIRECTORSHIP

Listed Issuer:
None

Public Company:
None

Nationality
Malaysian

Age/Gender
56/Male

Date of Appointment
16 July 2021



Abdul Razak Deraof

Chief Integrity & Governance Officer (CIGO)

- Master of Management in Science, Universiti Utara Malaysia, Kedah
- Bachelor's Degree in Human Resource Development, Universiti Putra Malaysia, Selangor
- Professional accreditation in International Training Methodology Course from INTAN, Kuala Lumpur

Abdul Razak was appointed as CIGO of TM on 16 July 2021 and is responsible to spearhead TM's strategy in combatting corruption through prevention, education and awareness as well as enforcement in ensuring an ethical culture in the Group.

He has 29 years of experience in various roles in the Malaysian Anti-Corruption Commission (MACC). He started his career in MACC Selangor in 1992 and in 1997 served MACC's Training Department. He then pursued his Masters in 2001 and upon returning, was assigned to MACC's Community Education Division in Putrajaya. He was subsequently assigned to MACC Sabah in 2006 and MACC Headquarters in Kuala Lumpur in 2010.

In 2011, Abdul Razak was seconded to Amanah Raya Berhad as Deputy Chief Integrity Officer responsible for implementing the organisation's Integrity Plan and integrity awareness programmes for its officers, employees and vendors. He was then assigned to Prasarana Malaysia Berhad as Chief Integrity Officer responsible for various integrity initiatives such as Integrity Plan, Code of Business Ethics for employees and vendors, Whistle Blower Policy as well as implementing comprehensive awareness programmes throughout the organisation.

In 2016, Abdul Razak was assigned as Deputy Director (Management) of the Malaysian Anti-Corruption Academy (MACA) and in 2018, served in the Deputy Commissioner (Prevention) Office, MACC Putrajaya. He then served as Deputy Director (Operations) in MACC Sarawak and in 2019, was assigned as Chief Integrity Officer in the Ministry of Education Malaysia. Prior to joining TM, he was the Deputy Director of MACC Selangor.

Listed Issuer:
None

Public Company:
None

QUALIFICATIONS

WORKING EXPERIENCE

DIRECTORSHIP

Nationality
Malaysian

Age/Gender
48/Male

Date of Appointment
1 November 2019



Haikel Ismail

Chief Risk Officer (CRO)/
Chief Internal Auditor (CIA) (Covering)

- Master of Business Administration, Edinburgh Business School of Heriot Watt University, UK
- Bachelor of Commerce & Management, Lincoln University, New Zealand
- Associate, Chartered Management Accountant (ACMA), Chartered Institute of Management Accountant (CIMA), UK
- Chartered Global Management Accountant (CGMA), CIMA, UK
- Certified Internal Auditor (CIA), The Global Institute of Internal Auditors, USA
- Certification in Risk Management Assurance (CRMA), The Global Institute of Internal Auditors, USA
- Certified Fraud Examiner (CFE), The Association of Certified Fraud Examiners, USA
- Chartered Member of the Institute of Internal Auditors Malaysia (CMIIA)

Haikel first joined TM as the Head of Advisory and Strategic Reorganisation within the Group Internal Audit Division on 1 March 2019 and subsequently appointed as the CIA on 1 November 2019. On 1 February 2023, he was appointed as the CRO primarily responsible for identifying business challenges and driving risk strategy for the future sustainability of TM. He brings over 25 years of experience in internal audit and risk management.

He started his career with Renong Berhad Group in 1997 as a Management Trainee and eventually moved into leadership roles within the group including as the Head of Compliance for Renong's Telecommunication & Multimedia Division in 2001. Overall, Haikel has led various internal audit and risk management functions at both private and public listed companies.

Haikel is currently a member of the Board of Governors for the Institute of Internal Auditors Malaysia. He was a Central Committee member from 2017 to 2019 and the founding Secretary General for the Society of Certified Risk Professionals.

Listed Issuer:
None

Public Company:
None

Nationality
Malaysian

Age/Gender
52/Female

Date of Appointment
1 September 2020



Hamizah Abidin

Group Company Secretary

- Bachelor of Law (Hons) (First Class Honours), International Islamic University of Malaysia
- Licenced Company Secretary since December 1998

Hamizah spent the early years of her career in legal practice before joining TM as an Assistant Company Secretary in 1996. She was appointed as Joint Secretary on 15 July 2011 and thereafter as General Manager of Company Secretarial Unit of Group Legal, Compliance and Company Secretarial Division in 2012. She was subsequently named as the Group Company Secretary on 1 January 2017, heading the Group Company Secretarial Division of TM. She left TM on 31 December 2019 and rejoined on 1 September 2020.

She brings with her more than 26 years of experience on corporate secretarial, compliance and corporate governance matters as well as due diligence exercises and special projects.

Listed Issuer:
None

Public Company:
None

Nationality
Malaysian

Age/Gender
52/Male

Date of Appointment
1 October 2022



Nik Azli Abu Zahar

Group General Counsel

QUALIFICATIONS

- Bachelor of Laws (Honours), University of Newcastle Upon Tyne, UK
- Certificate of Legal Practice, Malaysia
- Admitted as Advocate and Solicitor of the High Court of Malaya

WORKING EXPERIENCE

Nik Azli was appointed as the Group General Counsel effective 1 October 2022. He has extensive experience as an in-house counsel and has been part of the leadership team of several prominent organisations.

Prior to joining TM, Nik Azli was the Group General Counsel of Sapura Energy Berhad where he successfully negotiated and completed the Global Multi-Currency Facility financing exercise involving 13 local and foreign banks. Whilst at Malaysia Airline Berhad (MAB), as the Group Chief Corporate Services Officer, he re-negotiated an aircraft purchase contract to reduce MAB's liability exposure, among other achievements.

He was responsible in leading the legal team that saw through the merger exercise between SapuraCrest Petroleum Berhad and Kencana Petroleum Berhad and the start of SapuraKencana Petroleum Berhad, as a new merged and listed entity. In addition to that, as the Head of Legal at Energy & Utilities Division, Sime Darby, he successfully negotiated and concluded a Settlement Agreement resulting in a significant write-back to the Division.

Nik and his team were the recipients of the Energy and Resources In-House Legal Team Award at the prestigious Asia Legal Business (ALB) Malaysia Law Awards in 2015. He has also served at reputable legal firms in Malaysia including Zul Rafique & Partners and Zaid Ibrahim & Co.

Whilst in practice, he advised several multinational companies in commercial transactions and energy & utility projects, including overseas transactions and projects spanning from China to the Middle East.

DIRECTORSHIP

Listed Issuer:
None

Public Company:
None

Additional Information of the Senior Management (SM)

<i>Date of Appointment</i>	:	<i>Date he/she was appointed as SM</i>
<i>Family Relationship</i>	:	<i>Save as disclosed, none of the SM has any family relationship with any Director and/or major shareholder of TM.</i>
<i>Conflict of Interests</i>	:	<i>Save as disclosed, none of the SM has any conflict of interests with TM.</i>
<i>Conviction for Offences</i>	:	<i>None of the SM has any conviction for offences, other than traffic offences, for the past 5 years.</i>
<i>Public Sanction or Penalty</i>	:	<i>None of the SM has any sanction or penalty imposed on them by any regulatory bodies during the financial year ended 31 December 2022.</i>

DIRECTORS' STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROLS

Under Paragraph 15.26(b) of the Main LR of Bursa Malaysia Securities Berhad (Bursa Securities), the Board of Directors of listed issuers is required to include in their annual report a statement about the state of risk management and internal control of the listed issuer as a group. Accordingly, TM's Board of Directors ("Board") is pleased to provide the following statement that has been prepared in accordance with the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed issuers endorsed by Bursa Securities, which outlines the nature and scope of the risk management and internal control within TM Group during the financial year under review.

RESPONSIBILITY AND ACCOUNTABILITY

The Board

The Board is responsible for establishing and overseeing the Group's risk management framework and internal control systems, which manages the Group's risk appetite within acceptable levels of tolerance. The tolerance levels are set by the Board and Management to achieve the Group's goals and objectives in generating returns for shareholders. The Board periodically reviews the effectiveness and adequacy of the framework and systems by identifying, assessing, monitoring and communicating key business risks to safeguard shareholders' investment and the Group's assets.

The two (2) Board committees that have primary risk management and internal control oversight responsibilities are:

Board Risk Committee (BRC)

The primary responsibility of the BRC is to assist the Board in ensuring a sound and robust ERM framework and its implementation to enhance the Group's corporate governance practices with a focus on risk issues by identifying, assessing and monitoring key business risks. Given the growing importance of sustainability/ESG and cyber security risks in 2022, both subjects have been part of the Board's agenda. BRC is the oversight platform to discuss the related risks and the associated control implementations.

The Terms of Reference (ToR) and primary duties of the BRC concerning risk management are incorporated in the Board Charter, which is accessible on the company's official website at tm.com.my.

Board Audit Committee (BAC)

The primary responsibility of the BAC is to assist the Board in assessing the effectiveness of the Group's internal control structure and review of the financial reporting. To achieve this, the BAC:

Reviews the Group's internal control systems and management information systems' adequacy and integrity, including compliance with applicable laws, rules, directives and guidelines through Group Internal Audit (GIA) function

Reviews and provide oversight on the Group's management of investigations and prosecutions, fraud and disciplinary issues, ethics, integrity principles and whistle blowing processes through the Group Integrity & Governance (GIG) function

GIA and GIG report directly to the BAC

The BAC's ToR is stipulated in the Board Charter, accessible on the Company's website. The primary duties of the BAC in assessing the adequacy and effectiveness of the internal control systems implemented within the Group are elaborated on pages 208-210. Other Board Committees, such as the Nomination and Remuneration Committee and Tender Committee, are also established with clearly defined duties and responsibilities to oversee various key business activities involved within the Group.

The Board acknowledges that it remains responsible for all the committees' actions regarding the execution of the delegated roles, including the outcomes of the review and disclosure on key risks and internal control systems in this Integrated Annual Report.

Management

Management is accountable to the Board and responsible for implementing the processes of identifying, evaluating, monitoring and reporting risks and the effectiveness of internal control systems, taking appropriate and timely corrective actions as required. The management has assured the Board that the Group's risk management and internal control systems are operating adequately and effectively in all material aspects, based on the ERM framework and internal control systems adopted by the Group. With regards to risk management, the Management has implemented the necessary processes to:

- Identify and analyse the risk appetite relevant to the business and determine the level of risk tolerance towards the achievement of the Group's objectives and strategies
- Design, implement and monitor the ERM framework according to the Group's strategic vision and overall risk appetite
- Identify changes to risks or emerging risks, take appropriate actions and bring these promptly to the Board's attention

ENTERPRISE RISK MANAGEMENT

ERM Framework

ERM remains an integral part of the organisation's governance processes, ensuring all inherent and emerging risks are assessed, mitigated and monitored to safeguard the Group's interests.

TM has adopted the ISO 31000:2018 Risk Management Standard, which serves as a guideline for identifying, evaluating, managing and monitoring significant risks by the Group to align its ERM process with industry best practices. Figure 1 illustrates TM's risk management principles, framework and process.

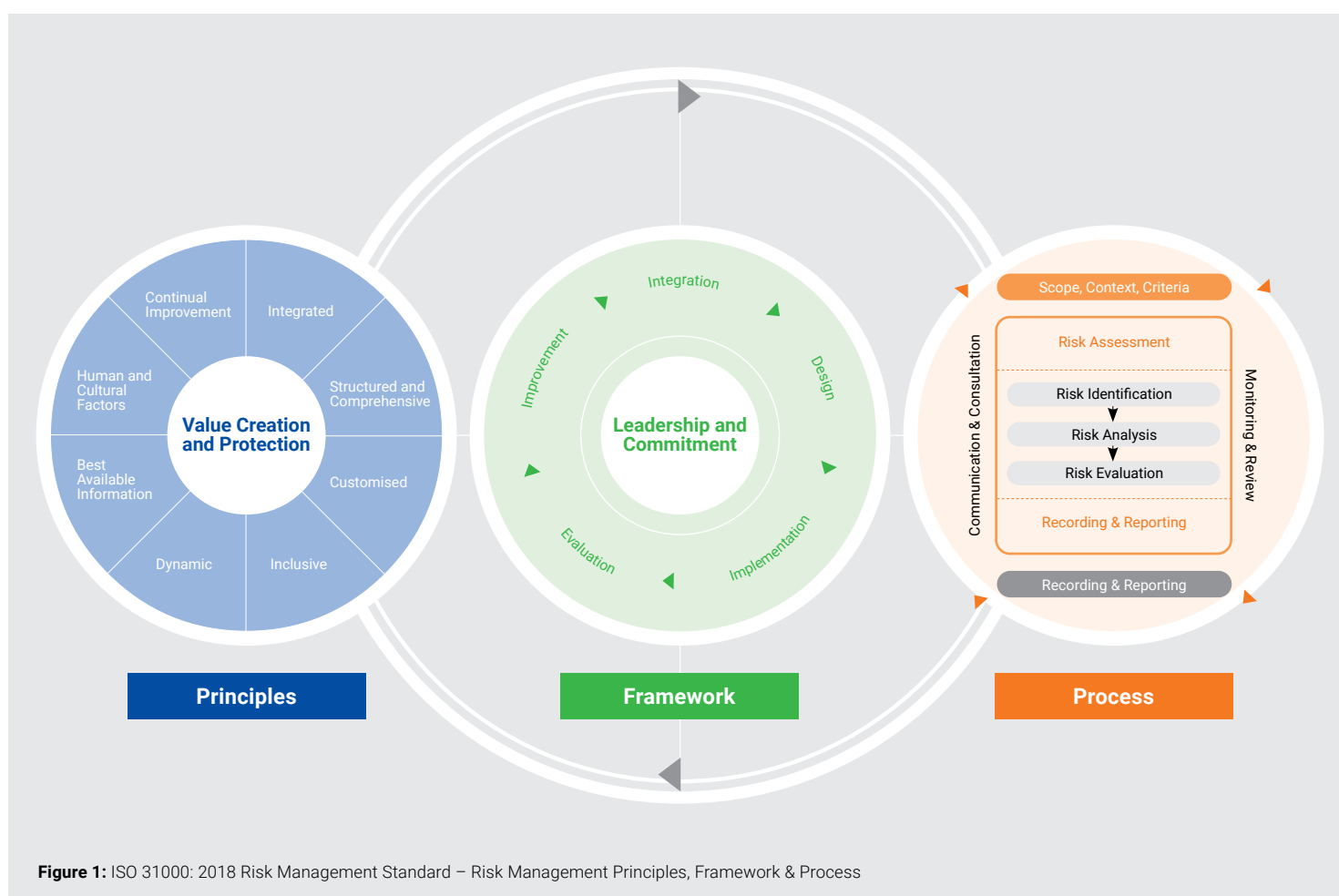


Figure 1: ISO 31000: 2018 Risk Management Standard – Risk Management Principles, Framework & Process



The ERM practice has been progressively implemented throughout TM, including its subsidiaries, to support the execution of convergence and digital strategies. Figure 2 below illustrates TM's ERM governance and framework.

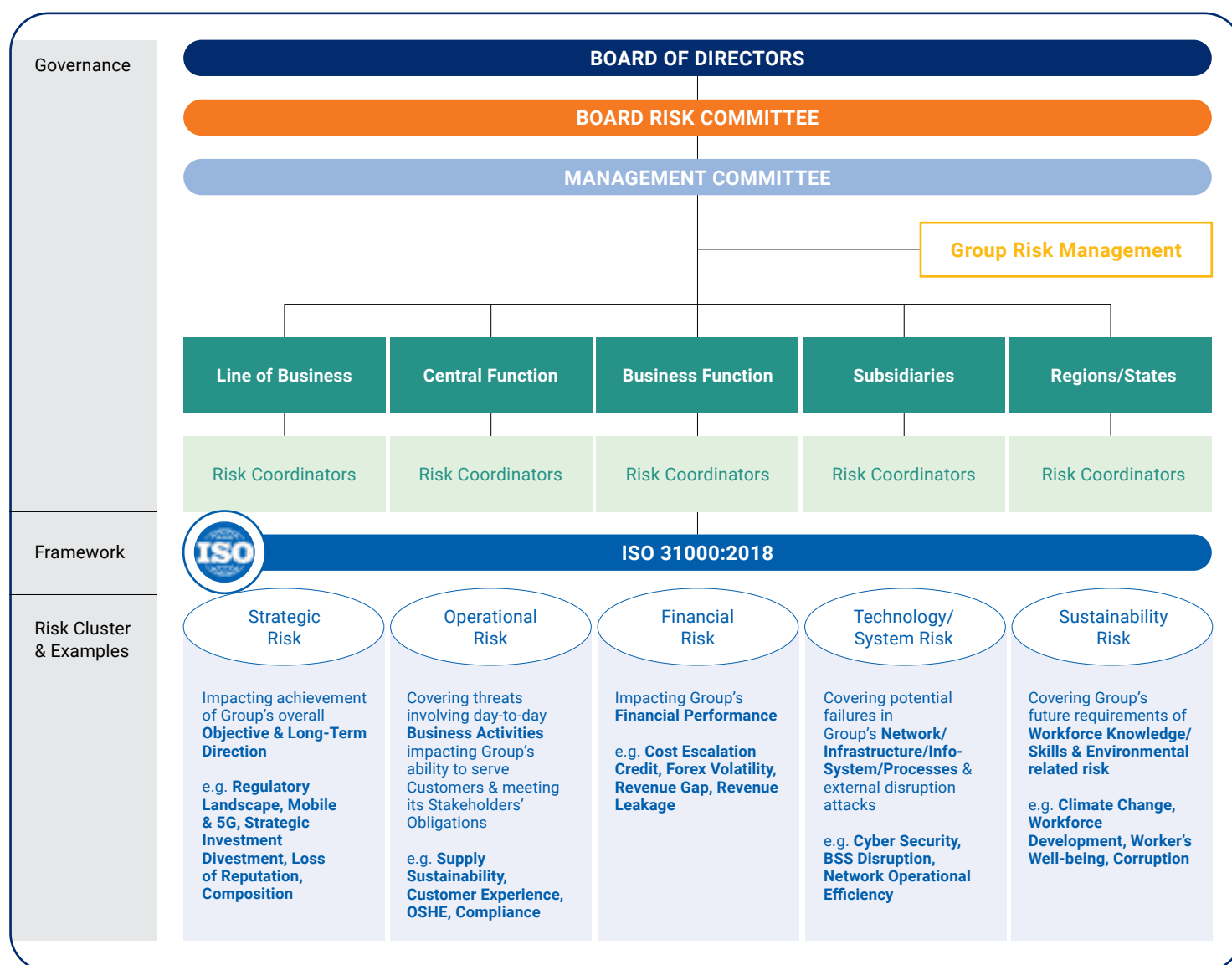


Figure 2: TM's ERM Governance and Framework

TM's ERM structure spans the entire organisation, from the Board to the operational level. Through such governance and framework, material risks are consolidated from all Business Segments to the MC and escalated up to the BRC and Board. Applying a TM Group-wide perspective, leaders will evaluate, scrutinise, warrant further exploration and approve the top risks (including Corporate Risk) through the BRC platform.

There are appointed Risk Coordinators at every LOB, central function, business function, subsidiary and region/state. They have actively performed their roles in coordinating the risk management activities to build a risk-based decision-making workforce, together with strong accountability and responsibility from the respective Head of Divisions to ensure the discipline is successfully instituted. The outcome is reflected through the encouraging positive feedback of the Annual Risk Management Self-Assessment Survey. In all ERM activities, the importance of the staff's role is always emphasised.

➔ For more information on our principal risks, please see pages 211-216

TM Corporate Risk Management Policy and Risk Appetite Statement

Established in 2005, TM Risk Management and Internal Control Policy Statement ("Policy Statement") emphasises TM's commitment to a systematic and proactive approach to risk management practices. It provides reasonable assurance to achieve business objectives and highlights the responsibility and accountability relating to risk management. The Policy Statement was enhanced in 2021 to incorporate the Corporate Risk Appetite Statement.

With this incorporation, it has been renamed to "TM Corporate Risk Management Policy and Risk Appetite Statement", which aims at minimising risks and optimising opportunities in line with TM Group's risk appetite, as stipulated below:

- TM Group is committed to delivering shareholders' value through sustainable growth without compromising our integrity, ethical values and reputation. We do this by upholding our brand promise, seamless customer experience, resilient network, compliance with regulatory requirements and ensuring a safe and healthy working environment for all TM's workforce
- TM Group will defend, improve and expand our market position in Malaysia and selected overseas locations through good risk management discipline
- TM Group shall assess and pursue new growth dictated by the evolving industry and market conditions

Principal Risks

The principal risks are clustered based on five (5) categories: Strategic Risk, Financial Risk, Technology/System Risk, Operational Risk and Sustainability Risk. TM continuously reviews and updates the risks, including incorporating relevant emerging risks within the telecommunication industry to ensure relevance and adequate risk coverage. The risks are further prioritised based on their residual risk ratings, key risk indicators, key control indicators and risk outlooks. The principal risks that have been clustered and monitored by the Board are listed on pages 213-214.

Exposure to compliance risk is monitored through the Corporate Compliance Dashboard, with potential and actual impact of non-compliance presented to the MC.

The BRC and MC continue to provide oversight and appraise the adequacy and effectiveness of the ERM practices given the challenging operating environment.

INTERNAL CONTROL

The Board acknowledges that the internal control systems are designed to manage and reduce risks that hinder the Group from achieving its goals and objectives. It provides reasonable assurance against any material misstatement of management, including financial information, business, operational, environmental, compliance and financial losses or fraud. The internal control systems are embedded within the Group's operating activities and exist for fundamental business reasons.

These systems are designed to manage rather than eliminate the risk of failure to achieve business objectives. It can only provide reasonable and not absolute assurance against material misstatement or loss.

The internal control systems are developed based on the COSO (Committee of Sponsoring Organisations of the Treadway

Commission) Internal Control-Integrated Framework. They are reviewed regularly throughout the year by the Board, taking into consideration any changes in regulation, applicable laws or the business environment to ensure the adequacy and integrity of the internal control systems.

Key elements of the internal control systems established by the Board that provide good governance and effective internal control systems that support the sustainability of the Company are further elaborated below:



**Strengthening Our Governance & Integrity**

Good governance is considered material to TM's long-term relationship with our stakeholders. Our corporate governance system is built on Ethics, Transparency, Accountability and Responsibility principles.

Governance

- **Clearly Defined Lines of Responsibility and Authority**

The Group has clearly defined lines of responsibility and authority to facilitate prompt responses in the continuously evolving business environment, adequate supervision of day-to-day business conduct, timely resolution of audit issues and accountability of the internal controls. These include a formal organisation structure and establishing a Limit of Authority (LoA) matrix that clearly outlines the Board and Management's limits and approval authorities across various key processes. The LoA is duly approved by the Board and subject to regular review and enhancement to ensure it reflects changes in accountability and the Group's risk appetite.

- **Strategic Theme, Objectives and Core Values**

Set to enable Digital Malaysia, TM has a comprehensive suite of communication services and digital offerings, to serve and empower communities, businesses and Government. This includes fixed connectivity, mobile, content, cloud, data centre, cyber security, IoT and smart services.

As Malaysia's leading converged Telco, TM plays a strategic role as the catalyst in shaping the nation's economic growth, social inclusion and digital adoption. Carrying a dual role as a PLC and a GLC requires TM to adopt a balancing act. TM's primary focus is on long-term commercial sustainability, as it is important to be financially reliable in order to continue being a strategic partner for nation building.

TM is consistently driven by stakeholder value creation; and places high emphasis on delivering an enhanced customer experience in today's highly competitive environment. This is made possible via continuous customer service quality improvements and innovations that includes enhanced customer touchpoints and more personalised and seamless digital omnichannel experience.

Through its three (3) year transformation journey (2021-2023), TM has turned around its core business with better profitability, increased operational efficiency as well as productivity. Moving into its third year of transformation with a strengthened core business, TM will re-double its momentum to pursue new growth opportunities beyond connectivity, as well as building its digital capabilities.

Aligning with TM's aspiration to evolve from the present position as a converged Telco to becoming a human-centred TechCo, TM aims to enrich its value proposition with enhanced technology and more digital solutions for its customers. As the future shapers of tomorrow and enabler of a Digital Malaysia, TM is looking into humanising technology and making it accessible to all Malaysians.

In its pursuance of sustainable future growth, TM will continue to place the highest standards of integrity in its business dealings. The commitment for an ethical working environment is reflected in TM CBE. All TM employees are also committed to embrace the KRISTAL core values; which includes total commitment to customers, uncompromising integrity and respect & care in our interactions, be it internally or with external stakeholders.

- **Risk Management and Internal Control Policy Statement**

The Board and Management issued our Risk Management and Internal Control Policy Statement to provide reasonable assurance that the Group will achieve its business objectives, while safeguarding and enhancing shareholders' investments and Group's assets. The Group CEO, Heads of Lines of Business, Heads of Business and Support Groups and TM subsidiaries' CEOs are responsible for implementing the Enterprise Risk Management framework and practices.

- **Product Governance Framework**

Product Governance Framework is established to govern and oversee the business value creation related to product creation and management, especially cross-functional collaborations in creating values via Product Initiatives to support TM's Vision.

- **Procurement Policy**

Procurement policies, processes and guidelines are established to govern the procurement process, i.e., related activities in the procurement value chain, relevant authority limits and the stakeholders' accountability, including TM's employees and suppliers. The procurement governance in TM is made referencing the GLC Red Book (the primary procurement guideline for GLCs launched in 2006 under the GLC Transformation Programme) on Procurement Guidelines and Best Practices. The three (3) objectives of the Red Book are to drive value creation for the nation, develop a robust and competitive Bumiputera Commercial and Industrial Community (BCIC), minimise graft, increase corporate transparency and enhance corporate governance. TM's procurement activities are driven by the 5R, namely Right Quality, Right Quantity, Right Time, Right Place and Right Price.

- **Policy, Manual and Procedures**

TM's Business Policy & Governance (BPG) is the primary reference document that outlines the overall business policies and governance with clearly defined process owners across key functional areas within the Group. The sub-policies, processes, procedures and guidelines are developed, periodically reviewed and maintained by the respective process owners to provide the details in supporting the overall policies and governance in BPG.

Governance

Insurance and Physical Safeguards

Adequate insurance and physical safeguards for significant assets are in place to ensure the Group's assets are sufficiently covered to minimise material loss against any mishap.

Corporate Committees

Three (3) Corporate Committees, namely Management Committee (MC), Business Operations Council (BOC) and Technology Committee (TechCom), were established to provide guidance and decisions in their respective scope and focus. Demarcation of roles is clearly defined, with specific authority levels assigned to ensure effective and efficient business execution balancing with control.

MC focuses on strategic and policy matters, while BOC and TechCom concentrate on operational performance, execution and deployment in areas of business and technology.

Best Practice Committee (BPC)

BPC is a Management Committee that reports to the BAC. The BPC serves as a platform to review, update and discuss developments in listed issuer compliance, best practices, corporate governance and changes in statutory and regulatory requirements set by the relevant regulatory authorities and statutory bodies.

Business Continuity Management (BCM)

The BCM Steering Committee chaired by the GCEO is committed to enhancing service reliability and resilience via an improved BCM programme implementation. The programme serves as guidance to identify potential adversities to the Group and its impact on TM's business operations and customer experience. Subsequently, an overall BCM framework was established to build organisational resilience with an adequate response capability mechanism to safeguard TM's key stakeholders' interests, brand reputation and value-creating activities.

Recording to Reporting (R2R) Framework

R2R is a financial non-compliance reporting framework adopted by the Management to enhance the quality and integrity of the recording to reporting process by instilling and enforcing behavioural change across the organisation. It serves as a mechanism for determining financial non-compliance incidents and the arising consequence management. At the same time, it promotes awareness of compliance and increases Senior Management's accountability.

Procurement Compliance Committee (PCC)

PCC was established to ensure effective implementation of procurement consequence management, ensuring compliance with procurement policies and procedures, including the Authority Limits. Procurement personnel as the gatekeepers are required to highlight non-compliances. Subsequently, PCC is responsible for deliberating on the procurement compliance-

related matters and identifying the appropriate consequence actions.

TM Sponsorship Management Guidelines

This guideline was established to ensure a cohesive and systematic approach in planning, implementing and managing sponsorships for TM. Sponsorship activities are streamlined within units, divisions, LOBs, states and subsidiaries. It assists in the effective facilitation of the evaluation of applications for sponsorship to ensure it benefits the deserving target group and will be implemented following TM policies and governance.

Management Information Systems

TM Group utilises key information systems to support processes, promote effective and efficient operations and timely and accurate communication with internal and external stakeholders. Governing these key systems is the TM IT Policy and Enterprise Architect Standard, which is in place to control and monitor access adequately.

TM Cyber Security Management

1. Information Security Governance and Certifications

In addressing compliance security requirements on Mission Critical (MC)/ Business Critical (BC) services, continuous assessment is conducted to ensure the implementation of essential security controls for identified services.

i. TM Cyber Security Baseline

GIS has completed the assessment of the five (5) identified MC/BC systems and will continue to track the control implementation. GIS will continue the assessment focusing on systems that stored Personally Identifiable Information (PII) and/or public facing.

ii. Compliance and Certifications

To increase organisation's resilience to cyber attacks and maintain positive relationships with our customers, TM maintains existing internationally accepted certifications and completed the certification standards (ISO/IEC 27001:2013 ISMS, ISO/IEC 22301:2018 BCMS and PCI DSS) for Cloud Alpha Edge.

2. Cyber Security Programme Management (CPM) Maturity

CPM is a continuation security strategy with objectives to address gaps between current technical security controls and EY's Cyber Security Programme Management (CPM) framework, which covers Technology, People, Process & Governance. TM has established five (5) Agile Squads to start the journey to meet the level four (4) CPM compliance.

**Governance**

- **Technology Uplift**

To mitigate security risk at endpoints, prioritising key positions in TM, critical assets and business data, the following security controls are implemented:

- Endpoint data security protection and productivity monitoring (EDSPM). EDSPM is the existing control for high-risk user endpoint.
- Extended Detection and Response (XDR) for endpoint to detect threat and provide protection against cyber attacks
- Multi Factor Authentication (MFA). TM implemented full MFA for access to TM secureVPN and TM Corporate Email.

- **Cyber Security Focused People Development**

In ensuring complete coverage of reaching out to the overall *Warga TM* and taking advantage of technology mainly in elevating the awareness on social engineering and to test the organisation's cyber capacity by measuring its ability to detect and respond to a security incident, GIS has conducted:

- Email Phishing Simulation**

In addressing phishing threats, GIS has conducted two (2) phases of phishing simulation exercises throughout year 2022. The email phishing simulation exercise was sent to almost 18,000 emails that covered 12 of TM's LoBs. There was a positive reduction of total staff compromised from the Phase 1 simulation to the Phase 2 simulation. GIS will continue the exercise and similar activity to ensure the overall population in TM know the common email phishing tell-tales and not be fooled with such emails.

- Cyber Drill**

As part of cyber security continuous preparedness activity, GIS held a TM Cyber Drill 2022 exercise to provide exposure to security personnel on tools and techniques of attackers using real-life threats as technical challenges. The exercise involved 70 security technical personnel from 10 various divisions.

- **Third Party Information Security Requirements**

To enhance security requirements in managing 3rd party risks, security requirements are embedded at all touchpoints to safeguard TM's information asset.

- Supplier on-boarding registration. Security criterias need to be met before registering as a TM vendor.
- Technical security clause and security hygiene for third party. Third party security clauses and requirement added in the Technical Specification.

Integrity

The Group's commitment to upholding integrity in carrying out its duties is evidenced by:

- **TM Code of Conduct & Business Ethics (CBE) and Anti-Corruption Guide (ACG)**

TM is committed to conducting business in an open, honest and ethical manner. Our CBE and TM ACG have always been the primary reference for all employees when dealing with various internal and external stakeholders. TM CBE is also highlighting on Anti-Corruption Policy, Provision 13, which focuses on the TM zero-tolerance approach against all forms of corruption and our top-level commitment in ensuring the approach is being implemented in TM.

TM ACG, which supplements the CBE, sets out the policy statements and guidelines for all TM employees concerning the improper solicitation, bribery, or other corrupt activities and issues that may arise in the course of conducting business. TM adopts a zero-tolerance approach to all forms of corruption. Following this and in view of the provisions of Section 17A, Corporate Liability of MACCA 2009, our controls and initiatives are implemented based on the T.R.U.S.T Principles. This is to ensure that TM has adequate control to conduct its business with integrity and eradicate corrupt practices.

- **Awareness and Briefing Sessions**

Ongoing awareness and briefing sessions on CBE and Corporate Liability Section 17(A) are essential for TM employees to have sufficient knowledge and understanding of CBE. By having these sessions, employees are equipped acceptable and unacceptable business conduct and zero-tolerance against all forms of corruption. This includes a strong understanding of Corporate Liability Provision Section 17A of MACCA 2009, which has been enforced since 1 June 2020. More than 7,000 employees have attended the awareness session which include both physical and virtual for year 2022. The awareness sessions have also been conducted by the CIGO as part of his engagement with *Warga TM*.

- **Organisational Anti-Corruption Plan (OACP)**

The OACP is positioned as a new initiative to strengthen controls & monitoring of Corruption, Integrity & Governance risks and as a defense towards compliance with Section 17A of MACCA 2009. TM adopted the framework from Institute Integrity of Malaysia by analysing and interpreting data from multiple sources internally and externally, defining the corruption related risks and understanding the root causes based on the TM ERM framework adopted from the ISO 31000:2018 Risk Management Guidelines. The scope covered 20 divisions from various LOBs and support functions. The corruption risk assessment results were further analysed to give focus on the moderate or higher risks. A total of 91 action plans generated based on corruption risk assessments with 20 divisions in 2021. However, in 2022, one (1) additional action

Integrity

plan is identified which accumulates to 92 action plans in total. As for the progress, 90 action plans have started in 2021 and 2022 which 32 of them are progressive in nature which need to be completed on a yearly basis.

- **TM CBE e-Learning**

In ensuring comprehensive coverage for the overall population in TM and taking advantage of technology in line with Digital Malaysia, GIG has rolled out an e-Learning programme known as TM CBE. The main objective of this e-learning is to meet the new learning style and need for the *Warga TM* with the knowledge and practices related to policy. This programme has been designed and developed to address how employees should demonstrate the value of integrity in their daily work and lives with common workplace scenarios via interactive learning videos and messages based on real case scenarios. More than 17,000 employees have completed this e-Learning exercise for the Phase 1 in 2023. Previously, GIG has implemented two (2) others e-Learnings known as Amanah and Uncompromising Integrity featuring videos based on case studies of unethical conduct, assessment, declaration and certification. Both e-Learnings obtained the highest rate of completion by *Warga TM*.

- **Snippet Communication**

Frequent reminders are essential for employees to stay alert on what is permissible under the TM CBE and related policies. This ensures our business is carried out in a clean and transparent environment. 26 snippets have been published in 2022 by GIG which include series of awareness on Section 17A, Corporate Liability Provision of MACCA 2009, corruption related offences, ABMS, No Gift Policy, Whistle Blowing Policy, Management messages on Integrity and Good Corporate Governance and many more. Furthermore, in strengthening TM's commitment towards culture of integrity in TM, no gift buntings have been placed at TM premises with the objective to inform all TM's stakeholders that TM is practicing No Gift Policy.

- **TM Integrity Day 2022**

To demonstrate its commitment and continuous effort to upholding high integrity, governance and transparency in its business operations, TM has organised its annual TM Integrity Day 2022 (TMID) on 1 November 2022, in conjunction with the National Integrity Day. The key highlights of TMID include MS ISO 37001:2016 ABMS certification handover by SIRIM and recitation of the corruption-free pledge followed by a forum entitled, "Uncompromising Integrity". TM GCEO, Dato' Imri Mokhtar, led the citation of the corruption-free pledge together with TM Chairman, Tan Sri Mohammed Azlan Hashim, *Warga TM* and Business Partners in the presence of Datuk Seri Norazlan Mohd Razali, Deputy Chief Commissioner (Prevention) of MACC. The pledge is an oath voluntarily taken by TM's leadership and its employees proclaiming their commitment to carrying out their duties with transparency, responsibility and accountability.

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

TM has adopted MS ISO 37001, an international anti-bribery management system standard, to help our organisation implement, maintain and improve the anti-bribery compliance programme to prevent, detect and respond to occurrences of corrupt practices. ABMS is implemented in phases, where the four (4) main LOBs/Divisions have been certified in the first phase. For 2022, the ABMS has been expanded to include two (2) other main LOBs/Divisions and regional offices nationwide. A total of six (6) LOBs/Divisions are ABMS certified in 2022.

- **Corruption Risk Assessment**

Corruption risk assessments were performed by all 20 divisions in TM together with Group Risk Management. This is in line with the requirements set by ISO37001 ABMS and TM OACP. Each division reviews the risk profile quarterly to ensure any integrity, governance and corruption risks are identified at the earliest stage and appropriate controls put in place to mitigate the risk.

- **Integrity Advisory and Due Diligence**

GIG provides strategic guidance to the management and employees regarding ethics and integrity with regards to their respective business activities and compliance to TM's policies and procedures. This includes performing due diligence (e-STK – Sistem Tapisan Keutuhan by SPRM) to obtain sufficient information to access bribery risks on business partners and key positions in TM.

- **Declaration of Assets & Interest (DOA) and Integrity Pledge (IP)**

Annual DOA and IP is important to ensure transparency in TM's daily business dealings and to avoid any conflict of interest. This is one of the many initiatives that TM has put in place towards building a culture of integrity throughout the organisation. In 2022, 100% of TM employees had completed the DOA and IP. The declaration of interest includes the employees' declaration of any employment or business outside TM and a declaration of their family members' involvement in business dealings with TM or who work or provide services to TM's competitor. This DOA exercise is in compliance with provision stipulated under the TM CBE.

- **Whistle Blowing Policy**

TM and its BOD are committed to upholding its whistle blowing policy which enables any employee, supplier or other third party to report actual or suspected malpractice, misconduct or violation of the Group's policies and regulations safely and confidentially through the TM Ethics Line.

**Integrity**

- **Integrity, Governance and Anti-Corruption Award (AIGA)**

TM won the Gold Category in the AIGA Award 2022 organised by the Malaysian Institute of Integrity (IIM). The objective of AIGA is for organisations to measure, evaluate and benchmark the commitment and efforts in anti-corruption initiatives, practice of integrity, management systems and also enhance in good governance. Based on the assessment and evaluation by IIM and external parties in August 2022, TM has won the gold category for AIGA, competing against 116 other private and Government sectors. This recognition and success demonstrate the commitment in strengthening integrity and governance within the company and across all *Warga TM*.

- **Corporate Investigation**

TM carries out internal investigations on any misconduct and unethical business practices, including corruption-related offences such as Soliciting/Receiving Bribe, Offering/Giving Bribe, Abuse of Power, False Claim, Embezzlement, Conflict of Interest, Disclosure of Confidential Information, as well as investigations of offences under TM CBE and other policies committed by employees, TM business partners and/or parties dealing with TM.

- **Telecommunications Fraud**

TM carries out monitoring and investigations on telecommunications fraud via Fraud Management System. In 2022, the number of fraud losses decreased by 10% as compared to 2021. TM's Telco Fraud loss is 0.01% against TM Revenue based on TM Forum (1.5%) and CFCA (2.22%) world standard benchmark.

Putting People First

We nurture a high-performance work culture throughout TM. Through TM's Group Human Capital Management (GHCM), we established systems that provide employees with fair and lucrative compensation and policies and unions that allow our employees to work in a comfortable and safe environment.

Among our established policies to ensure controls are in place in managing our internal and external workforce are:

- **Human Capital Policy**

TM has a comprehensive set of written Human Capital policies and procedures covering all employees that guide the Group in managing and developing its human capital. These policies cover Talent Management, Learning & Development, Remuneration & Performance Management, Workforce Planning and Industrial Relations.

- **OSHE Policy**

As a national connectivity and digital infrastructure provider, TM is committed to achieving the highest attainable level in providing a safe, healthy and environmentally-sustainable workplace for its employee, contractors, visitors and other persons throughout all of its activities. To achieve this, TM demonstrates leadership and commitment through its leaders, complies with legislation and other requirements; proactive steps to prevent and eliminate the risk of injuries and health hazards, prevent pollution and damage to properties, awareness and continuous improvement in the OSHE management system.

As COVID-19 pandemic continued globally until mid-half of 2022, prior to opening up the economy, TM also continues to implement key control measures to ensure the safety of our people while adapting to the new normal:

- **Crisis Management Plan**

TM has established COVID-19 Crisis Response Team (CRT) since 28 February 2020 to conduct employees. Contact Tracing and provide timely reminders to our people on COVID-19 SOP compliance, people's safety and well-being during the COVID-19 pandemic. Subsequently, TM Corporate Crisis Management Team (CCMT) was also established on 23 March 2020 to oversee the situation, provide leadership, guidance and recommendations required to ensure TM business continuity, minimise service disruptions to customers and periodically update the BOD.

- **Enhanced Standard Operating and Procedures (SOP) and Guideline**

Key SOP and guidelines were continuously enhanced according to the authority's directives to ensure business and operational continuity.

Protecting the Planet

We are committed to minimising risk of climate change through our contribution as a national telecommunications provider towards building a Digital Malaysia. Our Environmental Policy stated our commitment to conduct operations in a way that is protective of the environment. TM maintains an environmental management system that serves as a framework to achieve regulatory compliance, reduce pollution and prevent accidents.

• Sustainability Management Function

Led by the CRO, a dedicated function focuses on the overall sustainability management in TM, including planning and executing sustainability programmes across TM. We have integrated sustainability-related risks as part of our groupwide ERM to further expand our horizon for a holistic view of ERM in the organisation. With structured sustainability management and risk framework in place, TM progressively assesses the emerging Environmental, Social and Governance (ESG) risk such as carbon emission, supply chain, labour standard, customer experience & privacy, safety & health and social well-being, with focus given on environmental particularly climate

change risk. Starting from 2021, TM started to alleviate the climate change risk as part of Corporate Risk monitored by the Board Risk Committee (BRC).

We continued our progressive effort in optimising opportunities in ESG while at the same time minimising related risks. During the year, as part of our key improvement areas in ESG, we started to execute, track and monitor our established ESG visions and commitments of which the progress is reported to BRC on a quarterly basis (details as per pages 80-83).

E Environmental

We are committed to protecting and preserving the planet via reducing GHG emissions. We introduced a series of carbon emissions targets that are aligned to the national and global goals. To achieve these targets, we are intensifying our efforts to reduce energy consumption, leveraging renewable energy and started our carbon offset programme via reforestation.

S Social

Value creation towards our stakeholders includes enriching the Social Prosperity and Livelihood with digital inclusiveness. As a national telecommunications provider, we included all of our stakeholders in our plan towards ESG, namely our customers, suppliers, communities and employees.

G Governance

We continue to make great strides in our sustainability journey and remain committed to applying the highest standards of conduct to ensure that the best interest of all our stakeholders is always protected.

With the integration of ESG as part of the new TM compass and at the same time embedded in our strategy and operations, we continue to prepare the organisation with an appropriate mitigation plan and strategy to address the ESG related risks and minimise impact to the organisation, subsequently improving overall business and sustainability performance.

INTERNAL AUDIT

Group Internal Audit (GIA) is an in-house internal audit function that reports to the BAC to provide risk-based and objective assurance, advice and insights designed to enhance and protect organisational value. GIA helps the Group to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve ERM effectiveness, control and governance processes. During the financial year, the internal audit function provided continuous assurance on matters that relate to governance and internal controls. It further evaluated the effectiveness and efficiency of the governance, ERM framework and internal control systems and provided recommendations for improvement. The Management then followed through and reviewed the status of actions taken on the internal auditors' recommendations.

Audit reviews are carried out on units identified through a risk-based approach, in line with the Group's objectives and policies in the context of its evolving business and regulatory environment, with input from the Senior Management and the Board.

Further information on Internal Audit is provided on pages 208-210 of this Integrated Annual Report.

**ADEQUACY AND EFFECTIVENESS OF THE GROUP'S RISK MANAGEMENT AND INTERNAL CONTROL SYSTEMS**

In the Risk Management Self-Assessment Survey for the year 2022, 94.2% of TM Leaders have responded positively on their self-assessment on the effectiveness, adequacy and integrity of appropriate risk and control framework in their division for 2022. This indicates that TM is on the right path to continue building a risk-based decision making culture amongst the staff with the strong demonstration of accountability and responsibility discharged by the respective Head of Divisions.

The Board has received assurance from the GCEO and GCFO that the Group's risk management framework and internal control systems are operating adequately during the financial year under review. Taking into consideration the Management's assurance and input from the relevant assurance providers, the Board is of the view that the risk management framework and internal control systems are satisfactory and adequate to safeguard shareholders' investments, customers' interests and the Group's assets and have not resulted in any material loss, contingency or uncertainty. TM's internal control systems do not apply to its associate companies, which fall within their majority shareholders' control.

Nonetheless, TM's interests are served through representation on the BOD and Senior Management posting(s) to the various subsidiaries as well as through the review of management accounts received. These provide the Board with performance-related information to enable informed and timely decision-making on the Group's investments in such companies.

REVIEW OF THE STATEMENT BY THE EXTERNAL AUDITORS

As required by Paragraph 15.23 of the Bursa Malaysia Securities Berhad Main Market Listing Requirements, the external auditors have reviewed this Statement on Risk Management and Internal Controls. Their limited assurance review was performed following the Malaysian Approved Standard on Assurance Engagements, ISAE 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information and Audit and Assurance Practice Guide (AAPG) 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the Malaysian Institute of Accountants. AAPG 3 does not require the external auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the Group.

STATEMENT OF INTERNAL AUDIT

GIA supports TM Group in achieving its business objectives by implementing a systematic and disciplined approach to evaluate and improve the effectiveness of governance, risk management and control processes. GIA provides independent and objective assurance and consulting services designed to enhance and protect organisational value. The internal audit charter approved by the BAC defines the purpose, authority and responsibility of GIA.

GIA, headed by the Chief Internal Auditor (CIA), reports directly to the BAC to preserve its independence and objectivity while ensuring audit personnel are free from any relationships or conflicts of interest which could impair their objectivity and independence. The CIA has an administrative reporting line to the GCEO, which enables the requisite stature and authority of Internal Audit to fulfil its responsibilities.

The CIA's detailed background can be found in this annual report's "Profile of Key Senior Management" section.

BAC reviews and approves GIA's annual audit plans, budget and human resources requirements to ensure resources with the relevant competencies are sufficient to carry out audit functions aligned with the Group's objectives. The CIA periodically reports on the activities performed by GIA as well as key strategic and control issues to the BAC. In addition to the above, the BAC approves and reviews GIA's and the CIA's performance to observe their progress and achievements.

PRACTICES AND FRAMEWORK

GIA is guided by the internal policies, procedures and framework as well as the Internal Control Framework of the COSO and Control Objectives for Information and Related Technology (COBIT) in assessing and reporting the adequacy and effectiveness of the design, implementation and efficiency of the Group's overall internal control system, risk management and governance.

To effectively and efficiently execute the audit engagements, GIA adopts the International Professional Practices Framework (IPPF)® and its mandatory elements, including Core Principles for the Professional Practice of Internal Auditing,

International Standards for the Professional Practice of Internal Auditing of the Institute of Internal Auditors (IIA), the definition of Internal Auditing and Code of Ethics.

SCOPE AND COVERAGE

GIA continues to adopt a risk-based audit plan approach in formulating the annual audit plan, taking into consideration TM's strategic objectives, risk profiling as well as inputs from BAC and Senior Management. This is to provide independent assurance to the Board that the audit plans are prioritised based on the Group's strategies, objectives and key risk areas.

The key areas reviewed during Financial Year (FY) 2022 cover the following areas:



Based on a total of 47 audits carried out in FY2022, among the key risks identified are:

- The strategy, planning, development and management of key products from the three (3) LOBs, i.e. Unifi, TM One and TM Global
- The ecosystem that drives the revenue and cost management within the LOBs which includes the team setup, sales channels, sales campaigns, partners appointment and management
- The delivery and management of TM's main products and services which include the processes, systems, network infrastructure and people capabilities
- Governance and compliance to assess the adherence and improvement needed on key areas within the financial, procurement, workforce and cyber security matters



All internal audit reports with significant improvement opportunities were presented to the BAC for deliberation, whilst others were reported in the quarterly reporting to BAC. Each audit issue is supported by GIA recommendations and the relevant feedback from the Management was obtained for issue closure. As part of the audit process, GIA continuously monitors and validates the implementation of the management action to address the audit issues on a monthly basis.

In providing value to the organisation, GIA's key performance indicators include key contributions and value add recommendations to the Management in the form of cost avoidance, opportunity loss, cost optimisation, income realisation, revenue recovery, cost reduction and significant process improvements identified during audit engagements.

INTERNAL AUDIT QUALITY

The GIA develops and maintains a Quality Assurance and Improvement Programme that covers all aspects of internal audit activities. The quality assurance programme assesses the efficiency and effectiveness of GIA processes and identifies opportunities for improvement via internal and external assessments.

As part of its Quality Assurance, GIA maintains a 3-tier quality review mechanism to ensure relevant, reliable and sufficient assessment to support audit engagement results and conclusions. Audit reports are prepared by the respective GIA Head of Units, which are then reviewed by the two (2) Deputy Chief Internal Auditors and finally by the Chief Internal Auditor. This assurance review process ensures that the internal auditors adequately assess all risk areas before communicating the final engagement results to the Management and BAC.

GIA has adopted a new Audit Management System (Pentana), which has been fully utilised by all auditors effective 1 April 2022. Pentana provides more systematic, digitalised and standardised documentation of audit work.

In July 2022, GIA embarked on Audit Data Mart Project (ADEPT). It serves as the analytics platform for GIA to facilitate data-driven auditing, provide more extensive audit coverage and improve findings

quality through relevant use cases. Upon completion of ADEPT in Q1 2023, GIA auditors will be able to delve deeper insights of the relevant use case, analyse in more granularity and depth and have better visibility across the Group.

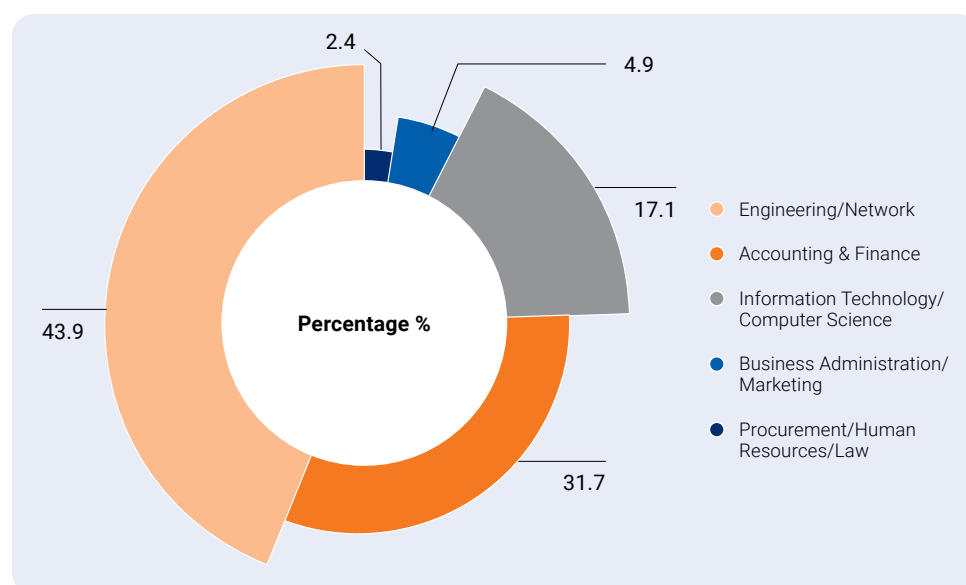
In view of the COVID-19 post-pandemic, GIA adjusted a hybrid auditing approach throughout the year. This ensures that the committed Audit Plan approved by the BAC was not affected. Meetings and interviews were conducted via secure video conferencing channels (MS Teams), while the sharing of documents was via official emails and cloud systems i.e. Office 365 inclusive of OneDrive and Sharepoint, as well as selective physical sites meeting.

In maintaining the quality of audit work, GIA ensures that all audits conform to the Internal Audit IPPF standards. The IPPF was incorporated into an updated Audit Manual in 2022 that was established for internal auditors to follow, where regular compliance reviews were conducted to ensure that internal audits complied with the Audit Manual.

RESOURCES

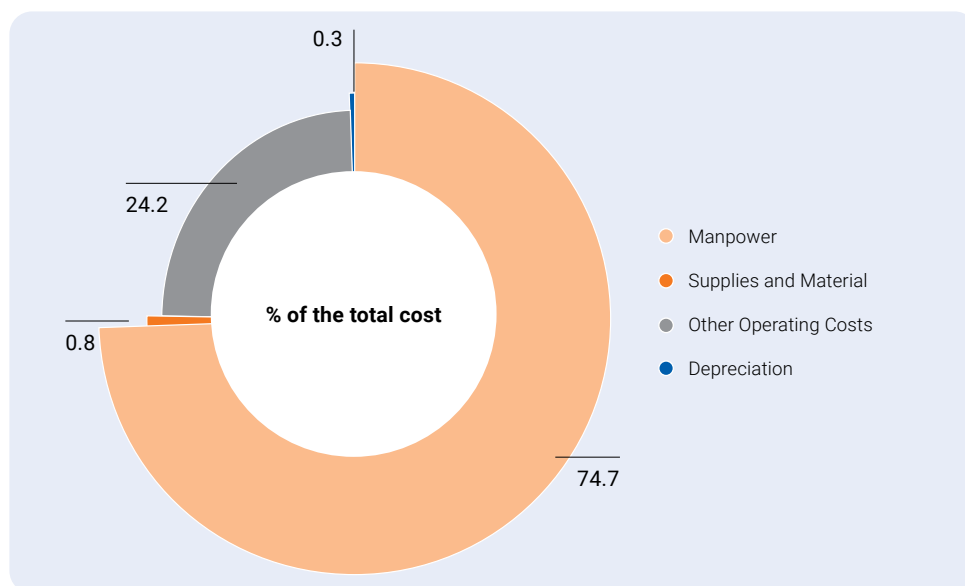
The internal audit activities in FY2022 were executed by 41 internal auditors (excluding three (3) administrative) from various education backgrounds, as follows:

Education Background	No. of Internal Auditors as of 31 December 2022
Engineering/Network	18
Accounting & Finance	13
Information Technology/Computer Science	7
Business Administration/Marketing	2
Procurement/Human Resources/Law	1
Total	41



A total of **RM 6.8 million** was incurred on internal audit activities in 2022. A summary of the internal audit costs is as follows:

Category	RM (million)
Manpower	5.07
Supplies and Material	0.05
Other Operating Costs	1.65
Depreciation	0.02
Total	6.8



PROFESSIONAL QUALIFICATIONS & CONTINUOUS COMPETENCY DEVELOPMENT

GIA is committed to equipping its internal auditors with sufficient knowledge, skills and competencies to discharge their duties and responsibilities. The internal auditors are also encouraged to obtain appropriate professional certifications and qualifications. As of 31 December 2022, professional qualifications and/or certifications held by GIA internal auditors are as shown below:

No	Qualification	No of Certifications
1	MBA/Masters	11
2	ISACA	3
3	FCCA/CPA/CA/ACCA/CMA/CGMA	2
4	Information Technology Infrastructure Library (ITIL)	2
5	Certified Professional Requirements Engineering	2
6	CISCO Certified	2
7	Professional Technologist	2
8	QMS 9001:2015 Lead Auditor	1
9	Certified Internal Auditor (CIA)	1
10	Certified Fraud Examiner (CFE)	1
11	Certified Professional Engineer (Ir.)	1
12	Certified Information Systems Auditor (CISA)	1
13	TM NIOSH Certification	1
14	Certified Tester, Foundation Level (CTFL)	1
15	Certified Tester, Advanced Level Test Analyst (CTAL-TA)	1
16	Management Consulting Institute (MCI), Level 1: Analyst	1
17	Kaizen Lean Six Sigma	1
18	Malaysia Institute of Accountants (MIA)	1
Total		35

Note: FCCA – Fellow Chartered Certified Accountant, CPA – Certified Public Accountant, CA – Chartered Accountant, ACCA – Association of Chartered Certified Accountant

In addition to the above, 17% (7 auditors) are in the midst of pursuing their professional certifications at various levels. GIA commits to continue striving to improve the proficiency and effectiveness of its service as stipulated in the Internal Audit Charter.

GIA continuously encourages auditors to equip themselves with sufficient knowledge and skills to ensure that a high level of proficiency and due professional care is demonstrated in fulfilling auditors' responsibilities. In 2022, the internal auditors attended 871 hours of external and internal online training in multiple technical disciplines and professional certification programmes to enhance their job performance and career prospects.

GIA continues to strengthen its processes and approach to ensure comprehensive audit coverage. Key strategies implemented by GIA include workforce realignment and continuous upskilling of auditors. The GIA organisation structure is portfolio-focused, which supports talent development within GIA and enables the auditors to have adequate exposure to performing audits across the entire TM value chain.

Haikel Ismail
Chief Internal Auditor

Hisham Zainal Mokhtar
Chairman, Audit Committee

ENTERPRISE RISK MANAGEMENT

MANAGING UNCERTAINTIES IN OUR BUSINESS

While Malaysia transitions itself from pandemic to endemic in 2022, TM remained cautious by pivoting into a hybrid working arrangement due to the emergence of new virus' variants that may threaten the journey towards normalcy. As we paid serious attention to monitoring the vaccines and booster take-ups among *Warga TM*, the high accessibility to vaccines has helped TM and Malaysia as a whole, mitigating the worst effects and coming out stronger post pandemic.

On the business front, as TM continues to advance its convergence agenda, more focus has been given to improve its Mobile business with its associated risks have been intensely discussed and monitored throughout the year. This is to ensure adequate management of the risks especially in addressing the quality and coverage limitation to attract more subscribers to come on-board and at the same time harness 5G capability as a new product offering. This led to the execution of 5G's Access Agreement (AA) with Digital Nasional Berhad (DNB) in October 2022. With access to 5G capability, we aim to accelerate the launch of fixed-mobile convergence (FMC) offerings and advanced digital solutions to meet the dynamic and growing needs of communities, enterprises, industry and the nation. In Q4 2022, we launched multiple campaigns that offer free 5G access addressing targeted coverage areas.

Whilst preparing the country for the 5G rollout, our continuous commitment to uphold our brand positioning while providing our customers with greater experience, we continue to innovate, develop and improve our network in line with the JENDELA plan, which was designed to provide wider coverage and better quality of broadband experience for the nation. We also continue to enhance our offerings to business customers by providing a comprehensive suite of integrated digital products and vertical-specific solutions by aligning our business focus and investment.

Additionally, taking into account of digitalisation of TM's business as well as being one of the nation's cloud infrastructure providers, we are cautious with emerging uncertainties that include data privacy and protection, cyber security threats, inability to adapt to the digital revolution, shifting market demands, regulatory pressure and increasing impacts brought forth by climate change risk.

As part of TM's transformation, Sustainability or ESG is now included as part of TM's Purpose under the TM Compass. The growing importance of ESG among our stakeholders granted us to uplift the oversight role for ESG at BRC with Climate Change has been one of the Corporate Risk line-up. We continue to recognise Climate Change physical and transition risks and opportunities and embark on a journey to accelerate the achievement of our overall ESG vision and commitments, focusing on the environmental aspect in the coming years. Actions identified to address our key improvement areas in ESG, particularly reducing carbon emissions from our operations, have been incorporated into our 2022 annual operating plan. Details of our ESG actions and commitments are on pages 76-145 of the Sustainability Report.

Through consolidated risk reporting, which encompasses a wide range of TM risk landscapes, the BRC continues to carry out its oversight and advisory function diligently. This ensures that appropriate risk impacts are identified and adequately mitigated, while balancing with the prospecting opportunities.

For existing and known risks, we continue to review and improve the controls to provide the needed assurance to the business based on the movement of the key risks and control indicators. Meanwhile, we recognise the impact of emerging risks on the business and operations through proactive assessments and the establishment of appropriate risk controls.

Group Risk Management will continue to create value by providing advisory and assurance through active engagements with Risk Fraternity in driving control executions to manage impacts to the business. At the same time, ensuring capability building across TM Group through relevant risk management certification programme.

MANAGING OUR CORPORATE RISKS

ERM implementation in TM covers the width and breadth of the Group's operations. This is illustrated and discussed in the following sections to provide a more structured overview of the Group's corporate risks in 2022 in accordance to the risk clusters.

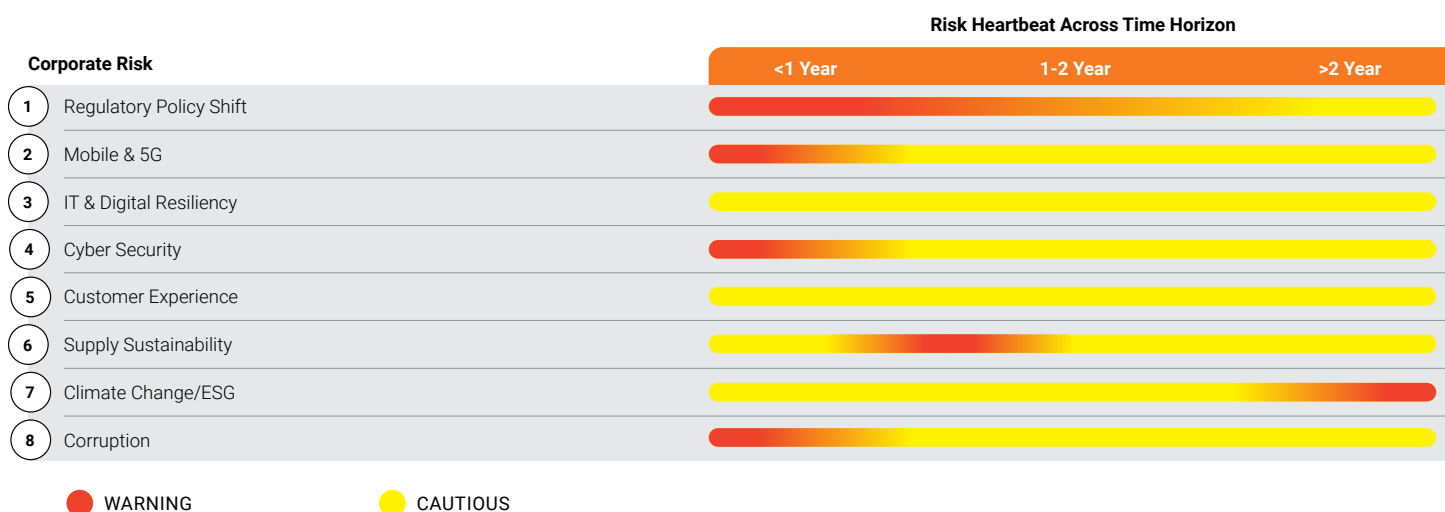
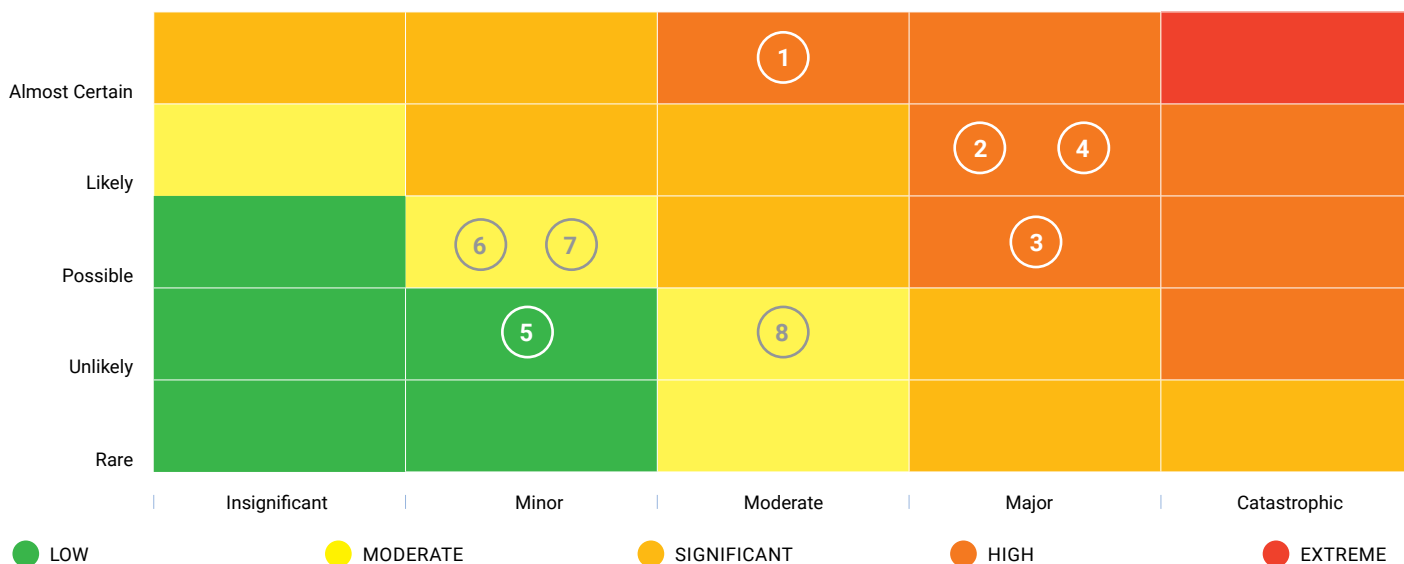


Figure 1: The risk map depicts the full year rating for the corporate risk line-up in 2022 as presented to BRC on quarterly basis – those that having utmost material impact to TM's strategy, business and operations

Based on the risk map in Figure 1, TM's Corporate Risks' ratings ranges between LOW to HIGH. Regulatory Policy Shift, IT & Digital Resiliency, Mobile & 5G and Cyber Security are those with potential material impacts that will continue to be given attention. With the identified controls in place, it is expected that the risks will be better managed as we progress in time upon completion of the key mitigations.



Further deliberations of each risk cluster depicting the impact, key mitigations as well as associated opportunities and benefits are as per the following table:

Risk Cluster	Strategic	Operational	Financial	Technology/System	Sustainability/ESG
Context	Risks affecting the achievement of the Group's overall objectives and long-term direction as set out by the Management and the BOD arising from both external and internal factors.	Risks involved in the day-to-day activities of TM. It covers threats that may jeopardise the Group's ability to serve its customers, or to meet its obligations to its stakeholders.	Risks directly impact the Group's financial performance or liquidity	Any potential failures or breakdowns in the Group's network infrastructure and information systems or processes as well as any external disruptions or attacks.	Initiatives to uplift sustainability practices and positioning in the market by addressing the impact of TM's activities to ESG.
List of Key Risks	<ul style="list-style-type: none"> Regulatory policy shift Mobile and 5G Competition Loss of reputation 	<ul style="list-style-type: none"> Supply sustainability Customer experience OSHE Compliance to key acts and regulations Project implementation 	<ul style="list-style-type: none"> Credit risk Cost escalation Revenue leakage Revenue gap Forex volatility 	<ul style="list-style-type: none"> Cyber security IT and digital resiliency – Business Support System (BSS) disruption Prolonged network downtime/disruption 	<ul style="list-style-type: none"> Climate change – Adverse impact due to physical (i.e. natural disaster – flood and landslide) and transition (i.e. ESG regulation) risks Corruption risk Workforce development Workers' well-being
Key Risk Indicators	<ul style="list-style-type: none"> Regulatory policy changes, compliance and investor rating Market share Adaptability to market New acquisition revenue Termination rate and number of subscribers Market and media sentiment Political instability 	<ul style="list-style-type: none"> Unstable geopolitical landscape Single vendor dependency Walters conversion Subscription provisioned within specified days Order drop rate and churn rate LTI Non-compliance incidences/breach of acts Adequate project planning and evaluation 	<ul style="list-style-type: none"> AR days Collection/Sales Debtors ageing % of cost reduction Revenue leakage incident Non-performing revenue achievement Adverse movement of Forex rate 	<ul style="list-style-type: none"> No of cyber attack incidences or security/data breaches Frequency of network trouble tickets and downtime incidences Hours taken for service restoration and normalisation 	<ul style="list-style-type: none"> ESG regulatory requirements Increased CO2 emission Number of climate related incidences (e.g. flood, landslide) Breach of MACCA 2009 No of staff re-skilled and trained in future skilling OHI
Impact	<ul style="list-style-type: none"> Revenue erosion Deterioration of market share and investor's confidence Non-sustainable business growth 	<ul style="list-style-type: none"> Shortage of supply affecting customer installation Unfavourable NPS score Imposition of penalty/legal consequences Project timeline and costs overrun 	<ul style="list-style-type: none"> Increase in bad debt and less collection Deterioration in credit rating High OPEX/CAPEX Not meeting revenue target Profitability shortfall Additional cost due to Forex loss 	<ul style="list-style-type: none"> Business operation and service disruption Data leakages Unfavourable customer experience Unrealised revenue opportunities 	<ul style="list-style-type: none"> Unfavourable ESG rating hence negative reputation Disruptions to business operations/services and safety of workers due to natural disasters Non-future proof workforce Manpower productivity and turnover Negative exposure in media and imposition of penalty/legal consequence due to unethical conducts

Risk Cluster	Strategic	Operational	Financial	Technology/System	Sustainability/ESG
Residual Risk Rating	SIGNIFICANT to HIGH	LOW to MODERATE	LOW to MODERATE	SIGNIFICANT to HIGH	MODERATE to SIGNIFICANT
Key Mitigations	<ul style="list-style-type: none"> Proactive engagement with regulators to align service provider and customer interests Advocate TM's strategic position in supporting national agenda Strategic partnership with mobile operators to improve mobile quality and coverage Expand into new growth areas – mobile, digital and beyond connectivity Increase promotional campaigns Effective management of negative sentiment of mainstream and social media 	<ul style="list-style-type: none"> Proactive engagement with suppliers to improve the end-to-end supply sustainability management Diversity in supply chain Improvement to the service installation and restoration plan Structured training programme both via physical and digital platforms Effective OSH enforcement and validation Compliance self-declaration and active monitoring of corporate compliance to external acts/guidelines PDPA compliance survey with all data users and processors Compliance to Project Management and Project Risk Framework with centralised project monitoring 	<ul style="list-style-type: none"> Monitoring of customer credit ratings Cost management through aggressive negotiation with service providers/suppliers Enhancement of revenue assurance coverage and process Drive aggressive sales campaign and programme Hedge additional borrowings and regular Forex monitoring 	<ul style="list-style-type: none"> Governance, process, control improvements & certifications through Cyber Security Programme Maturity Assessment Strengthening of information security policy and updating of cyber security hardware and software Uplift technical and cyber security expertise of workforce – cyber drills Specific security controls addressing endpoint access and identity authentication management platform Development of new BSS and geo-redundant disaster recovery system Review for better network infrastructure design and diversity BCM and Disaster Recovery Plan (DRP) review and testing (TM and key partners/suppliers) 	<ul style="list-style-type: none"> Establishment and disclosure of ESG Vision & Commitment – e.g. reduced carbon emission, renewable energy sourcing & energy optimisation Establishment and testing of TM's BCM & DRP Climate change risk as part of Corporate Risk line-up Embarking towards TCFD reporting compliance Development of future skilling subject matter expert - 5G, cloud, data analytics and cyber security Reward, recognition and comprehensive staff benefits Corruption risk awareness ABMS certification and implementation of OACP
Opportunity & Benefits	<ul style="list-style-type: none"> Increase innovation by offering products and services which are tailored to customers' need – e.g. mobile/5G, contents, data centre, cloud services, smart services and gaming Improve engagement and relationship with regulators Maintain good reputation and increase company's credibility Creating a level playing field in mobile space to increase company's competitiveness 	<ul style="list-style-type: none"> Roll out of new operating model to improve end-to-end material supply (e.g. CPE, fibre optic cables, installation accessories) management Strengthen operational processes for improved service and infra delivery and restoration Strive towards self-regulated OSH implementation at divisional level Maintain and elevate customer experience, company's corporate reputation and stature Early realisation of revenue through timely project delivery 	<ul style="list-style-type: none"> Improve collection, hence AR Days through effective credit assessment controls Better economy of scale with ability to sell products/services at competitive pricing Improve revenue position Avoid unnecessary costs due to Forex 	<ul style="list-style-type: none"> Building resilience against technology and cyber threat disruptions Standardisation of security policy, requirements and controls across organisation Reinforce endpoint security and identity authentication management Enhancing robustness of network, systems and operations Building continuous confidence and trust with customers and market 	<ul style="list-style-type: none"> Elevate company's corporate reputation and stature with improved ESG rating Supporting global and Malaysia's commitment for net zero carbon emission/ carbon neutral by 2050 ESG/climate change is now a boardroom agenda Continue to increase TM's visibility in the ESG space and fraternity Develop human capital with future skills Make the Group a future proof organisation Spearhead innovation for IR 4.0 Highly productive and motivated workforce

Note: The above table highlights a more comprehensive risk list, however the Risk Map as in Figure 1 only depicts corporate risks which have been escalated to BRC level on quarterly basis based on their material importance to TM

**EMERGING RISKS AND OPPORTUNITIES**

Impacted by the prolonged pandemic and forthcoming economic uncertainties partly attributed by the Russia-Ukraine war, the risk landscape continues to face a volatile environment supercharged by evolving technologies that significantly induced rapid change in customer behaviour and demand, regulatory dynamics and market shifts. In response, TM remains firm on its core objectives to stay ahead of the curve and as such remains steadfast in applying sound risk management fundamentals in managing the following key emerging risks and the underlying opportunities in order to stay resilient through challenging times ahead.

While the list of emerging risks remain mostly the same, the profiles have somewhat changed from the previous year driven by the latest trends and development in the telecommunications market and industries as a whole.

1

Climate Change

The predicted impact of climate change is becoming increasingly visible. Given that the climate change trend is unbroken, we can expect a continuous escalation of extreme weather and natural disaster events within the next five (5) to ten (10) years. The same is true for storm surges and high-water levels on the coasts, leading to an increase in flood-prone areas. Among identified causes are contributed by industrial revolution and rapid world population growth poised to create a wide array of economic, business and social risks. Besides flood, impact from climate change is also manifested in the form of frequent landslide incidences and strong wind, which can all lead to infrastructural damages and service disruption.

In view of the above, TM is in a midst of aligning with the TCFD recommendations in addressing the climate risk, covering the Physical Risk (i.e. direct damage to assets and property caused by natural calamity) and Transition Risk (i.e. disruption from adjustment to low-carbon economy). Accordingly, investment on green initiatives has been scaled-up to support fulfilment of our ESG vision and commitments.

In line with the recommendations from MCGG and Bursa Malaysia as well as aspirations set by our institutional investors, TM continues to assess and review climate related risks, being one of the corporate risks monitored by BRC. Among key actions to address the risk are reduction of carbon emissions through renewable energy, green technology and carbon offset/sequestration initiatives that will lead towards our commitment for net zero by 2050. At the same time, in managing the physical risk brought forth by climate change, we continue to strengthen our BCM execution to sustain and strengthen our operational resiliency.

More of the above is discussed under the Sustainability Report.

2

Cyber Security

With the ever-changing nature of cyber threats that evolve rapidly alongside the advancement of the digital shift, the accelerated digital adoption induced by the pandemic has led to greater accessibility of data by employees, suppliers, customers and others. As such, TM is facing a growing need for adequate investment to address the cyber security aspect, primarily in our technology, skill set, consultation and insurance protection. This is further aggravated following increasing trends of global and domestic cyber attacks such as compromised credentials, phishing, third party vulnerabilities and data breach.

In 2022, TM significantly intensified cyber security efforts at all layers starting from the network infrastructure, IT/systems, applications, devices and services offered to the customers. Additionally, TM diligently monitors and adheres to best practices/standards through Information Security Management System (ISMS) ISO 27001 and Payment Card Industry Data Security Standard (PCI DSS) certifications.

Furthermore, following the Cyber Security Programme Maturity assessment, TM has progressively addressed the relevant gaps with an updated Cyber Security Strategy and Technology Framework. This includes developing cyber security capabilities across domains through cyber drill exercises, mitigating liability within business processes and prioritising essential technology security controls. TM Information Security Policy also has been developed aims at providing the guiding principles and responsibilities necessary to safeguard the security of our information assets, both physical and logical, whilst ensuring the appropriate confidentiality, integrity and availability in accordance with the requirements of information security standards ISO/IEC 27001 and National Cyber Security Policy. TM will continue to ensure effective security controls are in place to protect our business ecosystem from cyber attacks and retaining customers' confidence in us.

3

Regulatory Dynamics

Regulatory risk is significantly influenced by the political landscape, leading to potential changes in strategic directions such as the uncertainties of 5G network deployment and access pricing. Despite these, TM is committed to accelerating the country's digital connectivity aligned with our support to the JENDELA aspiration through widespread deployment of mobile, fibre optic and FWA.

Operating in a heavily regulated industry, TM has seen an expansion of infrastructure demarcation and incursion as well as stringent parameters for regulated services as stipulated in the Access List (AL) and MSAP. These pose significant impact to our operation and performance while putting more pressure on costs, subsequently reducing our margins. In an effort to balance the impact of regulatory policy to industry players while executing the strategy for the business needs, TM proactively continue to engage with regulators, policy makers as well as industry players to ensure impacts to business operation are minimised and remained favourable to TM.

4

Digital Innovation

As a result of IR 4.0 and the Government's continuous drive to bridge digital divide, the demand for innovative digital solutions has grown substantially, leading to an increased competition among service providers. Digital innovation in the telecommunications market is progressing at such an incredible speed that requires TM continue to innovate new digital solutions and services in order to maintain the Group's competitive edge in the years to come.

The increase in online/digital transactions, data analytics and AI adoption, as well proliferation of cloud technology due to its inherent advantages have definitely benefitted the business in creation of new products and services. Nevertheless, it has also increased our risk exposure to the likes of cyber threats, data leakage and technological resilience. To mitigate these risks while still be able to provide exceptional service to customers, TM employs in-house capability as well as collaborating with established security partners in order to strengthen its IT and information security systems at all levels including enhancement of Group IT's data protection policies so as to safeguard against possible threats and leakages.

5

Mobile and 5G

Anchoring on FMC strategy, mobile and 5G present new opportunities for TM to offer compelling differentiated converged services, with extended opportunities in an enriched content services and cloud-based smart services. Despite the uncertainties in the 5G industry structure, TM is well prepared to support the national 5G agenda, while at the same time seamlessly transition its existing and new customers to 5G as a step to advance its overall FMC agenda.

6

Competition

Given the intense competition among service providers within the industry, TM strives for differentiation by uplifting customer experience through digitalisation to bring about convenience to customers. TM also continues to improve its network and services in order to provide high quality state-of-the-art solutions and services tailored to customer's need and to further expand its market share as well as to meet the requirements of the nation in terms of improved connectivity and network inclusiveness.

7

Future Proof Organisation

The most successful technology transformations put humans – committed leadership and empowered employees – at its centre. In view of this fact, TM is committed to propel the transformation plan by facilitating positive change in its human capital starting with the adoption of an Agile Way of Working and advancing the skill set in Digital Services among *Warga TM* in an effort to address risk on talent gap and to meet the needs of the future business.

The key focus is to provide a targetted group who are the driving force behind the implementation of strategic initiatives and value programmes with specific training and competency development, namely digital skills, improving tempo and work efficiency, productivity and agility in meeting customer needs that eventually will give significant positive business impact to TM.

8

Customer Experience

Advancement in technology and innovation are also shaping customer behaviours past pandemic. In order to keep up with the accelerated pace of customer expectation, technological change and disruption, TM is highly committed in providing a more personalised and proactive style of customer experience driven by digital tools such as data analytics across multiple channels as well as robust and flexible BSS. In addition to this, TM also focuses on key improvement areas across TM customer experience journey – “Discover, Join, Use, Engage and Pay” and simultaneously ensures the highest network quality to provide the best-in-class service and customer experience.

9

Economic Uncertainties

Considering the snowball impact caused by the prolonged pandemic and global conflicts, the coming years will likely be another turbulent journey, particularly slow economic growth, increase cost of technology and expected rise in cost of living, causing households, business and Government to re-evaluate their spending priorities. It is therefore vital for TM to be able to respond appropriately and effectively, of which product differentiation and excellent customer experience could be key deciding factors for customers in the trying period.

On the flipside, TM will continue to capitalise the continued and growing demands of stable Internet connectivity which arises from the effect of pandemic phase that should provide greater opportunities to upsell TM's product and services.

• • •

The year 2022 has been about advancing sustainability and opportunity from digital innovation in the midst of post-pandemic economic recovery. Apart from progressing TM as a “human-centred TechCo” in Malaysia, we have also ramped-up our key ESG initiatives based on our earlier commitments, which are expected to provide an added competitive advantage to TM and benefitting customers, employee, investors and stakeholders.

As the economy gradually jump-starting itself again, there is a reason to be optimistic of the future, while at the same time keeping ourselves ready in adapting to changes in market, customer demands and regulatory direction. As we progress with our transformation journey, TM will gear up towards elevating its competitiveness while mitigating potential impact from existing and emerging risks, while at the same time seizing opportunities presented before us.

BUSINESS CONTINUITY MANAGEMENT

Theme: To regain trust and confidence in business continuity and resilience capability, to drive the country towards becoming a digital society and enhancing service coverage & quality of experience for all Malaysians

Facts at a Glance

Further improvements to the effectiveness of TM's BCP and DRP through regular Testing & Simulation Exercises, in collaboration with Divisional/LOBs/ Subsidiaries and respective TM States Operations

Enhancement of crisis communication plan and end-to-end escalation process based on relevant crisis or disaster and reputational related incidents

BCM capability building & regional/global recognition – BCI Global & APAC Awards 2022

TM's Business Continuity Management (BCM) – Context

TM is now gearing towards becoming human-centred TechCo, providing technological solutions and paving the way towards digital lifestyles and workstyles. Being the enabler of Malaysia's Digital Nation, TM is committed towards empowering Digital Malaysia by providing various services ranging from broadband services, data, fixed (telephony and broadband), mobility, content, cloud, data centre, cyber security, IoT and smart services.

In ensuring organisation, business and service resilience, TM recognises the importance of BCM to minimise operational, financial and reputational risks that can materially impact overall customer experience in the event of a crisis or disaster. As such, the Group Business Continuity Management framework (see Figure 1) that has been established since 2019 is meant to govern and operate within the BCM strategic focus areas namely:

Network, Mobile and Essential Services

Customer Touch-Points

IT and Information Security

Supply Chain and Logistic Operations

Civil/Mechanical/ Electrical (CME) Infrastructure and Commercial Building

The BCM framework also includes relevant policies, processes and procedures in relation to response, recovery and restoration of critical business functions during crisis or disaster.

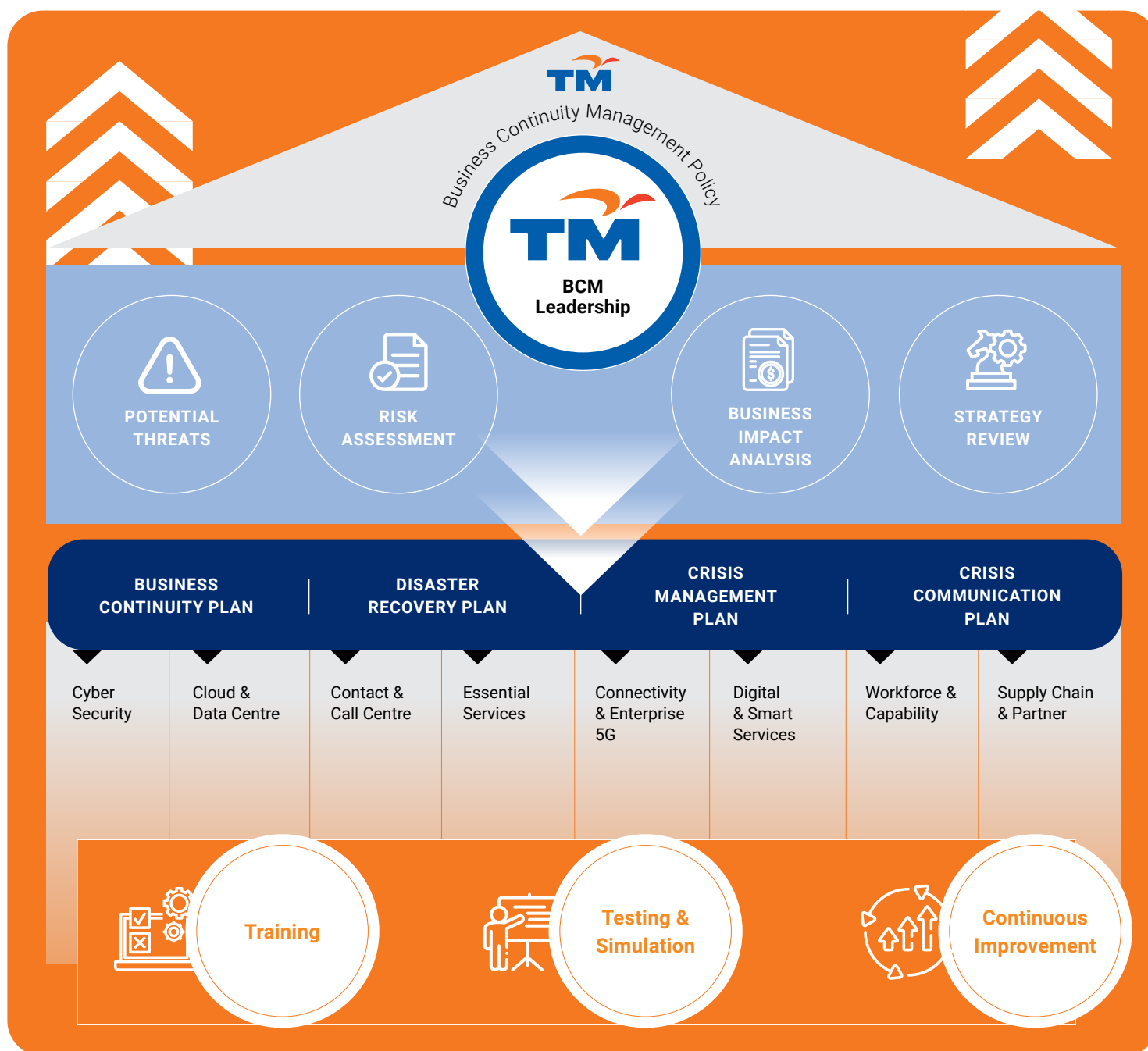


Figure 1: TM's BCM Framework

TM continues to employ new technologies, such as progressive migration of copper to fibre network, Next Generation Transmission (NGT) and 5G as part of continuous improvement towards better BCM design to increase its operation and service resilience, as well as elevating service quality and customer experience. While technological implementation progresses, TM's BCM focus in 2022 was to conduct more testing and simulations to ensure our internal and suppliers/partners eco-system's ever-readiness in response and timely recovery in the face of foreseeable disaster/crisis scenarios.

Robust Business Continuity & Disaster Recovery Plan (DRP) – Testing & Simulation Exercise

TM adopts the BCMS ISO22301:2019 Business Continuity Management Standards as a foundation of the BCM programme

implementation. The adoption of this standard provides guidance in ensuring the effectiveness of BCM programmes at all relevant organisational levels (divisions, LOB and subsidiaries). The progress is updated regularly to the TM BCM Steering Committee chaired by the GCEO who oversees the BCM strategy implementation and continuous improvement of the programmes.

TM is fully committed to take all reasonable steps to identify the potential impacts that threaten the organisation and provide a robust BCP in the event of business disruption during crisis or disaster. BCM framework and the capability for an effective response are crucial to provide uninterrupted services to customers, safeguard the interest of TM key stakeholders and protect the organisation's critical assets including its employees.



Besides the BCM assets and physical/non-physical hardening, frequent simulation exercises and test scenarios are part of key BCM programme activities (TM's BCM framework, see Figure 1), to validate the effectiveness of emergency preparedness, business continuity and disaster recovery plans. TM intends to maintain a high level of competency and readiness of its key stakeholders in managing and responding to crises or disasters.

The results from the exercises enable TM to review and update our existing plans on response and recovery based on new discoveries, including strengthening the support from our suppliers and partners. In 2022, TM conducted three (3) major simulation exercises covering business interruption scenarios caused by a public order threat (state of emergency and curfew), cyber threat and IT business-critical system failure.

CAMAR MAYA SIMULATION EXERCISE BY TM 56 RSPT (AW)

Camar Maya by 56 Rejimen Semboyan Pakar Telekom (Askar Wataniah), 56 RSPT (AW) was a military simulation exercise that involved the physical mobilisation of 56 RSPT (AW) in dealing with a Public Order Threat (State Emergency & Curfew) scenario, which compromised the National Telecommunication Infrastructure. 138 members from 56 RSPT (AW) nationwide participated in the seven (7)-day exercise from 17 September 2022 at five (5) TM sites covering TM's Submarine Cable Landing Stations and Network Operation Centre.

The objective of the exercise was to ensure that the 56 RSPT (AW) workforce consistently remained in a state of preparedness and equipped with the necessary knowledge and skill sets. It was also meant to strengthen the coordination between various divisions in accordance with the Armed Forces Standard Operation Procedure ("Perintah Tetap Operasi") as per the National Security Council (NSC) Directive No. 21 Situation Management and Public Order Threats Mechanism and Handling.



Figure 2: CAMAR MAYA Field-Test-Exercise (FTX) by TM 56 RSPT (AW)



TM CYBER SECURITY DRILL

Cognisant of the ongoing digitalisation of TM's business operation while acknowledging the potential exposure from cyber attacks, the TM Cyber Security drill was conducted as a platform to uplift cyber security capability and preparedness among key divisions, LOBs and subsidiaries. The drill provided participants familiarity with tools and techniques and led by Group Information Security (GIS) together with an appointed consultant. The drill employed use cases prepared by the consultant, supported by a cyber attack workflow platform, forensic workstation and malware sandbox.

This drill enabled TM to gauge the teams' competencies, capabilities and response time against simulated technical challenges as well as handling of cyber threat incidents.



Figure 3: TM Cyber Security Drill exercise



IT BUSINESS-CRITICAL SYSTEM DESKTOP EXERCISE

Business-critical IT system sustainability is key to minimise potential disruption to operations and services (i.e. fulfillment, assurance and billing processes) that can lead to unfavourable customer experience.

IT's BCP leverages on existing high availability ecosystem architecture and redundancy configuration. At the same time, TM continues to establish geo-redundancy disaster recovery solutions to elevate its IT system's resilience through replication of technology and capacity, avoiding single points of failure. The geo-redundancy capability can be realised by leveraging on TM's current Tier-3 Data Centre facilities namely Brickfield Data Centre (CTDC), Klang Valley Data Centre (KVDC) and Iskandar Puteri Data Centre (IPDC).

To achieve the above, the integrity of IT's Business Continuity Plan (IT-BCP) and Disaster Recovery (IT-DR) based on identified scenarios needs to be validated. The validation process was conducted by means of a desktop exercise, led by Group Information Technology & Digital (GITD) to ensure that the IT-BCP and IT-DR are efficiently working as intended with involvement of key business users as depicted in Figure 4.

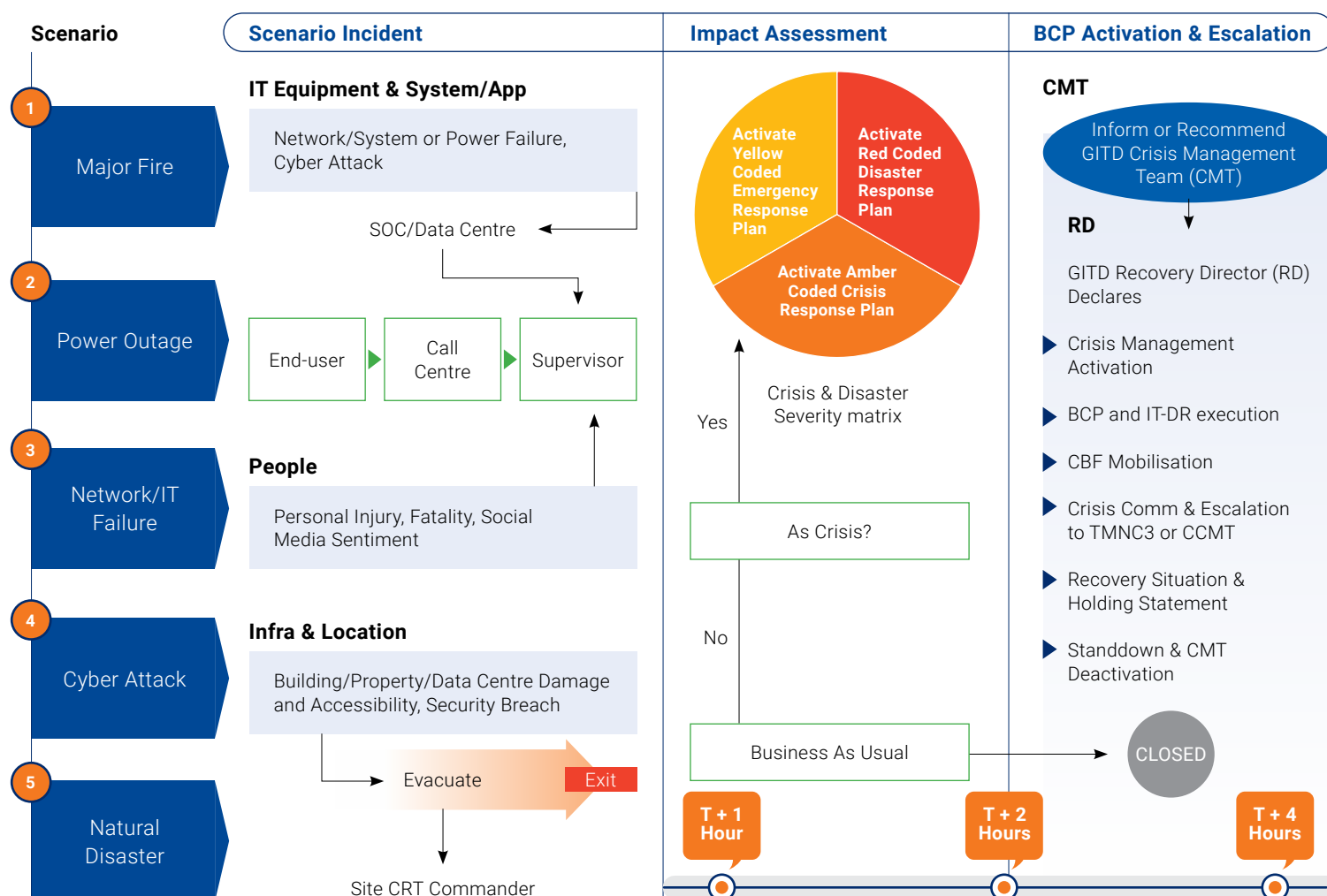


Figure 4: Desktop Exercise Workflow for BCP IT Business-Critical System

The desktop exercise simulates the event of unavailability of business-critical system covering multiple scenarios, workarounds and proposed key mitigations. For a holistic view, it also incorporates possible impacts to customer sentiment, revenue exposure, MCMC's Mandatory Standard of Quality of Service (MSQoS) and Personal Data Protection Act (PDPA) compliance. Based on the outcomes of the exercise, the IT-BCP and IT-DR will be further enhanced and subsequently tested again to ensure its executational robustness.

CONTINUOUS BUSINESS CONTINUITY PREPARATION FOR MONSOON SEASON

Along with key BCP and DRP simulations and testing, TM has taken preventive measures to protect its assets on ground while keeping services uninterrupted as a result of the annual La Nina and Northeast Monsoon in Malaysia. Engagements with regions and states were conducted for early preparation and readiness to face the upcoming impact of the monsoon season. As at end of 2022, despite the major flood situation, particularly in the east-coast states, there has been minimal impact to TM assets compared to previous years with no prolonged service outages.

Throughout 2022, we managed to keep our service Recovery Time Objective (RTO) within the 10-day target. This was attributed to implementation of controls at identified locations based on lessons learnt from past major flood and landslide incidents. This includes physical hardening actions such as raised plinths, asset relocation to higher floors and erecting flood barriers to name a few, at identified flood-prone areas in Central and Eastern region which cost approximately RM 3.6 million.

In addition to physical hardening, TM's BCM assets such as Disaster Recovery Equipment (DRE) for fixed and mobile services, boats for faster network and services recovery, as well as recovery team from 56 RSPT (AW) and TMROvers are readily mobilised for on-site support to ensure the continuity of essential and customer services in the event of severe flood and landslide incidences.

Enhancement of Crisis Communication Framework and End-to-end Escalation Process

The crisis communication response during a disaster or crisis is guided by the top management with support from communications team specialists within the organisation. Effective crisis communications protects TM business and reputation by providing timely responses and updates around a particular issue or incident of public interest.

Based on the outcome of the simulation exercises conducted in 2022, TM reviewed its Crisis Communication Framework to reflect current crisis level definitions and established uniformity across divisions, LOBs and subsidiaries. The updated Crisis Communication Framework provides clarity in communications approach and strategy, including respective roles and responsibilities for internal and external communications in the event of crisis. This enhances effective communications to the relevant stakeholders with appropriate assurance and confidence, mitigating potential reputation related risk.

Global Recognition – Business Continuity Institute (BCI) Global & APAC Awards 2022

BCI is a world leading institute for Business Continuity and Resilience Professionals since 1994. The BCI Awards recognise the outstanding contributions of Business Continuity, Risk and Resilience professionals and organisations living and operating around the world.

On 7 July 2022, TM was awarded the BCI Asia Pacific award for “Most Effective Recovery”. As the regional winner, TM was automatically shortlisted for the BCI Global Awards 2022. Subsequently, on 18 November 2022, TM became the winner of BCI Global Awards 2022 for “Most Effective Recovery” category during its virtual event from London, United Kingdom.



Figure 5: Business Continuity Institute (BCI) Global & APAC Awards 2022

The recognition recognised the outstanding recovery effort and efficient crisis management coordination shown across divisions, LOBs and the relevant authorities in managing physical risks from climate change during major flood and landslide incidents at the end of 2021/early 2022. The award recognises TM's ability to respond to crisis/disaster effectively through our established BCM setup and workforce readiness, elevating TM's credibility as a reliable and trusted brand. This independent recognition presents direct co-relation of how BCM theory, simulation and testing is implemented by TM into meaningful actions that create value for our stakeholders.

• • •

MOVING FORWARD

TM continues to drive improvement of its BCM programmes whilst embedding business continuity as part of TM's culture. Being at the forefront of telecommunication technology evolution of the nation and providing connectivity to millions of Malaysians, business continuity management and its discipline have become even more important for TM to embed sustainability into its businesses. TM remains committed in providing reliable quality of service to its customers, ensuring the national security and essential services continue to operate in the face of national level crisis or disaster attributed by aggressive climate change or man-made impacts. By addressing TM's business continuity matters, the Group is able to create better stakeholder value, manage associated risks and opportunities and create positive economic, environmental and social impacts for sustainable growth.

ADDITIONAL COMPLIANCE INFORMATION

The following information is provided in compliance with the Main LR of Bursa Securities:

1.0 UTILISATION OF PROCEEDS FROM CORPORATE PROPOSALS

There were no proceeds from corporate proposals carried out during the financial year.

[Disclosed in accordance with Appendix 9C, Part A, item 13 of the Main LR]

2.0 MATERIAL CONTRACTS INVOLVING INTERESTS OF DIRECTORS AND MAJOR SHAREHOLDERS

There were no material contracts or any contracts in relation to loans entered into by the Company and/or its subsidiaries involving the interests of the Directors or major shareholders, either still subsisting as at 31 December 2022 or entered into since the end of the previous financial year ended 31 December 2021, except the following:

Transacting Party		General Nature	Consideration passing to or from the listed issuer or any other corporation in the group	Date of the Agreement/ Effective Date	Mode of Satisfaction of Consideration	Relationship
TM	DNB	1. Provision of 5G RAN-to-Edge Fronthaul and Backhaul Service	DNB to TM	Term Sheet: 16 December 2021 Effective date: 28 August 2021	Cash	a) MOF Inc., a corporate body established under the Minister of Finance (Incorporated) Act, 1957, is the holding company of DNB and a person connected to Khazanah Nasional Berhad (Khazanah).
		2. Share Subscription Agreement for equity stake in DNB	TM to DNB	Agreement date: 7 October 2022	Cash	b) Khazanah is a major shareholder of TM.
		3. Subscription to DNB's regulated 5G services	TM to DNB	Agreement date: 30 October 2022	Cash	c) Tan Sri Mohammed Azlan Hashim (also by virtue of him being a Director of Khazanah), Dato' Imri Mokhtar, Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin and her alternate director, Iszad Jeffri Ismail are nominee directors of MOF Inc. on TM Board. d) Dato' Mohamed Nasri Sallehuddin is a nominee Director of Khazanah on TM Board.

[Disclosed in accordance with Appendix 9C, Part A, items 21 and 22 of the Main LR]

3.0 EMPLOYEE SHARE SCHEME – LONG TERM INCENTIVE PLAN (LTIP)

TM has in place a LTIP for all eligible employees and Executive Director (ED) as approved by the shareholders at the Extraordinary General Meeting of the Company held on 28 April 2016. The main objective of the LTIP is to encourage performance culture and as a retention tool. The LTIP comprises of Restricted Share (RS) and Performance Share (PS) grants. The main difference between the RS and PS are on the eligibility of the employees in terms of their job grades in the Group, the performance metrics to be met which will be determined prior to the grant being made and the vesting periods of the grant to the eligible employees.

TM LTIP shares granted, vested, lapsed and outstanding since the implementation of the plan until FY2022 are as follows:

	Restricted Shares (RS)	Performance Shares (PS)
Total number of shares granted	48,922,900	8,465,500
Total number of shares vested	29,183,000	984,800
Total number of shares lapsed	5,672,900	4,849,800
Total number of shares outstanding	14,067,000	2,630,900

There was no granting of new RS or PS pursuant to the LTIP during the financial year ended 31 December 2022 and no PS grants accorded to the MD/GCEO to-date. Further details on the grants status to-date are disclosed under Financial Statements on pages 82-87.

[Disclosed in accordance with Appendix 9C, Part A, item 27 of the Main LR]

4.0 RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE (RRPT)

At the 37th Annual General Meeting (AGM) held on 25 May 2022, the Company had obtained a general mandate from its shareholders on the RRPT entered into by the Company and/or its subsidiaries as set out in the Circular to Shareholders dated 25 April 2022 (RRPT Mandate). This RRPT Mandate is valid until the conclusion of the forthcoming 38th AGM of the Company to be held on 25 May 2023.

Pursuant to Paragraph 10.09(2)(b) and Paragraph 3.1.5 of Practice Note 12 of the Main LR, details of the RRPT entered into during the financial year ended 31 December 2022 pursuant to the said RRPT Mandate are as follows:

Transacting companies in our Group	Transacting Related Parties	Interested Major Shareholder/Director	Nature of Relationship	Nature of RRPT	Value of Transactions ⁽¹⁾ (RM'000)	Value of Transactions ⁽²⁾ (RM'000)		
Our Company and/or our subsidiaries	Axiata Group Berhad (Axiata) and/or its subsidiaries (Axiata Group)	<u>Interested Major Shareholder</u>	Khazanah is a Major Shareholder of TM and Axiata.	Revenue				
		• Khazanah		- Interconnect revenue from Axiata Group.	9,893	693		
		<u>Interested Directors</u>	Tan Sri Mohammed Azlan Hashim (also by virtue of him being a Director of Khazanah), Dato' Imri Mokhtar, Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin and her alternate director, Iszad Jeffri Ismail are nominee directors of MOF Inc. on TM Board.	- Provision of leased-line services to Axiata Group.	18,475	1,771		
				- Provision of data and bandwidth related services to Axiata Group.	71,008	6,771		
				- Site rental for telecommunications infrastructure, equipment and related charges by TM Group to Axiata Group.	39,124	3,520		
				- Provision of Internet access and broadband services to Axiata Group.	225	15		
				- Provision of contact centre and business process outsourcing services by VADS Berhad (VADS) to Axiata Group.	18,681	0		
		<u>Interested Person Connected</u>	Dato' Mohamed Nasri Sallehuddin is Khazanah's representative on TM Board.	- Provision of fibre optic core and bandwidth services by Fiberail Sdn Bhd (Fiberail) to Axiata Group.	1,329	27		
				- Provision of fibre optic, bandwidth, space and facility by Fibrecomm Network (M) Sdn Bhd (Fibrecomm) to Axiata Group.	2,742	255		
				- Core rental and mobile services charges to Axiata Group.	479	31		
			MOF Inc. is a Person Connected to Khazanah.	Cost				
				- Interconnect charges by Axiata Group.	9,339	1,088		
		- Leased-line charges by Axiata Group.		2,171	3			
		- Fibre optic and leased-line charges by Axiata Group to Fibrecomm.		3,417	311			
		- Core rental and mobile services from Axiata Group to TM Group.		1,362	223			
		- Network sharing charges using Domestic Roaming and Multi Operator Core Network by Celcom to TM Technology Services Sdn Bhd. (formerly known as Webe Digital Sdn. Bhd.)	24,852	2,731				
		- Site rental for telecommunications infrastructure, equipment and related charges by Axiata Group to TM Group.	36,098	2,585				
TOTAL				239,195	20,024			



Transacting companies in our Group	Transacting Related Parties	Interested Major Shareholder/Director	Nature of Relationship	Nature of RRPT	Value of Transactions (RM'000)	
Our Company and/or our subsidiaries	Tenaga Nasional Berhad (TNB) and/or its subsidiaries (TNB Group)	<u>Interested Major Shareholder</u>	Khazanah is a Major Shareholder of TM and TNB.	Revenue		
		• Khazanah		- Provision of connectivity services, ICT equipment and security surveillance devices to TNB Group.	60,174	
		<u>Interested Directors</u>		- Provision of fibre optic and bandwidth for telecommunication services to TNB Group.	10,703	
				- Rental of office premises to TNB Group.	2,496	
				Cost		
		• Tan Sri Mohammed Azlan Hashim • Dato' Imri Mokhtar • Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin • Iszad Jeffri Ismail		Tan Sri Mohammed Azlan Hashim (also by virtue of him being a Director of Khazanah), Dato' Imri Mokhtar, Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin and her alternate director, Iszad Jeffri Ismail are nominee directors of MOF Inc. on TM Board.	- Leasing of fibre optic from TNB Group.	17,385
					- Leasing of infrastructure for telecommunication services from TNB Group.	8,425
		• Dato' Mohamed Nasri Sallehuddin		Dato' Mohamed Nasri Sallehuddin is Khazanah's representative on TM Board.		
		<u>Interested Person Connected</u>		MOF Inc. is a Person Connected to Khazanah.		
		• MOF Inc.				
TOTAL					99,183	
Our Company and/or our subsidiaries	Petroleum Nasional Berhad (Petronas) and/or its subsidiaries (Petronas Group)	<u>Interested Directors</u>	Tan Sri Mohammed Azlan Hashim (also by virtue of him being a Director of Khazanah), Dato' Imri Mokhtar, Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin and her alternate director, Iszad Jeffri Ismail are nominee directors of MOF Inc. on TM Board.	Revenue		
		• Tan Sri Mohammed Azlan Hashim		- Sales of fibre optic cables, bandwidth and ethernet services to Petronas Group.	10,129	
		• Dato' Imri Mokhtar		- Provision of connectivity, customer and smart services to Petronas Group.	49,488	
		• Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin • Iszad Jeffri Ismail		Cost		
				- Right of way, cabin and reimbursement fees of Fiberail facilities charges by Petronas Group.	2,138	
				- Purchase of fuel from Petronas Group.	2,258	
		• Dato' Mohamed Nasri Sallehuddin		Dato' Mohamed Nasri Sallehuddin is Khazanah's representative on TM Board. Khazanah is a major shareholder of TM.		
		<u>Interested Person Connected</u>		MOF Inc. is a Major Shareholder of Petronas and a Person Connected to Khazanah.		
		• MOF Inc.				
TOTAL					64,013	

Notes:

- (1) The value transacted for the financial year ended 31 December 2022 except for Celcom Axiata Berhad (Celcom) which was up to 30 November 2022 due to its merger with Digi.Com Berhad.
- (2) Disclosure of actual transaction with Celcom from 30 November 2022 up to 31 December 2022 arising from Celcom's merger with Digi.Com Berhad.

CORPORATE INFORMATION

BOARD OF DIRECTORS

- > **Tan Sri Mohammed Azlan Hashim**
Chairman
Non-Independent Non-Executive Director
- > **Dato' Shazril Imri Mokhtar***
Managing Director/Group Chief Executive Officer
Non-Independent Executive Director
- > **Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin**
Non-Independent Non-Executive Director
- > **Dato' Mohamed Nasri Sallehuddin**
Non-Independent Non-Executive Director
- > **Muhammad Afhzal Abdul Rahman**
Non-Independent Non-Executive Director
- > **Tunku Afwida Tunku Dato' A.Malek**
Senior Independent Director
- > **Balasingham A. Namasiwayam**
Independent Non-Executive Director
- > **Hisham Zainal Mokhtar**
Independent Non-Executive Director
- > **Suhendran Sockanathan****
Independent Non-Executive Director
- > **Datuk Siti Zauyah Md Desa**
Independent Non-Executive Director
- > **Rossana Annizah Ahmad Rashid**
Independent Non-Executive Director
- > **Iszad Jeffri Ismail**
Alternate Director to Dato' Anis Rizana Mohd Zainudin
@ Mohd Zainuddin
Non-Independent Non-Executive Alternate Director

* referred to as "Dato' Imri Mokhtar" throughout this IAR

** referred to as "Saheran Suhendran" throughout this IAR

SENIOR INDEPENDENT DIRECTOR

- > **Tunku Afwida Tunku Dato' A.Malek**
Email: sid@tm.com.my

COMPANY SECRETARIES

- > **Hamizah Abidin**
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- > **Mohammad Yazmi Mat Raschid**
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STOCK EXCHANGE LISTING

Listed on the Main Market of Bursa Malaysia Securities Berhad
Listing Date : 7 November 1990
Stock Name : TM
Stock Code : 4863
Stock Sector : Telecommunications & Media

SHARE REGISTRAR

Boardroom Share Registrars Sdn Bhd

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Malaysia

> Malayan Banking Berhad

Registration No. 196001000142 (3813-K)
Level 14, Menara Maybank
100, Jalan Tun Perak
50050 Kuala Lumpur
Malaysia

CONTACT US

> For Customer Service





Reach out to our digital channels:

- Live chat at maya.unifi.com.my
- Email: help@tm.com.my
- Twitter: twitter.com/helpmeunifi
- Facebook: facebook.com/weareunifi

Contact our customer careline at 100 or visit our TMpoint nationwide

> For enquiries on TM

- Website: tm.com.my
- Contact our general line at +603-2240 9494
- Follow TM on:

 @myTMGroup
 @myTMGroup
 @mytmGroup
 @myTMGroup
 TelekomMalaysia

GROUP COMPANY SECRETARY



Hamizah Abidin

Hamizah heads the Group Company Secretarial Division and is responsible for corporate secretarial matters for TM Group, as well as PLC compliance. Her profile is disclosed on page 187 of the IAR 2022.

Tel : +603-2240 1204
Fax : +603-2283 2415

VP CORPORATE FINANCE & INVESTOR RELATIONS



Delano Abdul Kadir

Delano is responsible for the overall planning and implementation of investor relations, providing corporate finance counsel to the senior management team as well as developing and driving treasury functions for TM. He joined TM in 2020 and has over 21 years of experience and had previously served as the Head of Investor Relations at Time dotcom Berhad and Icon Offshore Berhad, where he was instrumental in the listing of the company. Delano has held various roles in the capital markets and advisory divisions in AmInvestment Bank, Kuwait Finance House, Affin Investment Bank and Standard Chartered.

Delano has completed the Leadership Programme at Harvard Business School in 2021. He holds a Bachelor of Arts from the University of East Anglia, United Kingdom and a Diploma in Economics from University of London.

Tel : +603-2240 4848
Email : investor@tm.com.my

CORPORATE DIRECTORY

HEAD OFFICE

Level 51, North Wing, Menara TM
Jalan Pantai Baharu, 50672 Kuala Lumpur




Tel : +603 2241 1290
(Product Related)
: +603 2240 9494
(Staff Directory)
: +603 2240 1221
(Company Secretary)

Website : tm.com.my

Unifi


Level 9, TM Annexe 2
Jalan Pantai Jaya
59200 Kuala Lumpur

Website : unifi.com.my

 : @weareunifi
 : @unifi
 : MyUnifi app

Unifi Mobile

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Tel : +603-2240 3010
 : MyUnifi app

TELEKOM SALES & SERVICES SDN BHD

Level 12, TM Annexe 1
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Tel : +603-2240 3000
Fax : +603-2241 3000

TM INFO-MEDIA SDN BHD

Level 17, TM Annexe 1
Jalan Pantai Jaya
59200 Kuala Lumpur

TM One

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59200 Kuala Lumpur
Website : tmone.com.my

VADS BERHAD

Level 28, No.1, TM Annexe 2
Jalan Pantai Jaya
59200 Kuala Lumpur

PT VADS INDONESIA

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Indonesia
Tel : (62-21)7991 445

GITN SDN BERHAD

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TM Global**HEADQUARTERS**

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Australia

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Dubai

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Tel : +6013 360 1318 (Malaysia)
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Email : general@tmro.com.sg

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United Kingdom
Tel : +44 0 207 002 7830
Email : general@tmeurope.co.uk

United States of America

Telekom Malaysia (USA) Inc
(i) East Coast Office
7925 Jones Branch Drive
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(ii) West Coast Office
6701 Koll Center
Pkwy Suite 250
Pleasanton, CA 94566, USA
Tel : +1 703 467 5962
Fax : +1 703 467 5966
Email : info@usa-tm.com

FIBERAIL SDN BHD

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 Block 2340 Century Square
 Jalan Usahawan Cyber 6
 63000 Cyberjaya
 Selangor Darul Ehsan
 Website : fiberail.com.my

FIBRECOMM NETWORK(M) SDN BHD

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 Off Jalan Pantai Baharu
 59200 Kuala Lumpur
 Tel : +603-2240 1533
 Fax : +603-2240 1530
 Website : fibrecomm.net.my

TM DIGITAL INNOVATION SDN BHD (CREDENCE)

1, Jalan Damansara
 Damansara Kim
 60000 Kuala Lumpur
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 Email : hi@credence.tech

NATIONAL NETWORK OPERATIONS CENTRE

Ground Floor, TM NOC Cyberjaya
 Lingkaran Teknokrat Timur
 63300 Cyberjaya
 Selangor Darul Ehsan

PROPERTY MANAGEMENT

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 59200 Kuala Lumpur
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FACILITIES MANAGEMENT

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 Persiaran Jubli Perak, Section 17
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 Selangor
 Tel : (Line 1) +603-5548 9499
 (Line 2) +603-5548 1888

SECURITY MANAGEMENT & OSHE

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 Off Jalan Pantai Baharu
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SUPPORT BUSINESS

Kompleks Telekom Shah Alam
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 40200 Shah Alam
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 Tel : +603-5548 9888

TMF AUTOLEASE SDN BHD

Kompleks Telekom Shah Alam
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 Selangor
 Tel : +603-5548 9888

UNIVERSITI TEKNIK SDN BHD

Persiaran Multimedia
 63100 Cyberjaya, Selangor
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 Fax : +603-8312 5080
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TELEKOM RESEARCH & DEVELOPMENT SDN BHD

TM Innovation Centre
 Lingkaran Teknokrat Timur
 63000 Cyberjaya, Selangor
 Tel : +603-8883 9595
 Website : tmrnd.com.my

GRI CONTENT INDEX

TM Group has reported information cited in this GRI content index for the period of 1 January 2022 to 31 December 2022 with reference to the GRI Standards 2021.

GRI Standard	Disclosure	Brief Information on Key Disclosures
GRI 2: General Disclosures 2021	2-1 Organisational details	Our Progress So Far: TM: The Enabler of Digital Malaysia, page 6 Other Information: Corporate Directory, pages 228-229 Name: Telekom Malaysia Berhad
	2-2 Entities included in the organisation's sustainability reporting	Financial Statements
	2-3 Reporting period, frequency and contact point	Our Progress So Far: TM: Our Reporting Journey, page 4 1 January 2022 to 31 December 2022, for financial and up to 15th March 2023 for non-financial updates.
	2-4 Restatements of information	Our Sustainability Journey: Our Commitment to You, pages 76-77
	2-5 External assurance	Our Progress So Far: TM: Our Reporting Journey, page 4 The authenticity of our non-financial disclosures within our Sustainability Statement was verified by SIRIM QAS International Sdn Bhd
	2-6 Activities, value chain and other business relationships	Business Review, pages 56-73
	2-7 Employees	Our Progress So Far: TM: A Snapshot of 2022, page 7 Sustainability Performance Data: Putting People First Total number of employees: 19,499
	2-9 Governance structure and composition	Our Corporate Governance: Sustainability Governance, pages 169-174
	2-22 Statement on sustainable development strategy	Words From The Leaders: Message from Our Chairman, pages 11-15 Words From The Leaders: Message from GCEO, pages 16-20
	2-23 Policy commitments	Accelerating Our Sustainability Journey: Sustainability Strategy, pages 78-82
	2-28 Membership associations	Our Corporate Governance: Sustainability Governance, pages 169-174
	2-29 Approach to stakeholder engagement	Creating Bespoke Value for You: Our Material Matters, pages 30-31
	2-30 Collective bargaining agreements	Accelerating Our Sustainability Journey: Putting People First – Fair Employment & Engagement, pages 116-120 Sustainability Performance Data: Putting People First
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Creating Bespoke Value for You: Our Material Matters, pages 30-31
	3-2 List of material topics	Creating Bespoke Value for You: Our Material Matters, pages 30-31 Accelerating Our Sustainability Journey, pages 76-145
M1: Fair & Transparent Communication		
GRI 3: Material Topics 2021	3-3 Management of material topics	Accelerating Our Sustainability Journey: Building A Digital Malaysia – Fair & Transparent Communication, pages 84-88
M2: Innovation & Technology		
GRI 3: Material Topics 2021	3-3 Management of material topics	Accelerating Our Sustainability Journey: Building A Digital Malaysia – Innovation & Technology, pages 89-92
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling	Accelerating Our Sustainability Journey: Building A Digital Malaysia – Innovation & Technology, pages 89-92
	417-2 Incidents of non-compliance concerning product and service information and labelling	Accelerating Our Sustainability Journey: Building A Digital Malaysia – Innovation & Technology, pages 89-92 Sustainability Performance Data: Building A Digital Malaysia

GRI Standard	Disclosure	Brief Information on Key Disclosures
M3: Network Stability & Quality		
GRI 3: Material Topics 2021	3-3 Management of material topics	Accelerating Our Sustainability Journey: Building A Digital Malaysia – Network Stability & Quality, pages 93-95
M4: Cyber Security		
GRI 3: Material Topics 2021	3-3 Management of material topics	Accelerating Our Sustainability Journey: Building A Digital Malaysia – Cyber Security, pages 96-99
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Accelerating Our Sustainability Journey: Building A Digital Malaysia – Cyber Security, pages 96-99 Online Breaches: 31 Cases of data loss: Zero (0) Data-related incidents: 96
M5: Customer Experience		
GRI 3: Material Topics 2021	3-3 Management of material topics	Accelerating Our Sustainability Journey: Building A Digital Malaysia – Customer Experience, pages 100-103
Non GRI Disclosure	Net Promoter Score (NPS)	Sustainability Performance Data: Building A Digital Malaysia, page 103 NPS Score: +39
M6: Affordability & Inclusion		
GRI 3: Material Topics 2021	3-3 Management of material topics	Accelerating Our Sustainability Journey: Protecting the Environment – Affordability & Inclusion, pages 104-106
M7: Carbon Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	Accelerating Our Sustainability Journey: Protecting the Environment – Carbon Emissions, pages 107-112
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Accelerating Our Sustainability Journey: Protecting the Environment – Carbon Emissions, pages 107-112
	302-4 Reduction of energy consumption	Accelerating Our Sustainability Journey: Protecting the Environment – Carbon Emissions, pages 107-112 Reduction in Scope 2 GHG emissions: 4.61%.
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Accelerating Our Sustainability Journey: Protecting the Environment – Carbon Emissions, pages 107-112 Total Scope 1 Emissions (only vehicle fleet): 10,801.67 tCO ₂ e
	305-2 Energy indirect (Scope 2) GHG emissions	Accelerating Our Sustainability Journey: Protecting the Environment – Carbon Emissions, pages 107-112 Total Scope 2 Emissions: 334,138.41 tCO ₂ e
	305-3 Other indirect (Scope 3) GHG emissions	Accelerating Our Sustainability Journey: Protecting the Environment – Carbon Emissions, pages 107-112 Total Scope 3 emissions: 15.23 tCO ₂ e
	305-5 Reduction of GHG emissions	Accelerating Our Sustainability Journey: Protecting the Environment – Carbon Emissions, pages 107-112 Overall GHG emissions reduction against 2019 baseline: 12.45%

GRI Standard	Disclosure	Brief Information on Key Disclosures
M8: Environmental Quality		
GRI 3: Material Topics 2021	3-3 Management of material topics	Accelerating Our Sustainability Journey: Protecting the Environment – Environmental Quality, pages 113-115
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	Accelerating Our Sustainability Journey: Protecting the Environment – Environmental Quality, pages 113-115
	303-3 Water withdrawal	Accelerating Our Sustainability Journey: Protecting the Environment – Environmental Quality, pages 113-115 Water withdrawal from municipal water supplies: 179,834 m ³
	303-5 Water consumption	Accelerating Our Sustainability Journey: Protecting the Environment – Environmental Quality, pages 113-115 Water consumption: 179,834 m ³
GRI 306: Waste 2020	306-3 Waste generated	Accelerating Our Sustainability Journey: Protecting the Environment – Environmental Quality, pages 113-115 Solid waste generated: 1,014,267.00 kg Scheduled waste generated: 1,065.16 kg
M9: Fair Employment & Engagement		
GRI 3: Material Topics 2021	3-3 Management of material topics	Accelerating Our Sustainability Journey: Putting People First – Fair Employment & Engagement, pages 116-120
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Accelerating Our Sustainability Journey: Putting People First – Fair Employment & Engagement, pages 116-120 New employee hires: 845* Employee turnover rate: 8.2% <i>* Refer to Integrated Annual Report 2022 Microsite. Please scan the QR Code on page 5.</i>
	401-2 Benefits provided to fulltime	Accelerating Our Sustainability Journey: Putting People First – Fair Employment & Engagement, pages 116-120
	401-3 Parental leave	Accelerating Our Sustainability Journey: Putting People First – Fair Employment & Engagement, pages 116-120 Employees who took parental leave: Male – 2,079 and Female – 1,803
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Accelerating Our Sustainability Journey: Putting People First – Fair Employment & Engagement, pages 116-120 Women represented at management level: 31% Women on the Board: 36%
	405-2 Ratio of basic salary and remuneration of women to men	Accelerating Our Sustainability Journey: Putting People First – Fair Employment & Engagement, pages 116-118
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Accelerating Our Sustainability Journey: Putting People First – Fair Employment & Engagement, pages 116-120 Unionised employees: 6,766
M10: Health, Safety & Well-being		
GRI 3: Material Topics 2021	3-3 Management of material topics	Accelerating Our Sustainability Journey: Putting People First – Health, Safety & Well-being, pages 121-123

GRI Standard	Disclosure	Brief Information on Key Disclosures
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Accelerating Our Sustainability Journey: Putting People First – Health, Safety & Well-being, pages 121-123
	403-3 Occupational health services	Accelerating Our Sustainability Journey: Putting People First – Health, Safety & Well-being, pages 121-123
	403-4 Worker participation, consultation and communication on occupational health and safety	Accelerating Our Sustainability Journey: Putting People First – Health, Safety & Well-being, pages 121-123
	403-5 Worker training on occupational health and safety	Accelerating Our Sustainability Journey: Putting People First – Health, Safety & Well-being, pages 121-123
	403-6 Promotion of worker health	Accelerating Our Sustainability Journey: Putting People First – Health, Safety & Well-being, pages 121-123
	403-8 Workers covered by an occupational health and safety management system	Accelerating Our Sustainability Journey: Putting People First – Health, Safety & Well-being, pages 121-123
	403-9 Work-related injuries	Accelerating Our Sustainability Journey: Putting People First – Health, Safety & Well-being, pages 121-123
	403-10 Work-related ill health	Accelerating Our Sustainability Journey: Putting People First – Health, Safety & Well-being, pages 121-123 Fatalities from work-related ill health: Zero (0)
M11: Training & Development		
GRI 3: Material Topics 2021	3-3 Management of material topics	Accelerating Our Sustainability Journey: Putting People First – Training & Development, pages 124-126
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Accelerating Our Sustainability Journey: Putting People First – Training & Development, pages 124-126 Average total hours of training per year per employee: 32
	404-2 Programmes for upgrading employee skills and transition assistance programmes	Accelerating Our Sustainability Journey: Putting People First – Training & Development, pages 124-126
	404-3 Percentage of employees receiving regular performance and career development reviews	Accelerating Our Sustainability Journey: Putting People First – Training & Development, pages 124-126
M12: Responsible Supply Chain		
GRI 3: Material Topics 2021	3-3 Management of material topics	Accelerating Our Sustainability Journey: Putting People First – Responsible Supply Chain, pages 127-131
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Accelerating Our Sustainability Journey: Putting People First – Responsible Supply Chain, pages 127-131 Total contribution to local suppliers: RM3.53 billion
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Accelerating Our Sustainability Journey: Putting People First – Responsible Supply Chain, pages 127-131
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Accelerating Our Sustainability Journey: Putting People First – Responsible Supply Chain, pages 127-131
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Accelerating Our Sustainability Journey: Putting People First – Responsible Supply Chain, pages 127-131
Non GRI Disclosure	Supplier Satisfaction Index (SS)	Accelerating Our Sustainability Journey: Putting People First – Responsible Supply Chain, pages 127-131 Supplier Satisfaction Index (SS): 8.2
Non GRI Disclosure	Procurement Maturity Index (PMI)	Accelerating Our Sustainability Journey: Putting People First – Responsible Supply Chain, pages 127-131 Procurement Maturity Index (PMI): 7.9

GRI Standard	Disclosure	Brief Information on Key Disclosures
M13: Community Development		
GRI 3: Material Topics 2021	3-3 Management of material topics	Accelerating Our Sustainability Journey: Putting People First – Community Development, pages 132-140
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Accelerating Our Sustainability Journey: Putting People First – Community Development, pages 132-140
	203-2 Significant indirect economic impacts	Accelerating Our Sustainability Journey: Putting People First – Community Development, pages 132-140
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programmes	Accelerating Our Sustainability Journey: Putting People First – Community Development, pages 132-140
M14: Good Governance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Accelerating Our Sustainability Journey: Strengthening Integrity – Good Governance, pages 141-145
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Accelerating Our Sustainability Journey: Strengthening Integrity – Good Governance, pages 141-145
	205-2 Communication and training about anti-corruption policies and procedures	Accelerating Our Sustainability Journey: Strengthening Integrity – Good Governance, pages 141-145 Total number of employees who received training in anti-corruption briefing/policies and procedures: 17,673
	205-3 Confirmed incidents of corruption and actions taken	Accelerating Our Sustainability Journey: Strengthening Integrity – Good Governance, pages 141-145 Number of corruption incidents: 4 Number of misconduct/malpractice incidents investigated: 26



SIRIM QAS INTERNATIONAL SDN BHD INDEPENDENT ASSURANCE STATEMENT

To Board of Directors, Stakeholders, and Interested Parties,

SIRIM QAS International Sdn. Bhd. was engaged by Telekom Malaysia Berhad (hereafter referred to as TM) to perform an independent verification and provide assurance of TM Sustainability Statement 2022. The main objective of the verification process is to provide assurance to TM and its stakeholders on the accuracy and reliability of the information as presented in this statement. The verification by SIRIM QAS International applied to specific sustainability performance information (subject matter) within the assurance scope which is included in TM Sustainability Statement 2022.

The management of TM was responsible for the preparation of the Sustainability Statement. The objectivity and impartiality of this statement is assured as no member of the verification team and no other employee of SIRIM QAS International was involved in the preparation of any part of the TM Sustainability Statement and Integrated Annual Report 2022.

The assurance engagement was designed to provide limited assurance in reference to International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information, and BURSA Sustainability Reporting Guide, irrespective of the organization's ability to achieve its objectives, targets or expectations on their subject matter and sustainability-related issues. The assurance activity evaluates the adequacy of TM Sustainability Statement and its overall presentation against respective framework such as UN-SDGs, GRI Standards requirement, TCFD, and other relevant frameworks. The assurance process involves verification of applicable subject matter. Details are provided in Appendix 1.

The verification was carried out by SIRIM QAS International between February and March 2023, with the following methodologies:

- Reviewing and verifying the traceability, consistency and accuracy of information collected from various sources; internal and external documentation which are made available during the conduct of assessment.
- Verification of data presented in the Sustainability Statement includes a detailed review of the sampled data.
- Interviewing key personnel responsible for collating information and writing various parts of the report in order to substantiate the veracity of the claims.

Enhancements in 2022

TM continued prioritizing and focusing their sustainability journey in areas relevant to their material matters finalized as material in view of the global trends and risks. In recognizing possible shifts in stakeholders' priorities that may have taken place over the past two years, post-pandemic, TM has identified 14 material matters that are substantial to their Digital Malaysia agenda.

With regards to TM's GHG emissions reporting and quantification, it is carried out externally in accordance with the Intergovernmental Panel on Climate Change (IPCC) Guidelines for National Greenhouse Gas Inventories, 2006 with the use of several publicly available emissions factors and tools with specific assumptions and estimations aptly recorded and maintained. This year, TM has significantly extended their reporting boundary to include Group-wide emissions from stationary combustion i.e., the fuel consumption from operation of their diesel generators for Scope 1 and electricity consumption for 100% of all TM's assets in peninsular Malaysia under Scope 2.

The verification process was subjected to the following limitations:

- The scope of work did not involve verification of other information reported in TM Integrated Annual Report 2022.
- The corporate office of TM, Jalan Pantai Baharu, was visited as part of this assurance engagement. The verification process did not include physical inspections of any of TM's buildings and offices. And,
- The verification team did not verify any contractor or third-party data.

Conclusion

SIRIM QAS International, a Conformity Assessment Body in Malaysia, is accredited to both ISO 17021-1:2015 and ISO 17065:2012 covering all our operational activities. The appointed assessors performing the assurance engagement were selected appropriately based on our internal qualifications, training and experience. The verification process is reviewed by management to ensure that the approach and assurance are strictly followed and operated transparently. During the verification process, issues were raised, and clarifications were sought from the management of TM relating to the accuracy of some of the information contained in the report. In response to the raised findings, the Sustainability Statement was subsequently reviewed and revised by TM. It is confirmed that changes that have been incorporated into the final version of the report have satisfactorily addressed all issues. Based on the scope of the assessment process and evidence obtained, the following represents SIRIM QAS International's opinion:

- The level of data accuracy included in TM Sustainability Statement 2022 is fairly stated;
- The level of disclosure of the specific sustainability performance information presented in the report was found to be properly prepared;
- The personnel responsible were able to demonstrate the origin(s) and interpretation of data contained in the report;
- The sustainability report provides a reasonable and balanced presentation of the sustainability performance of Telekom Malaysia Berhad.

List of Assessors.

- | | | | |
|----|---------------------------|---|-------------|
| 1) | Ms. Aernida Abdul Kadir | : | Team Leader |
| 2) | Ms. Kamini Sooriammoorthy | : | Team Member |
| 3) | Ms. Farhanah Md Shah | : | Team Member |

Statement Prepared by:


AERNIDA BINTI ABDUL KADIR

Team Leader
Management System Certification Department
SIRIM QAS International Sdn. Bhd.
Date: 14 March 2023

Statement Approved by:


MOHD HAMIM BIN IMAM MUSTAIN

Senior General Manager
Management System Certification Department
SIRIM QAS International Sdn. Bhd.
Date: 20 March 2023

Note 1:

This Independent Assurance Statement has been issued based on the content verified prior to the approval date. SIRIM QAS International Sdn Bhd shall not be responsible for any changes or additions made after the referred date (20 March 2023).

Appendix 1 The topics and information covered in this assessment is tabulated below:	CLASSIFICATION OF DATA			
	HIGH	MEDIUM	LOW	UN SUBSTANTIATED
1.Fair and Transparent Communication				
2.Innovation & Technology				
3.Network Stability & Quality				
4.Cybersecurity				
5.Good Governance				
6.Customer experience				
7.Affordability & Inclusion				
8.Fair Employment & Engagement				
9.Health, Safety & Well-Being				
10.Training & Development				
11.Carbon Emissions				
<i>Scope 1: Direct Emissions from Fuel Consumption – fleet & genset</i>				
<i>Scope 2: Indirect Emissions from Electricity Consumption</i>				
<i>Scope 3: Indirect Emissions from Other Activities – air travel & waste</i>				
<i>Energy initiatives for data centers</i>				
12.Community Development				
<i>Community Development & Humanitarian Aid Expenditure</i>				
<i>MMU</i>				
13.Responsible Supply Chain				
14.Environmental Quality				
<i>Monitoring our Environmental Impacts – excluding Menara TM</i>				
<i>Protecting Against Chemical Spills</i>				

Note 1:

This Independent Assurance Statement has been issued based on the content verified prior to the approval date. SIRIM QAS International Sdn Bhd shall not be responsible for any changes or additions made after the referred date (20 March 2023).

Note 2:

The assurance involves activity aims to obtain sufficient appropriate evidence to express a conclusion designed to enhance the degree of confidence of the intended users other than the responsible party, about the subject matter information. It comprises of activities carried out to assess the quality and credibility of the qualitative and quantitative information reported by the organization. This assurance is different from activities used to assess or validate the organization's performance, such as compliance assessments or the issuing of certifications against specific standard.

Note 3:

Definition of HIGH, MEDIUM, LOW and UNSUBSTANTIATED Classification of Data in this Appendix 1.

HIGH – Data and information reviewed has been confirmed with the direct owners. The source of the data origin was provided during the conduct of the assessment.

MEDIUM – Data and information has been confirmed with the direct owners. However, the source of the data origin has been based on secondary data which is not accessible by the verifiers during the conduct of the assessment.

LOW – Data and information reviewed has been based on information endorsed by the data owners. Verifiers did not have access to the source of the data origin. It has been identified as one of the limitations during the conduct of the assessment.

UNSUBSTANTIATED – Data and information was not made available during the assessment review period due to reasons like confidentiality, unattainable data source and unavailable data owner. It has been identified as one of the limitations during the conduct of the assessment.

GLOSSARY

A		
AAPG	Audit and Assurance Practice Guide	
ABMS	Anti-Bribery Management System	
ACCA	Association of Chartered Certified Accountants	
ACG	Anti-Corruption Guide	
ADEPT	Audit Data Mart Project	
AGM	Annual General Meeting	
AG TES	Authorised Gas Tester and Entry Supervisors	
AI	Artificial Intelligence	
AIGA	Integrity, Governance and Anti-Corruption Award	
AKSADRON	National Academy for Drone Sports Excellence	
AOP	Annual Operating Plans	
ARIMM	Academy of Risk Management Malaysia	
B		
B2B	Business-to-Business	
B2C	Business-to-Consumer	
BAC	Board Audit Committee	
BCI	Business Continuity Institute	
BCM	Business Continuity Management	
BCMS	Business Continuity Management System	
BCP	Business Continuity Plan	
BDA	Big Data Analytics	
BEE	Board Effective Evaluation	
BFDC	Brickfield Data Centre	
BMEP	Board Management Effective Programme	
BOC	Business Operations Council	
BOD	Board of Directors	
BPIP	Board Performance Improvement Programme	
BPC	Best Practice Committee	
BPG	Business Policy and Governance	
BRC	Board Risk Committee	
BSS	Business Support System	
BTC	Board Tender Committee	
BTP	Board Training Programme	
Bursa Securities	Bursa Malaysia Securities Berhad	
BVDP	Bumiputera Vendor Development Programme	
BYOD	Bring Your Own Device	
C		
C2C	Carrier-to-Carrier	
CA 2016	Companies Act 2016	
CAE	Cloud Alpha Edge	
CAGR	Compound Annual Growth Rate	
CAPEX	Capital Expenditure	
CASB	Cloud Access Security Broker	
CBDRRM	Community-Based Disaster Risk Reduction and Management	
CBE	Code of Conduct & Business Ethics	
CCAM	Contact Centre Association of Malaysia	
CCO	Chief Commercial Officer	
CCMT	Corporate Crisis Management Team	
CCRO	Chief Corporate and Regulatory Officer	
CDN	Content Delivery Network	
CDP	Carbon Disclosure Project	
CDTO	Chief Digital Technology Officer	
CeIO	Certified Integrity Officer	
CEO	Chief Executive Officer	
CFE	Certified Fraud Examiner	
CHCO	Chief Human Capital Officer	
CIA	Certified Internal Auditor	
CIA	Chief Internal Auditor	
CIGO	Chief Integrity and Governance Officer	
CIO	Chief Information Officer	
CISA	Certified Information System Auditor	
CMA	Communication and Multimedia Act	
CMIIA	Chartered Member of the Institute of Internal Auditors Malaysia	
CMO	Chief Marketing Officer	
CNII	Critical National Information Infrastructure	
CNO	Chief Network Officer	
COBIT	Control Objectives for Information and Related Technology	
COO	Chief Operating Officer	
COPA	Coverage of Populated Areas	
COVID-19	Coronavirus Disease 2019	
CPA	Certified Public Accountant	
CPE	Customer Premise Equipment	
CPM	Cyber Security Programme Management	
CPO	Chief Procurement Officer	
CR	Corporate Responsibility	
CREDENCE	TM Digital Innovation Sdn Bhd	
CRO	Chief Risk Officer	
CRT	Crisis Response Team	
CSA	Chartered Secretaries and Administrators	
CSA	Corporate Sustainability Assessment	
CSO	Chief Strategy Officer	
CSP	Cloud Service Provider	
CTDC	Brickfield Data Centre	
CUU	Cooling Unit Upgrading	
CVAS	Centralised Vulnerability Assessment System	
CX	Customer Experience	
D		
DCs	Data centres	
DEI	Diversity, Equity & Inclusion	
DLP	Data Leakage Protection	
DNB		Digital Nasional Berhad
DOA	Declaration of Assets & Interests	
DOE	Department of Environment	
DOSH	Department of Occupational Safety and Health	
DRAN	Distributed Radio Access Network	
DRP	Disaster Recovery Plan	
DRS	Dividend Reinvestment Scheme	
DSORMIC	Director's Statement on Risk Management & Internal Control	
E		
EBIT	Earnings Before Interest and Tax	
EBITDA	Earnings Before Interest, Tax, Depreciation and Amortisation	
ED	Executive Director	
EEO	Energy Efficiency Optimisation	
EES	Economic, Environment and Social	
EESG	Economic, Environmental, Social and Governance	
EGM	Extraordinary General Meeting	
eMBB	enhanced Mobile Broadband	
EMS	Environment Management System	
EnMS	Energy Management System	
EPC	Energy Efficiency Optimisation	
EPE	Employee Productivity Enhancement	
EPF	Employee Provident Fund	
ERM	Enterprise Risk Management	
ERP	Enterprise Resource Planning	
ESG	Environmental, Social and Governance	
EV	Electric Vehicles	
EVP	Executive Vice President	
EY	Ernst & Young PLT	
F		
FAQs	Frequently Asked Questions	
FIRA	Fast Internet for Rural Areas	
FL	Federated Learning	
FM	Facility Management	
FMC	Fixed-Mobile Convergence	
FOMS	Fibre Optic Monitoring System	
FR	Frequency Rate	
FSO	Free Space Optic	
FTR	Fatality Rate	
FWA	Fixed Wireless Access	
FWA	Flexible Working Arrangement	
G		
GBA	Group Business Assurance	
GBI	Green Building Index	
GCEO	Group Chief Executive Officer	
GCFO	Group Chief Financial Officer	
GCSD	Group Company Secretarial Division	
GDP	Gross Domestic Product	
GDRN	GLC/GLIC Demi Rakyat dan Negara	
GET	Green Electricity Tariff	
GHCM	Group Human Capital Management	
GHG	Greenhouse Gas	
GIA	Group Internal Auditor	
GIG	Group Integrity and Governance	
GIS	Group Information Security	
GITD	Group IT & Digital	
GITN	Government Integrated Telecommunications Network	
GLC	Government-Linked Company	
GNT	Group Network & Technology	
GPA	Group Personal Accident	
GRI	Global Reporting Initiative	
GRM	Group Risk Management	
GTL	Group Term Life	
H		
HIRARC	Hazard Identification Risk Assessment and Risk Control	
HSBB	High-Speed broadband	
I		
i-CBYD	i-Call Before You Dig	
IAR	Integrated Annual Report	
ICAEW	Institute of Chartered Accountants in England and Wales	
ICAO	The Civil Aviation Organisation	
ICE	Internal Combustion Engines	
ICT	Information & Communications Technology	
IDP	Individual Development Plan	
IIM	Malaysia Institute of Integrity	
INTAN	National Institute of Public Administration	
INED	Independent Non-Executive Director	
IoT	Internet of Things	
IP	Integrity Pledge	
IPAM	Insolvency Practitioners Association of Malaysia	
IPCC	Intergovernmental Panel on Climate Change	
IPDC	Iskandar Puteri Data Centre	
IPPF	International Professional Practices Framework	
IR	Incident Rate	
IR	Industrial Relation	
IR4.0	Industrial Revolution 4.0	
ISMS	Information Security Management System	
ISO	International Organisation for Standardisation	
IT-DR	IT Disaster Recovery	
IT BCP	IT Business Continuity Plan	
ITU	International Telecommunication Union	

J	
JENDELA	Jalinan Digital Negara
JIC	JENDELA Implementation Committee
JSC	JENDELA Steering Committee
JPAST	Jawatankuasa Pengurusan Aduan Sektor Telekomunikasi
K	
KJDV	Kelana Jaya Data Centre
KPI	Key Performance Indicator
KPLB	Kementerian Pembangunan Luar Bandar
KRISTAL	TM's Core Values
KVDC	Klang Valley Data Centre
L	
L&D	Learning and Development
LED	Light-Emitting Diode
LoA	Limits of Authority
LoA	Level of Authority
LOBs	Lines of Business
LTI	Lost Time Injury
LTIF	Lost Time Injury Frequency
LTIFR	Lost Time Injury Frequency Rate
LTIP	Long-Term Incentive Plan
M	
M&A	Merger and Acquisition
MACA	Malaysian Anti-Corruption Academy
MACC	Malaysian Anti-Corruption Commission
MACCA	Malaysian Anti-Corruption Commission Act
Main LR	Main Market Listing Requirements
MARIM	Malaysian Association of Risk and Insurance Management
MAS	Microsoft Azure Stack
MC	Management Committee
MCCG	Malaysian Code on Corporate Governance
MCMC	Malaysian Communications and Multimedia Commission
MD	Managing Director
MEC	Multi-access Edge Computing
MEF	Metro-Ethernet Forum
MERS	Malaysian Emergency Response Services
MFA	Multifactor Authentication
MFRS	Malaysian Financial Reporting Standards
MIA	Malaysia Institute of Accountants
ML	Machine Learning
MMU	Multimedia University
MNOs	Mobile Network Operators
MOCN	Multi-Operator Core Network
MOF	Minister of Finance
MRT	Mass Rapid Transit
MSAP	Mandatory Standard on Access Pricing
MSME	Micro Small Medium Enterprise
MSSP	Managed Security Services Provider
MTSFB	Malaysia Technical Standard Forum Berhad
MVI	Media Value Index
N	
NACRA	National Annual Corporate Report Awards
NADMA	Nasional Disaster Management Agency
NCIS	Network Consulting and Integration Services
NEC	Non-Executive Chairman
NED	Non-Executive Director
NFV	Network Function Virtualisation
NGOs	Non-Government Organisations
NGT	Network Generation Transport
NINEC	Non-Independent Non-Executive Chairman
NINED	Non-Independent Non-Executive Director
NIOSH	National Institute for Occupational Safety and Health
NOC	Network Operations Centre
NMO	Network Maintenance Operations
NNOC	National Network Operations Centre
NPS	Net Promoter Score
NRC	Nomination and Remuneration Committee
NSC	National Security Council
NSRC	National SCAM Response Centre
NTMSP	NIOSH TM Safety Passport
NUTE	National Union of Telecommunications Employees Peninsular Malaysia
O	
OACP	Organisational Anti-Corruption Plan
OEE	Overall Equipment Effectiveness
OHI	Organisational Health Index
OLT	Optical Line Terminal
OPEX	Operating Expenditure
OSH	Occupational Safety & Health
OSHE	Occupational Safety, Health and Environment
OSHMS	Occupational Safety and Health Management System
OSS	Operation Support System
OTT	Over-The-Top
P	
PATAMI	Profit After Tax and Minority Interests
PCC	Procurement Compliance Committee
PCI DSS	Payment Card Industry Data Security Standard
PENJANA	Pelan Jana Semula Ekonomi Negara
PG	Payment Gateway

PKD	Pusat Komuniti Desa
PLC	Public Listed Company
PMI	Procurement Maturity Index
POC	Proof of Concept
PoPs	Point-of-Presence
PROPSNET	Proactive Passive Network Systems
PS	Performance Share
Q	
QMS	Quality Management System
R	
R&D	Research & Development
R2R	Recording to Reporting
RC	Risk Coordinators
ROD	Record of Depositors
ROIC	Return on Invested Capital
RPA	Robotic Process Automation
RPT	Related Party Transactions
RRPTs	Recurrent Related Party Transactions
RS	Restricted Share
RSDH	Ramsay Sime Darby Healthcare
S	
SaaS	Software as a Service
SC	Securities Commission
SC	Strategic Communications
SCM	Sustainability Champions
SD-IPVPN	Software Defined Internet Protocol Virtual Private Network
SD-WAN	Software Defined Wide Area Network
SDGs	Sustainable Development Goals
SDN	Software-Defined Networking
SE	Social Enterprise
SER	Supplier Engagement Rating
SI	System Integrator
SICDA	Securities Industry (Central Depositories) Act 1991
SID	Senior Independent Director
SIRIM	Standards and Industrial Research Institute of Malaysia
SME	Small Medium Enterprise
SOC	Security Operation Centre
SOP	Standard Operating Procedure
SOV	Share of Voice
SPC	Supplier Performance Committee
SPE	Supplier Performance Evaluation
SPRM	Suruhanjaya Pencegahan Rasuah Malaysia
SR	Severity Rate
SRE	State Regulatory & Engagement
SRM	Supplier Relationship Management
SS	Supplier Satisfaction Index
SS	Sustainability Stewards
STARS	Smart Traffic Analytics and Recognition System
STF	Subsidiary Tiering Framework
SUTEN	Sabah Union of Telecommunications Employees
SWG	Sustainability Action Working Group
SWN	Single Wholesale Network
T	
TCFD	Task Force on Climate-Related Financial Disclosures
TechCom	Technology Committee
TIA	Telecommunications Industry Association
TM R&D	TM Research & Development
TM SMG	TM Sponsorship Management Guideline
TMCC	TM Convention Centre
TMEVI	TM Fleet Electrification & EV Infrastructure
TMNC3	TM National Command Control Centre
TNB	Tenaga Nasional Berhad
ToR	Terms of Reference
TOSC	Transformation Office Steering Committee
TSR	Total Shareholder Returns
TVET	Technical and Vocational Education and Training
U	
UM	Universiti Malaya
UniKL	Universiti Kuala Lumpur
UN SDGs	United Nations Sustainable Development Goals
UPM	Universiti Putra Malaysia
USA	United States of America
UTES	Kesatuan Pekerja Telekom Malaysia Berhad Sarawak
V	
VOC	Voice of Customer
VP	Vice President
VPC	Virtual Private Cloud
VPRS	Value Programme Right Skilling
W	
WACC	Weighted Average Cost of Capital
WAH	Working at Height
WAN	Wide Area Network
WEBE	Webe Digital Sdn Bhd
X	
xDSL	Digital subscriber line
Y	
YoY	Year-on-Year
YTM	Yayasan Telekom Malaysia

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Thirty-eighth Annual General Meeting (38th AGM) of Telekom Malaysia Berhad ("TM" or "the Company") will be held virtually through live streaming and online remote voting using the Remote Participation and Electronic Voting (RPEV) facilities available at <https://meeting.boardroomlimited.my> with the Broadcast Venue at Left Wing, Level 1, TM Cyberjaya Complex, Lingkaran Usahawan 1 Timur, 63000 Cyberjaya, Selangor on Thursday, 25 May 2023 at 10:00 a.m. to transact the following businesses, with or without modifications:

- 1.0 To receive the Audited Financial Statements for the financial year ended 31 December 2022 together with the Reports of the Directors and Auditors thereon.
- 2.0 To re-elect the following Directors, who retire by rotation pursuant to Clause 112 of the Company's Constitution and being eligible, offer themselves for re-election:
 - (i) Dato' Shazril Imri Mokhtar (Ordinary Resolution 1)
 - (ii) Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin (Ordinary Resolution 2)
 - (iii) Datuk Siti Zauyah Md Desa (Ordinary Resolution 3)
 - (iv) Hisham Zainal Mokhtar (Ordinary Resolution 4)
- 3.0 To approve the payment of the following Directors' fees with effect from the 38th AGM until the next AGM of the Company:
 - (i) RM30,000 per month for the Non-Executive Chairman (NEC), RM22,250 per month for Senior Independent Director (SID) and RM20,000 per month for each Non-Executive Director (NED); and
 - (ii) Up to RM15,000 per month and RM10,000 per month for NEC and NEDs respectively, of TM subsidiaries. (Ordinary Resolution 5)
- 4.0 To approve the payment of benefits payable to NEC and NEDs of the Company up to an amount of RM2,350,000 from the 38th AGM until the next AGM of the Company. (Ordinary Resolution 6)
- 5.0 To re-appoint Ernst & Young PLT (EY), having consented to act as Auditors of the Company, for the financial year ending 31 December 2023 and to authorise the Board of Directors to determine their remuneration. (Ordinary Resolution 7)
- 6.0 To consider and if thought fit, to pass the following resolutions:
 - 6.1 Proposed Renewal of the Authority for Directors to Allot and Issue New Ordinary Shares in the Company (TM Shares) in relation to the Dividend Reinvestment Scheme (DRS)

THAT pursuant to the DRS approved at the Extraordinary General Meeting (EGM) held on 8 May 2014, approval be and is hereby given to the Company to allot and issue such number of new TM Shares for the DRS until the conclusion of the next annual general meeting, upon such terms and conditions and to such persons as the Directors may, in their absolute discretion, deem fit and in the interest of the Company **PROVIDED THAT** the issue price of the said new TM Shares shall be fixed by the Directors at not more than ten percent (10%) discount to the adjusted five (5)-day volume weighted average market price (VWAMP) of TM Shares immediately prior to the price-fixing date, of which the VWAMP shall be adjusted ex-dividend before applying the aforementioned discount in fixing the issue price of TM Shares at the material time;

AND THAT the Board of Directors of the Company be and is hereby authorised to do all such acts and enter into all such transactions, arrangements and documents as may be necessary or expedient in order to give full effect to the DRS with full power to assent to any conditions, modifications, variations and/or amendments (if any) as may be imposed or agreed to by any relevant authorities or consequent upon the implementation of the said conditions, modifications, variations and/or amendments, as they, in their absolute discretion, deem fit and in the best interest of the Company. (Ordinary Resolution 8)

6.2 Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature (Proposed Renewal of Shareholders' Mandate) with the following Related Parties:

- (i) Axiata Group Berhad and/or its subsidiaries (Axiata Group)
- (ii) Tenaga Nasional Berhad and/or its subsidiaries (TNB Group)
- (iii) Petroliaam Nasional Berhad and/or its subsidiaries (Petronas Group)

(Ordinary Resolution 9)
(Ordinary Resolution 10)
(Ordinary Resolution 11)

THAT in accordance with Paragraph 10.09 of the Main Market Listing Requirements (Main LR) of Bursa Malaysia Securities Berhad (Bursa Securities), approval be and is hereby given for the Company and/or its subsidiaries to enter into recurrent related party transactions of a revenue or trading nature with each of the abovementioned parties, respectively pursuant to Ordinary Resolutions 9 to 11, as set out in Appendix I of the Company's Circular to Shareholders dated 26 April 2023;

PROVIDED THAT such transactions are necessary for the day-to-day operations and are entered into in the ordinary course of business of the Company and/or its subsidiaries, are carried out on terms not more favourable to the related party than those generally available to the public and are not detrimental to the minority shareholders of the Company;

THAT such approval shall continue to be in full force and effect until:

- (i) the conclusion of the next annual general meeting of the Company at which time the authority will lapse, unless the authority is renewed by a resolution passed at such general meeting;
- (ii) the expiration of the period within which the Company's next annual general meeting is required to be held under Section 340(2) of the Companies Act, 2016 (CA 2016) (but shall not extend to such extension as may be allowed under Section 340(4) of the CA 2016); or
- (iii) revoked or varied by resolution passed by the shareholders of the Company at a general meeting,

whichever is the earlier;

AND THAT the Board of Directors of the Company be and is hereby empowered and authorised to do or procure to be done all acts, deeds and things (including executing such documents under the common seal in accordance with the provisions of the Constitution of the Company, as may be required) to give effect to the Proposed Renewal of Shareholders' Mandate.

6.3 Proposed Additional Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature (Proposed Additional Shareholders' Mandate) with the following Related Parties:

- (i) Astro Malaysia Holdings Berhad and/or its subsidiaries (AMHB Group)
- (ii) CelcomDigi Berhad and/or its subsidiaries (CelcomDigi Group)
- (iii) Digital Nasional Berhad (DNB)

(Ordinary Resolution 12)
(Ordinary Resolution 13)
(Ordinary Resolution 14)

THAT in accordance with Paragraph 10.09 of the Main Market Listing Requirements (Main LR) of Bursa Malaysia Securities Berhad (Bursa Securities), approval be and is hereby given for the Company and/or its subsidiaries to enter into recurrent related party transactions of a revenue or trading nature with each of the abovementioned parties, respectively pursuant to Ordinary Resolutions 12 to 14 as set out in Appendix II of the Company's Circular to Shareholders dated 26 April 2023;

PROVIDED THAT such transactions are necessary for the day-to-day operations and are entered into in the ordinary course of business of the Company and/or its subsidiaries, are carried out on terms not more favourable to the related party than those generally available to the public and are not detrimental to the minority shareholders of the Company;



THAT such approval shall continue to be in full force and effect until:

- (i) the conclusion of the next annual general meeting of the Company at which time the authority will lapse, unless the authority is renewed by a resolution passed at such general meeting;
- (ii) the expiration of the period within which the Company's next annual general meeting is required to be held under Section 340(2) of the Companies Act, 2016 (CA 2016) (but shall not extend to such extension as may be allowed under Section 340(4) of the CA 2016); or
- (iii) revoked or varied by resolution passed by the shareholders of the Company at a general meeting,

whichever is the earlier;

AND THAT the Board of Directors of the Company be and is hereby empowered and authorised to do or procure to be done all acts, deeds and things (including executing such documents under the common seal in accordance with the provisions of the Constitution of the Company, as may be required) to give effect to the Proposed Additional Shareholders' Mandate.

7.0 To transact any other business for which due notice has been given in accordance with Section 340(1) of the CA 2016 and the Company's Constitution.

FURTHER NOTICE IS HEREBY GIVEN THAT for the purpose of determining a Member who shall be entitled to attend, speak and vote at this 38th AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd (Bursa Depository) in accordance with Clause 80(3)(a) of the Company's Constitution and Section 34(1) of the Securities Industry (Central Depositories) Act 1991 (SICDA) to issue a General Meeting Record of Depositors (ROD) as at 18 May 2023. Only a depositor whose name appears in the ROD as at 18 May 2023 shall be entitled to attend the said meeting or appoint proxies to attend, speak and vote on his/her behalf.

By Order of the Board

Hamizah Abidin (LS 0007096) (Practicing Certificate 201908001071)

Mohammad Yazmi Mat Raschid (MAICSA 7028878) (Practicing Certificate 202308000182)

Secretaries

Kuala Lumpur

26 April 2023

NOTES:**1.0 Registration for Remote Participation and Electronic Voting (RPEV) Facilities**

- 1.1 The 38th AGM will be conducted on virtual basis through live streaming from the Broadcast Venue. Members can attend, participate and vote remotely online using the RPEV facilities provided by Boardroom Share Registrars Sdn Bhd which will be made available at <https://meeting.boardroomlimited.my> (Domain Registration No. with MYNIC-D6A357657).
- 1.2 Registration for RPEV is open from the date of Notice of the 38th AGM on Wednesday, 26 April 2023 until 10.00 a.m. on Wednesday, 24 May 2023. Please follow the procedures provided in the Administrative Guide to register and participate remotely via the RPEV facilities.
- 1.3 The Broadcast venue is strictly for the purpose of complying with Section 327(2) of the CA 2016 which requires the Chairman of the meeting to be present at the main venue of the 38th AGM and to facilitate the conduct of the virtual meeting.
- 1.4 Members, proxies or corporate representatives are not allowed to be physically present at the Broadcast Venue. Only essential individuals and authorised personnel as determined by the Company shall be allowed entry into the Broadcast Venue.

2.0 Submission of questions before and during the 38th AGM

- 2.1 Members may submit questions electronically in relation to the agenda items for the 38th AGM prior to the meeting via <https://investor.boardroomlimited.com> not later than 10:00 a.m. on Wednesday, 24 May 2023. The responses to these questions will be shared at the 38th AGM.
- 2.2 Members may also pose questions via real time submission of typed text at the 38th AGM via <https://meeting.boardroomlimited.my>.

3.0 Proxy and/or Authorised Representative

- 3.1 A Member entitled to attend, speak and vote at the Meeting is entitled to appoint a proxy to attend, speak and vote in his/her stead. A proxy or representative may but need not be a Member of the Company. A Member may appoint any person to be his/her proxy without restriction to the proxy's qualification.
- 3.2 A Member shall not be entitled to appoint more than two (2) proxies to attend, speak and vote at the Meeting provided that where a Member of the Company is an authorised nominee as defined in accordance with the provisions of SICDA, it may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account it holds with ordinary shares in the Company standing to the credit of the said securities account. Where a Member is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account (omnibus account), there shall be no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
- 3.3 Where a Member appoints two (2) proxies, the appointments shall be invalid unless the proportions of the holdings to be represented by each proxy are specified.
- 3.4 A corporation which is a Member, may by resolution of its Directors or other governing body authorises such person as it thinks fit to act as its representative at the Meeting, in accordance with Clause 100 of the Company's Constitution.
- 3.5 The instrument appointing the proxy must be deposited or submitted in the following manner not less than 24 hours before the time appointed for the taking of the poll or not later than 12:00 noon on Wednesday, 24 May 2023:
 - (i) in hard copy, by hand or post to the office of the Share Registrar of the Company, Boardroom Share Registrars Sdn Bhd, 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor, Malaysia.
or
 - (ii) by electronic submission at <https://investor.boardroomlimited.com>. Please refer to the Administrative Guide for further information on the electronic submission.
- 3.6 By submitting the duly executed Proxy Form, the member and his/her proxy(ies) consent to the Company (and/or its agents/service providers) collecting, using and disclosing the personal data therein in accordance with the Personal Data Protection Act 2010 for the purpose of the 38th AGM and any adjournment thereof.

**4.0 Voting by Poll**

Pursuant to Paragraph 8.29A of the Main LR, all resolutions set out in the Notice of 38th AGM will be put to vote by poll.

5.0 Audited Financial Statements for financial year ended 31 December 2022

The Audited Financial Statements are laid before the shareholders, pursuant to the provisions of Sections 266(1)(a) and 340(1)(a) of CA 2016, for discussion only under Agenda 1.0. They do not require shareholders' approval and hence, will not be put for voting.

6.0 Ordinary Resolutions 1 to 4: Re-election of Directors who retire pursuant to Clause 112 of the Company's Constitution

- 6.1 Clause 112 provides that all Directors shall retire from office once at least every three (3) years, but shall be eligible for re-election. At every AGM of the Company, one third of the Directors of the Company for the time being or if not a multiple of three (3), then the number nearest to one third, shall retire by rotation. Clause 113 also stipulates that the Directors to retire, shall be the Directors who have been longest in office since their last election.
- 6.2 At this AGM, four (4) out of eleven (11) Directors are to retire in accordance with Clause 112. Dato' Shazril Imri Mokhtar, Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin, Datuk Siti Zauyah Md Desa and Hisham Zainal Mokhtar being the longest in office since their last retirement are to stand for re-election as Directors of the Company. Being eligible, the Directors, have offered themselves for re-election.
- 6.3 For the purpose of determining the eligibility of Director to stand for re-election at the 38th AGM, the Board through its Nomination and Remuneration Committee (NRC) had assessed the retiring Directors and considered the following:
 - (i) The Directors' performance and contribution based on the Self and Peer Assessment results of the Board Effectiveness Evaluation (BEE) 2022;
 - (ii) The Directors' level of contribution to the Board deliberations through their skills, experience, character and commitment;
 - (iii) The level of independence demonstrated by the Independent Directors and their ability to act in the best interests of the Company in decision-making; and
 - (iv) The Director's fitness and propriety with reference to the Directors' Fit and Proper Policy which include and not limited to, character and integrity, experience and competence, time and commitment and diversity.
- 6.4 In line with Practice 6.1 of the Malaysian Code on Corporate Governance (MCCG), the Board had conducted an assessment of the Directors based on the relevant performance criteria via the BEE 2022. Based on the results of the Self and Peer Assessment, the Directors met the performance criteria required of an effective and a high-performance Board. In addition, the retiring Directors via their BEE's Self-Assessment also provided their fit and proper declarations including non-conflict of interest and independence confirmations, where applicable.
- 6.5 Based on the above, the Board approved the NRC's recommendation that the aforesaid four (4) Directors who retire in accordance with Clause 112 of the Company's Constitution, are eligible to stand for re-election. The retiring Directors had abstained from deliberation and decision on their respective eligibility to stand for re-election at the relevant NRC and/or Board meetings.
- 6.6 All aforesaid four (4) Directors have consented to be re-elected as Directors of the Company and those whom are shareholders will abstain from voting involving their re-election at the 38th AGM. Their profiles are set out in the Profile of Directors' section on pages 176, 177, 182 and 184 inclusive of the Integrated Annual Report (IAR) 2022.

7.0 Ordinary Resolutions 5 and 6: Directors' Fees and Benefits Payable by the Company

- 7.1 Section 230(1) of CA 2016 provides amongst others, that "the fees" of the directors and "any benefits" payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting. Pursuant thereto, shareholders' approval shall be sought at the 38th AGM on the Directors' remuneration in two (2) separate resolutions as follows:
 - (i) Ordinary Resolution 5 on the payment of Directors' fees for the Company and TM Subsidiaries as determined by the Board from the date of the 38th AGM until the next AGM.

A comprehensive review of the NEDs remuneration was last undertaken in 2017 and tabled to the shareholders for approval at the AGM in 2018. The Board approved NRC's recommendation for the directors' fees for the Company and other TM Subsidiaries to remain unchanged, as they are still competitive, appropriate and in line with the prevalent market rate.
 - (ii) Ordinary Resolution 6 on the payment of benefits payable to the NEC and NEDs from the 38th AGM until the next AGM.

The benefits payable applicable to NEC and NEDs comprise meeting fees, emoluments and claimable benefits are as stipulated below:

- (a) Meeting fee structure for Board and Board Committees:

	TM Board (RM)	Board Audit Committee (RM)	Nomination & Remuneration Committee (RM)	Board Tender Committee (RM)	Board Risk Committee (RM)
Chairman	5,000	4,750	2,500	3,250	2,500
NED	3,000	2,500	2,000	2,500	2,000

- (b) Pursuant to the Subsidiaries' Remuneration Framework (SRF), NEC and NEDs appointed on the boards of TM subsidiaries are entitled to the following meeting fees:

Category of TM Subsidiaries	NEC Meeting Fee (RM)	NED Meeting Fee (RM)	Committee Fee	
			Chairman Meeting Fee (RM)	Member Meeting Fee (RM)
Tier 1	1,500	1,000	500	300
Other Subsidiaries	1,500	1,000	Nil	Nil

- (c) Benefits such as leave passage, business equipment, telecommunication bills, insurance and medical coverage.

- 7.2 The exact amount of remuneration received by each director is provided in the Directors and Senior Management Remuneration section of the Corporate Governance Overview Statement and Note 6(b) on page 75 of the Audited Financial Statements for the financial year ended 31 December 2022. The Directors do not participate in decisions regarding their own remuneration package at NRC and/or Board meetings.
- 7.3 In determining the estimated amount of benefits payable for the NEC and NEDs, various factors, including the number of scheduled meetings for the Board, Board Committees and boards of subsidiaries as well as the number of NEDs involved in these meetings were considered. As there is no change to the prevalent benefits payable, the Board is recommending an estimated total amount of RM2,350,000 as per the previous AGM.
- 7.4 Subject to the shareholders' approval of Ordinary Resolutions 5 and 6, the payment for fees and benefits for the period commencing from the 38th AGM until next AGM will be made by the Company and its subsidiaries on a monthly basis and/or as and when incurred. The Board opined that the payments to the NEC and NEDs are just and equitable taking into account their roles and responsibilities towards the Group and the services that they have rendered to the Company and its subsidiaries.
- 7.5 Any NEDs who are shareholders of the Company will abstain from voting on the aforesaid resolutions at the 38th AGM.

8.0 Ordinary Resolution 7: Re-appointment of Auditors and Audit Fees

- 8.1 The Board Audit Committee (BAC) had undertaken and deliberated on the annual assessment of the external auditors, Ernst & Young PLT (EY) which include the following key areas:
- (i) Quality of services and sufficiency of resources;
 - (ii) Communication and interaction with external auditor; and
 - (iii) Independence, objectivity and professionalism.
- 8.2 BAC has also deliberated on the information in EY's 2022 Transparency Report and was satisfied in its review that the provision of non-audit services by EY to the Company for the financial year 2022 did not in any way impair their objectivity and independence as external auditors of TM. Accordingly, BAC recommended the reappointment of EY as external auditors of the Company for the financial year 2023.
- 8.3 The Board at its Meeting on 4 April 2023 approved BAC's recommendation for shareholders' approval to be sought at the 38th AGM in accordance with Section 340(1)(c) and Section 274(1)(a) of the CA 2016.



9.0 Ordinary Resolution 8: Allotment of Shares in relation to DRS

The proposed Ordinary Resolution 8 if passed, will give authority to the Directors to allot and issue new TM Shares pursuant to the DRS in respect of dividends to be declared after this AGM, if any. This authority shall expire at the conclusion of the next AGM.

10.0 Ordinary Resolutions 9 to 14: Proposed Renewal and Additional Shareholders' Mandate

- 10.1 Ordinary Resolutions 9 to 14 if passed, will authorise the Company and/or its subsidiaries to enter into recurrent related party transactions with related parties i.e. Axiata Group, TNB Group, Petronas Group, AMHB Group, CelcomDigi Group and DNB, in the ordinary course of business which are necessary for the Group's day-to-day operations and are on normal commercial terms not more favourable to the related parties than those generally available to the public and shall lapse at the conclusion of the next AGM unless authority for its renewal is obtained from shareholders of the Company at a general meeting.
- 10.2 The Interested Directors as indicated in Section 6 of the Circular to Shareholders dated 26 April 2023 and their Persons Connected will abstain from voting on Ordinary Resolutions 9 to 14. Detailed information on the proposals is as set out in the Circular.

STATEMENT ACCOMPANYING NOTICE OF THE 38TH AGM

pursuant to Paragraph 8.72(2) and Appendix 8A of the Main LR of Bursa Securities

1.0 Re-election of Directors at the 38th AGM

- 1.1 The profile of the following Directors who are retiring pursuant to Clause 112 of the Company's Constitution and standing for re-election are stated in the IAR 2022:
 - (i) Dato' Shazril Imri Mokhtar (Ordinary Resolution 1) – page 176
 - (ii) Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin (Ordinary Resolution 2) – page 177
 - (iii) Datuk Siti Zauyah Md Desa (Ordinary Resolution 3) – page 184
 - (iv) Hisham Zainal Mokhtar (Ordinary Resolution 4) – page 182
- 1.2 None of the above Directors has any interest in the securities of the Company, save for Dato' Shazril Imri Mokhtar, whose interests in shares in the company are disclosed on page 158 of the Financial Statements.
- 1.3 None of the abovenamed Directors has any family relationship with any Director and/or major shareholders of the Company. They do not have any conflict of interest with TM, convicted for any offences other than traffic offences for the past five (5) years, or have been imposed any sanction or penalty by any regulatory bodies during the financial year ended 31 December 2022.
- 1.4 Based on assessment, the two (2) independent directors, Hisham Zainal Mokhtar and Datuk Siti Zauyah Md Desa satisfy the criteria of independent directors as defined under Paragraph 1.01 of the Main LR of Bursa Securities, which include being independent of management, free from any business or other relationship which could interfere with the exercise of independent judgement, objectivity or the ability to act in the best interests of the Company and also being independent of the major shareholders.

ADMINISTRATIVE GUIDE FOR 38TH AGM

VIRTUAL AGM MEETING

The Thirty-eighth Annual General Meeting (**38th AGM**) of the Company will be conducted virtually through live streaming via Remote Participation and Electronic Voting (RPEV) facilities, as stipulated below:

DAY, DATE AND TIME	BROADCAST VENUE	MEETING MODE AND PLATFORM
Thursday, 25 May 2023 @ 10.00 a.m.	Left Wing, Level 1, TM Cyberjaya Complex, Lingkaran Usahawan 1 Timur, 63000 Cyberjaya, Selangor	Virtual basis through live streaming and online remote voting via meeting platform https://meeting.boardroomlimited.my
MODE OF COMMUNICATION		
<p>1) Type text in the meeting platform. The Messaging window facility will be opened concurrently with the Virtual Meeting Portal, i.e. one (1) hour before the AGM, which is from 9.00 a.m. on Thursday, 25 May 2023.</p> <p>2) Shareholders may submit their questions in advance on AGM resolutions prior to commencement of the 38th AGM via the following modes:</p> <p>Login to Boardroom's website at https://investor.boardroomlimited.com using the same user ID and password provided in Step 2 and select "SUBMIT QUESTION" to pose questions ("Pre-AGM Meeting Questions"). The questions may be submitted commencing from 26 April 2023 until 24 May 2023.</p>		

The main and only venue of the Virtual Meeting as indicated above is strictly to serve as the Broadcast Venue where the Chairman of the Meeting is physically present and no shareholders/proxies/corporate representatives shall be physically present at the broadcast venue.

The Meeting will be in compliance with Section 327(2) of the Companies Act 2016 which provides that the main venue of the AGM shall be in Malaysia and the Chairman must be present at the main venue of the AGM.

With the RPEV facilities, you may exercise your right as a shareholder of the Company to participate and pose questions to the Board/Management of the Company and vote during the 38th AGM from your home, office or any place at your convenience, safely and securely.

The AGM will be held in a transparent manner, technology-enabled to allow shareholders to attend the AGM from anywhere.

Remote Participation and Electronic Voting (RPEV)

- Please note that the RPEV is available to (i) Individual Shareholders; (ii) Corporate Shareholders; (iii) Authorised Nominees; and (iv) Exempt Authorised Nominees.
- By participating the Meeting online, you will be able to view a live webcast of the Meeting, ask questions and submit your votes in real time whilst the meeting is in progress.

Kindly follow the following steps on how to request for login ID and password.

STEP 1

Register Online with Boardroom Smart Investor Portal (BSIP) (For first time registration only)

[Note: If you have already signed up with BSIP, you are not required to register again. You may proceed to Step 2.]

- Access website <https://investor.boardroomlimited.com>
- Click **Register**>> to sign up as a user.
- Please select the correct account type i.e. sign up as "Shareholder" or "Corporate Holder".
- Complete registration with all required information. Upload and attach a softcopy of your or representative's MyKad (front and back) or passport in JPEG, PNG or PDF format. For Corporate Holder, kindly upload the authorisation letter as well. Click "Sign Up".
- You will receive an email from BSIP for email address verification. Click on **"Verify Email Address"** from the email received to continue with the registration.
- Once your email address is verified, you will be re-directed to BSIP for verification of mobile number. Click on **"Request OTP Code"** and an OTP code will be sent to the registered mobile number. You will need to enter the OTP Code and click "Enter" to complete the process.
- Your registration will be verified and approved within one (1) business day and an email notification will be provided.

STEP 2

Submit Request for Remote Participation User ID and Password

[Note: The registration for remote access will be opened on **26 April 2023**]

For Individual/ Corporate Shareholders

- Login to <https://investor.boardroomlimited.com> using your user ID and Password from Step 1 above.
- Select **"TELEKOM MALAYSIA BERHAD (38th) ANNUAL GENERAL MEETING"** from the list of Corporate Meetings and click **"Enter"**.

(i) To attend the virtual AGM

- Click on **"Register for RPEV"**.
- Read and accept the General Terms & Conditions and click **"Next"**.
- Enter your CDS Account Number and thereafter submit your request.

STEP 2 (cont'd)**(ii) To appoint proxy**

- Click on **"Submit eProxy Form"**.
- Select the company you would like to be represented (if more than one, for Corporate Shareholder).
- Enter your CDS Account Number and number of securities held.
- Select your proxy – either the Chairman of the meeting or individual named proxy(ies).
- Read and accept the General Terms and Conditions by clicking **"Next"**.
- Enter the required particulars of your proxy(ies).
- Indicate your voting instructions – **FOR** or **AGAINST** or **ABSTAIN**. If you wish to have your proxy(ies) to act upon his/her discretion, please indicate **DISCRETIONARY**.
- Review and confirm your proxy(ies) appointment.
- Click **"Apply"**.
- Download or print the eProxy Form as acknowledgement.

Note for Corporate Shareholders: if you wish to appoint more than one (1) company, kindly click the home button and select "Edit Profile" in order to add Company name.

(iii) For Corporate Shareholders (via email)

- Write in to bsr.helpdesk@boardroomlimited.com by providing the name of Shareholder and CDS Account Number accompanied with the Certificate of Appointment of Corporate Representative or Form of Proxy (as the case maybe) to submit the request.
- Please provide a copy of Corporate Representative's or Proxy Holder's MyKad (Front and Back) or Passport in JPEG, PNG or PDF format together with his/her email address.

For Authorised Nominee and Exempt Authorised Nominee**(i) Via BSIP**

- Login to <https://investor.boardroomlimited.com> using your User ID and Password from Step 1 above.
- Select **"TELEKOM MALAYSIA BERHAD (38th) ANNUAL GENERAL MEETING"** from the list of Corporate Meetings and click **"Enter"**.
- Click on **"Submit eProxy Form"**.

- Select the company you would like to be represented (if more than one (1)).
- Proceed to download the file format for **"Submission of Proxy Form"**.
- Prepare the file for the appointment of proxies by inserting the required data.
- Proceed to upload the duly completed Proxy Appointment file.
- Review and confirm your proxy appointment and click **"Submit"**.
- Download or print the eProxy form as acknowledgement.

Note: if you wish to appoint more than one (1) company, kindly click the home button and select "Edit Profile" in order to add Company name.

(ii) Via email

- Write in to bsr.helpdesk@boardroomlimited.com by providing the name of Shareholders and CDS Account Number accompanied with the Form of Proxy to submit the request.
- Please provide a copy of the Proxy Holder's MyKad (front and back) or Passport in JPEG, PNG or PDF format together with as well as his/her email address.
 - a. You will receive a notification from Boardroom that your request has been received and is being verified.
 - b. Upon system verification against the AGM's Record of Depositories, you will receive an email from Boardroom either approving or rejecting your registration for remote participation.
 - c. You will also receive your remote access user ID and password along with an email from Boardroom if your registration is approved.
 - d. You are encouraged to submit your request **at least twenty four (24) hours before the commencement of the Virtual AGM, i.e. by 10.00 a.m. on 24 May 2023** to avoid any delay in the registration process.

STEP 3**Login to Virtual Meeting Portal**

[Please note that the quality of the connectivity to Virtual Meeting Portal for live webcast as well as for remote online voting is highly dependent on the bandwidth and the stability of the internet connectivity available at the location of the remote users.]

- a. The Virtual Meeting portal will be opened for login starting an hour (1 hour) before the commencement of AGM at **9.00 a.m. on 25 May 2023**.
- b. Follow the steps given to you in the email along with your remote access user ID and password to login to the Virtual Meeting portal. (Refer to Step 2(c) above).
- c. The steps will also guide you on how to view live webcast, ask questions and vote.
- d. The live webcast will end and the Messaging window will be disabled the moment when the Chairman announces the closure of the AGM.
- e. You can now logout from Virtual Meeting Portal.

***FOR THE BEST LIVE STREAMING EXPERIENCE, IT IS ADVISABLE TO KEEP YOUR VIDEO RESOLUTION AT 240P.**

**Entitlement to Participate and Vote**

- Only a member or depositor whose name appears in the Register of Members/Record of Depositors (ROD) as at 18 May 2023 shall be entitled to attend the 38th AGM or appoint proxies to attend on his/her behalf.

Form(s) of Proxy

- Shareholders are encouraged to go online, participate and vote at the 38th AGM using the RPEV facilities. If you are unable to attend the online AGM virtually, you can appoint the Chairman of the meeting as your proxy and indicate the voting instructions in the proxy form(s).
- Please take note that you must complete the proxy form for the AGM should you wish to appoint a proxy(ies).
- You may download the proxy form(s) from our website at tm.com.my/jar2022
- Please ensure that the original proxy form is deposited at the Share Registrar's office not less than 24 hours before the time appointed for holding taking the poll or no later than 12:00 noon on 24 May 2023 at the following address:

Boardroom Share Registrars Sdn Bhd

11th Floor, Menara Symphony
No. 5 Jalan Prof. Khoo Kay Kim
Seksyen 13, 46200 Petaling Jaya
Selangor Darul Ehsan, Malaysia
Office: +603 7890 4700
Fax: + 603 7890 4670

- Alternatively, you may deposit your proxy form(s) by electronic means via Boardroom Smart Investor Online Portal. Kindly follow the link at <https://investor.boardroomlimited.com> to log in and submit your proxy form, not later than 24 hours before the time appointed for taking the poll or no later than 12:00 noon on 24 May 2023. For further information, kindly refer to the RPEV step 1 to 3 above.
- If you wish to participate in the AGM yourself, please do not submit any proxy form for the AGM. You will not be allowed to participate in the AGM together with the proxy appointed by you.

Revocation of Proxy

If you have submitted your proxy form prior to the AGM and subsequently decide to appoint another person or wish to participate in the virtual AGM by yourself, please write to bsr.helpdesk@boardroomlimited.com to revoke the earlier appointed proxy(ies) at least 24 hours before the AGM. On revocation, your proxy(ies) will not be allowed to participate in the virtual AGM. In such event, kindly advise your proxy(ies) accordingly.

Voting Procedure

- The voting will be conducted by poll in accordance with Paragraph 8.29A of Bursa Malaysia Securities Berhad's Main Market Listing Requirements (Main LR). The Company has appointed Boardroom Share Registrars Sdn Bhd as Poll Administrator to conduct the poll by way of electronic voting (e-Voting) and SKY Corporate Services Sdn Bhd as Scrutineers to verify the poll results.

- During the AGM, the Chairman will invite the Poll Administrator to brief on the e-Voting housekeeping rules.
- For the purpose of this AGM, e-voting will be carried out using the following voting devices:
 - Personal smart mobile phones;
 - Tablets; or
 - Laptops.
- There are two (2) methods for members and proxies who wish to use their personal voting device to vote as follows:
 - Launch LUMI AGM by scanning the QR Code given to you along with your remote participation User ID and Password; or
 - Access to LUMI AGM via URL: <https://meeting.boardroomlimited.my>
- The polling will only commence after the announcement of poll being opened by the Chairman and until such time when the Chairman announces the closure of poll.
- The Scrutineers will verify the poll result reports upon closing of the poll session by the Chairman. Scrutineers will announce the results and the Chairman will declare whether the resolutions put to vote are successfully carried or otherwise.

Participation through Live Webcast, Questions and Voting

- TM welcomes participation and questions from shareholders on the AGM Resolutions at the 38th AGM. The Chairman and the Board will endeavour their best to respond to the questions submitted by shareholders which are related to the resolutions tabled at the AGM, as well as financial performance/prospect of the Company. In the event some of the replies cannot be provided during the meeting, the relevant responses will be provided in the Investor Relations' section in TM website.
- Shareholders may submit their questions in advance on AGM resolutions prior to commencement of the 38th AGM via the following mode:
 - Submit to Boardroom's website at <https://investor.boardroomlimited.com> using the same user ID and password provided in **Step 2** above and select "SUBMIT QUESTION" to pose questions ("Pre-AGM Meeting Questions"). The questions may be submitted commencing from 26 April 2023 and not later than 9.00 a.m. on 24 May 2023.
- Shareholders may also pose questions during the live streaming of the 38th AGM via <https://meeting.boardroomlimited.my>

How to Access the Integrated Annual Report 2022 (IAR 2022) and Related AGM Documents

- As part of our dedicated commitment to Environmental, Social and Governance (ESG), the IAR 2022 can be downloaded from our website at tm.com.my/iar2022 and also at Bursa Malaysia website.
- Shareholders may request for a printed copy of IAR 2022, through our Share Registrar's Smart Investor Portal at <https://investor.boardroomlimited.com>. Select "Request for Annual Report" under the "Investor Services" menu.
- Alternatively, you may also make your request to our Share Registrar via email: bsr.helpdesk@boardroomlimited.com or at +603-7890 4700.
- Please note that the delivery of the document may be curtailed or delayed due to the increased demand for courier services.

Gift Policy

- There will be NO DISTRIBUTION of door gifts for members/proxies who join or participate at this virtual AGM.

Enquiry

- For enquiries on voting procedure and e-polling, please refer to Boardroom Share Registrars Sdn Bhd:

Contact persons**Telephone No.**

- | | |
|------------------------------|----------------|
| 1. Puan Rozleen Monzali | +603-7890 4739 |
| 2. Encik Ibnu Suffian Mas'on | +603-7890 4743 |

Help desk : +603-7890 4700

bsr.helpdesk@boardroomlimited.com

- For enquiries on the administrative guide of this meeting, please contact the Group Company Secretarial Division's representatives, during office hours (Monday - Friday from 8.30 a.m. to 5.30 p.m.):

Group Company Secretarial Division**Contact persons****Telephone No.**

- | | |
|----------------------------|----------------|
| Puan Noorsham Abdul Rahman | +603-2240 1225 |
| Puan Khatijah Mohd Noor | +603-2240 1223 |
| Puan Sitinor Athirah Azli | +603-2240 1220 |

Proxy Form



TELEKOM MALAYSIA BERHAD
198401016183 (128740-P)
(Incorporated in Malaysia)

"A"

I/We _____
(Full Name as per NRIC/Passport No./Certificate of Incorporation in capital letters)

Company No. /NRIC No. /Passport No. _____
of _____
(Full Address)

being a member of **TELEKOM MALAYSIA BERHAD** 198401016183 (128740-P) (the Company) hereby appoint _____
(Full Name as per NRIC/Passport in capital letters)

with NRIC No. /Passport No. _____
of _____
(Full Address)

or failing him/her _____
(Full Name as per NRIC/Passport in capital letters)

with NRIC No. /Passport No. _____
of _____
(Full Address)

or failing him/her, the Chairman of the Meeting, as my/our **first** proxy to vote for me/us on my/our behalf at the Thirty-eighth (38th) Annual General Meeting (AGM) of the Company to be held virtually via the meeting platform <https://meeting.boardroomlimited.my> from the Broadcast Venue at Left Wing, Level 1, TM Cyberjaya Complex, Lingkaran Usahawan 1 Timur, 63000 Cyberjaya, Selangor on Thursday, 25 May 2023 at 10.00 a.m. and at any adjournment thereof.

"B" If you wish to appoint a second proxy, please complete this section.

I/We _____
(Full Name as per NRIC/Passport No./Certificate of Incorporation in capital letters)

Company No./NRIC No. /Passport No. _____
of _____
(Full Address)

being a member of **TELEKOM MALAYSIA BERHAD** 198401016183 (128740-P) (the Company) hereby appoint _____
(Full Name as per NRIC/Passport in capital letters)

with NRIC No. /Passport No. _____
of _____
(Full Address)

or failing him/her _____
(Full Name as per NRIC/Passport in capital letters)

with NRIC No. /Passport No. _____
of _____
(Full Address)

or failing him/her, the Chairman of the Meeting, as my/our **second** proxy to vote for me/us on my/our behalf at the 38th AGM of the Company to be held virtually via the meeting platform <https://meeting.boardroomlimited.my> from the Broadcast Venue at Left Wing, Level 1, TM Cyberjaya Complex, Lingkaran Usahawan 1 Timur, 63000 Cyberjaya, Selangor on Thursday, 25 May 2023 at 10:00 a.m. and at any adjournment thereof.

For appointment of two (2) proxies, percentage of shareholdings to be represented by the respective proxies must be indicated below:			
	Percentage (%)	Email Address	Telephone No.
Proxy "A"			
Proxy "B"			
Total	100%		

I/We direct my/our proxy to vote on the following resolutions as I/we have indicated by marking the appropriate box with an 'X'. If no indication is given, my/our proxy will vote or abstain from voting at his or her discretion and I/we authorise my/our proxy to vote (or abstain from voting) as he or she thinks fit in relation to any other matter which is put before the meeting.

No. Resolutions			Proxy "A"		Proxy "B"	
			For	Against	For	Against
	Ordinary Resolution					
1.	Re-election of Dato' Shazril Imri Mokhtar pursuant to Clause 112	- Resolution 1				
2.	Re-election of Dato' Anis Rizana Mohd Zainudin @ Mohd Zainuddin pursuant to Clause 112	- Resolution 2				
3.	Re-election of Datuk Siti Zauyah Md Desa pursuant to Clause 112	- Resolution 3				
4.	Re-election of Hisham Zainal Mokhtar pursuant to Clause 112	- Resolution 4				
5.	Payment of Directors' fees	- Resolution 5				
6.	Payment of Benefits Payable to Non-Executive Chairman and Non-Executive Directors	- Resolution 6				
7.	Re-appointment of Ernst & Young PLT (EY) as Auditors of the Company for the financial year ending 31 December 2023 and to authorise the Board of Directors to determine their remuneration.	- Resolution 7				
	Special Business					
8.	Proposed Renewal of the Authority for Directors to Allot and Issue New Ordinary Shares in the Company in relation to the Dividend Reinvestment Scheme (DRS)	- Resolution 8				
9.	Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature (Proposed Renewal of Shareholders' Mandate) with Axiata Group Berhad and/or its subsidiaries (Axiata Group)	- Resolution 9				
10.	Proposed Renewal of Shareholders' Mandate with Tenaga Nasional Berhad and/or its subsidiaries (TNB Group)	- Resolution 10				
11.	Proposed Renewal of Shareholders' Mandate with Petroliam Nasional Berhad and/or its subsidiaries (Petronas Group)	- Resolution 11				
12.	Proposed Additional Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue of Trading Nature (Proposed Additional Shareholders' Mandate) with Astro Malaysia Holdings Berhad and/or its subsidiaries (AMHB Group)	- Resolution 12				
13.	Proposed Additional Shareholders' Mandate with CelcomDigi Berhad and/or its subsidiaries (CelcomDigi Group)	- Resolution 13				
14.	Proposed Additional Shareholders' Mandate with Digital Nasional Berhad (DNB)	- Resolution 14				

Signed this _____ day of _____ 2023

No. of Ordinary Shares held	
CDS Account No. of the Authorised Nominee*	
Telephone No.	

* Applicable to shares held under nominee account only

Signature(s)/Common Seal of Member(s)

NOTES:

Proxy and/or Authorised Representatives

- A Member entitled to attend, speak and vote at the meeting is entitled to appoint a proxy to attend, speak and vote in his/her stead. A proxy or representative may but need not be a Member of the Company. A member may appoint any person to be his/her proxy without verification to the proxy's qualification.
- A Member shall not be entitled to appoint more than two (2) proxies to attend, speak and vote at the Meeting provided that where a Member of the Company is an authorised nominee as defined in accordance with the provisions of Securities Industry (Central Depositories) Act 1991 (SICDA), it may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account it holds with ordinary shares in the Company standing to the credit of the said securities account. Where a Member is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account (omnibus account), there shall be no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
- Where a Member appoints two (2) proxies, the appointments shall be invalid unless the proportions of the holdings to be represented by each proxy are specified.
- The instrument appointing a proxy shall be in writing under the hand of the appointer or his attorney duly appointed under a Power of Attorney or if such appointer is a corporation, either under its common seal or under the hand of an officer or attorney duly appointed under a Power of Attorney.
- A corporation which is a Member, may by resolution of its Directors or other governing body authorises such person as it thinks fit to act as its representative at the Meeting, in accordance with Clause 100 of the Company's Constitution.

- The instrument appointing the proxy together with the duly registered Power of Attorney referred to in Note 4 above, if any, must be deposited at the office of the Share Registrars, Boardroom Share Registrars Sdn Bhd Registration No 199601006647 (378993-D) located at 11th Floor, Menara Symphony, No. 5 Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor, Malaysia not less than 24 hours before the time appointed for the taking of the poll or **no later than 12:00 noon on 24 May 2023**. The Share Registrars will also provide a box at the ground floor of its office building for drop-in of proxy forms.

Proxy form can also be deposited by electronic submission at <https://investor.boardroomlimited.com>. Please refer to the Admin Guide for further information on the electronic submission.

Members Entitled to Attend

- For the purpose of determining a Member who shall be entitled to attend the 38th AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd in accordance with Clause 80(3)(a) of the Company's Constitution and Section 34(1) of the SICDA, to issue a General Meeting Record of Depositors (ROD) as at 18 May 2023. Only a depositor whose name appears on the Register of Members/ROD as at 18 May 2023 shall be entitled to attend, speak and vote at the said meeting or appoint proxy/proxies to attend, speak and/or vote on his/her behalf.

Personal Data Privacy

- By submitting the duly executed proxy form, the Member and his/her proxy consent to the Company (and/or its agents/service providers) collecting, using and disclosing the personal data therein in accordance with the Personal Data Protection Act 2010, for the purpose of the AGM and any adjournment thereof.

Voting

- Pursuant to Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of the 38th AGM will be put to vote on a poll.

2. Fold this flap to seal



The Share Registrar

Boardroom Share Registrars Sdn Bhd
11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13, 46200 Petaling Jaya
Selangor Darul Ehsan
Malaysia

1. Fold here



www.tm.com.my