

A portrait of Amar Huzaimi Md Deris, the Managing Director and Group Chief Executive Officer of Telekom Malaysia Berhad. He is a middle-aged man with dark hair, wearing a grey suit jacket over a light blue shirt. He is smiling and looking towards the camera. The background is a blurred office or data center environment with blue and yellow lights.

GCEO's STATEMENT

For nearly 80 years, TM has served as the backbone of the nation's digital infrastructure—bringing together individuals, communities and businesses across Malaysia. From establishing the country's very first telephone lines to today's high-speed broadband, we have supported every major milestone in Malaysia's digital transformation journey.

Today, our extensive domestic fibre network spanning 740,000 km, nationwide 95% mobile coverage for both 4G and 5G, along with expanding submarine cables and data centres, are driving Malaysia's digital economy. These assets are critical to the nation's economic resilience and global competitiveness.

As we look to the future, we are building on this legacy to propel Malaysia even further. While connectivity remains our core, we are expanding our role as the enabler of next-generation technologies such as AI, cloud computing, cyber security and GPU-as-a-Service (GPUaaS).

This evolution is guided by our three-pillared strategy: Pioneer, Win and Revitalise, or known as PWR 2030. With this, TM is not just adapting to change — we are leading it, charting a clear path towards our aspiration of becoming a Digital Powerhouse by 2030, while cementing Malaysia's position as ASEAN's leading digital hub.

AMAR HUZAIMI MD DERIS

Managing Director/
Group Chief Executive Officer (MD/GCEO)

Q1
TM's 2024 performance marks the first year of its PWR 2030 strategy execution. What were the key highlights and how do they position TM for future success?

A1
2024 was a defining year for TM, marking the first year of executing our PWR 2030 strategy. Despite an increasingly competitive market, we delivered an encouraging financial performance, a testament to our execution capabilities, operational efficiencies and commitment to advancing Malaysia's digital agenda.

Our strong fundamentals, together with attractive dividend distributions, contributed to positive market sentiment in 2024. We saw our market capitalisation rise nearly 20% from RM21.3 billion at the beginning of the year to RM25.5 billion as at 31 December 2024, demonstrating our resilience and commitment to creating value for shareholders.

At the core of our success is a disciplined focus on operational excellence and customer satisfaction. We have implemented robust internal efficiencies that not only optimise costs but also poise us for future growth. In addition, we sustained our customer trust and loyalty – achieving a commendable Net Promoter Score (NPS) of 45, reflecting the positive experience we deliver consistently, further reinforcing our reputation as a trusted digital partner.

At the same time, we laid the groundwork for Phase 1 of our PWR 2030 roadmap (2024-2026). We defended and grew our core businesses while building our platform ecosystem and advancing digital solutions, such as smart services, cyber security and cloud. These strategic moves strengthen TM's position as a key enabler of the digital economy and set the stage for long-term, sustainable growth.

Q2
TM has long been a pioneer of technology, shaping Malaysia's digital economy landscape. How is TM driving next-generation digital solutions to create new value for the nation?

A2
Pioneering progress is in our DNA. We continue to drive Malaysia's digital transformation by expanding our digital ecosystem, strengthening critical infrastructure and enabling innovation across industries. As AI emerges as a key catalyst for global digital transformation, we are ensuring Malaysia is at the forefront of this shift.

In 2024, strategic digital infrastructure investments remained our core priority. We expanded nationwide fibre network, including mobile backhaul to support 5G, strengthened edge facilities and grew our international connectivity through submarine cables such as Asia Link Cable and SEA-ME-WE 6. These advancements enable seamless nationwide and border-to-border connectivity, making us a key catalyst in connecting Malaysia to the world and the world to Malaysia.

As AI emerges as a key catalyst for global digital transformation, we are ensuring Malaysia is at the forefront of this shift.

One of the key pioneering initiatives in 2024 includes the growth of our data centre footprints. We are developing a sustainable, hyper-connected, AI-ready data centre campus in Johor in collaboration with Singtel's Nxera. This partnership is designed to serve the needs of hyperscalers, next-generation AI application providers and enterprises pursuing accelerated digitalisation and cloud in the region.

In addition, we are proud to be at the forefront of Malaysia's AI transformation with the launch of the nation's first sovereign GPUaaS solution—offering businesses and developers access to high-performance computing power to accelerate innovation and efficiently deploy AI applications. By making advanced AI infrastructure accessible locally, we aim to foster homegrown AI innovation and empowerment, while reinforcing Malaysia's digital sovereignty.

I am pleased to share that internally, we have integrated AI across our operations, from predictive network maintenance, quality installation and restoration as well as proactive service alerts, enabling us to deliver faster, more reliable and personalised experiences for our customers.

Beyond TM, we are actively driving AI adoption across key industries such as manufacturing, utilities and agriculture. In manufacturing, we are developing AI-powered smart factory solutions. These solutions leverage IoT and data analytics to provide real-time monitoring and optimisation of production lines, enhancing overall equipment effectiveness and minimising downtime. In the utilities sector, we are in advanced trials for AI-powered predictive analytics. Our solution reduces non-revenue water through real-time anomaly detection, conveniently trackable via live dashboards. This not only enables optimised water management but is also projected to deliver energy savings of 10%–15%. Meanwhile, in agriculture, we are pioneering the use of spectral-based image analysis and AI to automate palm oil ripeness grading. This will ensure greater consistency in quality, improved sorting accuracy and increased operational efficiency by reducing reliance on manual processes.

These are just several of many solutions stemming from TM's AI Centre of Excellence (AI COE), established in 2024—a pivotal milestone in our transformation into a digitally-powered organisation. At the core of this is TM's first sovereign AI Foundry—a state-of-the-art facility designed to provide a scalable and secure platform for developing and deploying AI solutions within Malaysia, that leverages our advanced data centre capabilities. This further cements our leadership in AI infrastructure while supporting the national agenda of making AI accessible to all.



Alongside AI, we are also powering digital transformation across key industries through our sovereign cloud capabilities, delivering scalable and secure solutions for large enterprises in Healthcare, Automotive and Financial Services, as well as powering key government applications.

To enable these advancements, a future-ready digital ecosystem that is agile and intelligent is critical. As such, we continue modernising our Business Support System (BSS), one of TM's key digital building blocks into a modular, API-driven platform. This transformation accelerates digital product rollouts, integrates AI-powered services, while ensuring seamless, customer-centric experiences. More than just a system upgrade, it equips TM to support the digital products of tomorrow and meet the evolving demands of our customers, elevating satisfaction and delight at every touchpoint.

Ultimately, we are shaping the foundation for a thriving digital nation. By delivering next-generation solutions such as cloud, AI and GPUaaS, we are unlocking new value for businesses, industries and the nation.

Q3○
Winning in today's digital economy requires more than just innovation – it demands adaptability, customer-centric solutions and strategic growth. How is TM staying ahead in a fast-evolving market?

A3○
Winning in today's digital economy requires more than innovation – it calls for agility, customer-centricity and the ability to deliver scalable solutions that create value across all segments and stakeholders.

In the consumer segment (B2C), we maintained our competitive edge by creating exceptional customer experiences and extending reach through convergence. For instance, our Unifi UniVerse campaign seamlessly blends home internet, mobile, entertainment and lifestyle services for today's digital customers. This contributed to the growth of our fixed broadband subscriber base and solidified our position as the nation's Convergence Champion with the only quad-play services.

By delivering next-generation solutions such as cloud, AI and GPUaaS, we are unlocking new value for businesses, industries and the nation.

We also won the trust of over 400,000 MSMEs nationwide. Among our key 2024 initiatives, we forged strategic partnerships to deliver Banking-as-a-Service powered by 5G as well as accelerate 5G adoption and eWallet services for MSMEs. These efforts enable smaller businesses to compete and win in a hyper-competitive digital landscape.

Our relentless focus on network excellence has earned us recognitions such as Ookla's Fastest Wi-Fi Provider in Malaysia and Opensignal's World's No.1 Fastest 5G Download Speed Provider, reaffirming our commitment to delivering best-in-class connectivity offerings.

In the enterprise (B2B) segment, we enabled digital transformation across key government agencies and critical industries. One notable initiative is our partnership with the Government to develop and operate the NEXT GENERATION MERS 999 – a fully integrated digital platform that enhances data and resource sharing between emergency responders and central agencies. Set to replace the existing MERS999, NEXT GENERATION MERS 999 will significantly improve emergency response times and coordination nationwide.

Beyond public sector transformation, we collaborated with industry leaders to accelerate digitalisation in sectors such as oil and gas, property, automotive and healthcare. Key initiatives include expanding Private 5G deployments, digitalising housing projects, upgrading automotive's digital infrastructure, enhancing secure SD-WAN connectivity in private hospitals and implementing smart solutions for local councils to support smart cities development. Recognitions such as the PIKOM Award: IT Services Digital Enabler 2024 and Cyber Security Company of the Year 2024 by Cyber Security Malaysia further validate our B2B efforts.

We are committed to revitalising our talent pool — fondly known as *Warga TM* — while also empowering the broader national talent pipeline with the expertise needed to thrive in the digital economy.

On the C2C front, we continued to strengthen Malaysia’s digital infrastructure. Domestically, we deployed mobile backhaul sites especially to support 5G and increased high-speed broadband (HSBB) access, reinforcing digital inclusivity. Internationally, we significantly grew data services by enabling seamless border-to-border and data centre-to-data centre connectivity, while securing substantial long-term capacity requirements from global carriers. We also enhanced our data centre portfolio by expanding our existing data centres – Klang Valley Data Centre (KVDC) in Cyberjaya and Iskandar Puteri Data Centre (IPDC) in Johor.

These efforts earned us international recognition, including Best Operator in the Emerging Market category by Carrier Community Global Awards 2024 and Telecom Company of the Year – Malaysia and Wholesale Company Initiative of the Year – Malaysia, at Asian Telecom Awards.

In essence, TM is not only staying ahead—we are winning in today’s dynamic digital landscape. From enabling convergence and enterprise innovation to positioning the nation as ASEAN’s digital hub, we are leading and accelerating the next wave of digital growth for Malaysia.

Q4
A digital economy needs future-ready people. How is TM revitalising its digital workforce and fostering a culture of continuous innovation?

A4
Technology alone cannot drive progress; people do. A workforce skilled in digital tools and primed for innovation is crucial if Malaysia is to remain competitive. At TM, we are committed to revitalising our talent pool — fondly known as *Warga TM* — while also empowering the broader national talent pipeline with the expertise needed to thrive in the digital economy.

Developing future leaders is central to this mission. In 2024, we trained 442 top talents through leadership programmes such as Best Bets, Highflyers and CATALYST, preparing them to navigate an increasingly dynamic industry landscape. Our Talent Marketplace, now home to 2,670 digital experts, supports agile talent deployment — ensuring the right skills are matched to the right projects at the right time. We also champion diversity in leadership, with programmes like LEAD and ASPIRE driving greater representation of women in tech and leadership roles.

Beyond leadership development, we are revitalising our own organisational culture – embedding a mindset of entrepreneurship, boldness and disruptively innovative. As part of this, we launched the “Spark the PWR” initiative in 2024, engaging 4,000 employees, including senior leaders to foster a culture of innovation, continuous learning and a digital-first mindset.

In parallel, we are actively upskilling our workforce in high-demand areas. A total of 1,744 *Warga TM* earned Intermediate+ certifications by Coursera in specialised fields like cloud, cyber security, smart services, data analytics and Fixed-Mobile Convergence (FMC). Additionally, the majority of our employees completed digital awareness training, ensuring everyone is digitally conversant to confidently navigate and contribute in a tech-driven environment.

Our commitment to talent development goes beyond our own people. As an MCMC-appointed Certifying Agency (CA), we play a critical role in strengthening Malaysia’s digital infrastructure by training 6,356 network cabling workers in 2024 – a critical component in expanding nationwide connectivity.

Education also plays a key role in our nation-building agenda. Through MMU, TM’s education arm, we are shaping the next generation of tech leaders. MMU continues to produce industry-ready graduates through a strong emphasis on industry-driven curricula and applied research.

Further strengthening Malaysia’s AI talent pipeline, MMU will be launching the Faculty of Artificial Intelligence & Engineering (FAIE) this year, transforming its current Faculty of Engineering to strengthen AI-driven education and research. This is a strategic step to align the university’s programmes with global technological advancements and industry needs, in support of Malaysia’s national AI strategy.

Additionally, in line with the Government’s emphasis on strengthening Technical and Vocational Education and Training (TVET) education, we are enhancing graduate employability through the integration of industry certifications and practical attachments in support of Higher Technical and Vocational Education and Training (HTVET) programmes. Our MMU Melaka campus is also developing industry-relevant modules into the TVET curriculum such as cyber security, cloud computing, software and fibre networks.

TM’s commitment to people and education development underscores our role in nation-building, shaping a future-ready workforce and talents that will power Malaysia’s digital economy. Nevertheless, a thriving digital ecosystem requires collective effort and we encourage the broader industry to play a bigger role in making the talent landscape more vibrant and sustainable.

GCEO's STATEMENT

By embedding ESG principles into every facet of our business, we are not only accelerating Malaysia's digital transformation but also ensuring that growth is inclusive, responsible and future-proofed.

Q5
Technology and sustainability are evolving in parallel, shaping a future where ESG integration is no longer optional. How is TM driving both business growth and sustainable impact through its digital ecosystem?

A5
Technology holds the power to transform lives, but real progress is measured by its impact on people, businesses and the planet. At TM, we believe that business growth is inextricably linked to sustainability. We are building a digital ecosystem that delivers tangible value, fosters inclusive progress and safeguards our planet for generations to come. This is not just a business strategy; it is our responsibility.

Our strategic priority is the rapid and comprehensive expansion of fibre connectivity as part of our commitment to ensuring no community is left behind in Malaysia's digital transformation. At the same time, we enable next-generation technologies across urban and underserved areas, unlocking opportunities, bridging the digital divide and building a robust digital foundation for the nation.

We continue to empower businesses, especially MSMEs, to thrive in an evolving digital economy. Through the Unifi Business Club initiative, we provide expert insights on business growth strategies and operational optimisation. Meanwhile, programmes with partners such as *Jelajah Saya* Digital, *Go Niaga* and *Jelajah* Digital Marketing Solutions (DMS) equipped MSMEs with the digital tools needed to grow in a rapidly evolving economy.

We are also advancing urban sustainability through Smart Traffic Management with Analytics Services (STARS) in collaboration with *Majlis Bandaraya Ipoh* (MBI). We deployed AI-enabled sensors to optimise traffic flow, reducing 6,290 kg of CO₂ emissions per month by cutting idle time at key intersections. This initiative was recognised by the UN Capital Development Fund (UNCDF) in 2024.

Nurturing the younger generation with future-ready skills is also fundamental to our sustainability strategy. We have strengthened digital capabilities across nine (9) states through the TM Future Skills Certification Programme. We also provided the latest technology and equipment to three (3) Champion Schools' Digital Hubs, in promoting STEM education for students. In addition, we launched a three-day innovation camp called Tech Titans Challenge, which nurtured creativity and problem-solving skills, benefiting 1,288 teachers and 13,313 students to date.

Beyond our commercial pursuits, we remain deeply committed to bridging the digital divide by providing essential connectivity and digital tools to B40 and marginalised communities. Through our scholarships and financial assistance programmes under YTM, MMU and Yayasan Universiti Multimedia (YUM), we have channelled RM35.5 million to support 6,908 students in their educational journey. Among the beneficiaries is Nurhani Hayati, a

bright young scholar from a low-income background who is now building a better future for herself and her family.

Meanwhile, in supporting the TVET aspiration, our YTM TVET Madani @POLYCC initiative is shaping industry-ready talent in digital and fibre network expertise. With RM1.2 million invested so far, 402 students and 96 lecturers have been trained across four (4) TVET institutions. To bridge education and employment, we are also committed to facilitating job placements for up to 400 TVET graduates annually.

As we expand our digital footprint, we remain committed to minimising environmental impact. By decommissioning legacy network elements and migrating services to high-efficiency networks, we are reducing energy consumption while enhancing performance. Our carbon emissions reduction targets, guided by ICT industry standards such as Global enabling Sustainability Initiative (GeSI), Global System for Mobile Communications Association (GSMA), International Telecommunications Union (ITU) and Science Based Targets Initiative (SBTi), are ensuring our sustainability ambitions align with global best practices.

Sustainability is also embedded within our supply chain. Our Sustainable Supply Chain Policy integrates ESG metrics—including responsible sourcing, energy efficiency and waste management, ensuring compliance across our supplier ecosystem.

By embedding ESG principles into every facet of our business, we are not only accelerating Malaysia's digital transformation but also ensuring that growth is inclusive, responsible and future-proofed.

Q6
With the digital economy accelerating, how will TM continue shaping the nation's digital future and further its Digital Powerhouse aspiration?

A6
As the digital economy continues its rapid expansion, demand for faster, more resilient networks will intensify. Meanwhile, emerging technologies are already transforming industries, with Malaysia's Beyond Connectivity market projected to reach RM87.0 billion by 2027. Seizing these opportunities requires robust digital infrastructure, forward-looking innovation and a strong culture of collaboration.

To stay ahead, we will reinforce our core strengths while pioneering new digital solutions. In 2025 and beyond, we will scale our network capabilities, integrate AI-driven automation and accelerate cyber security and cloud adoption for large enterprises and government. As Malaysia's sovereign cloud provider, we will continue driving cloud adoption for large enterprises and expanding GPUaaS to power AI applications and other next-generation services.



TM is not just adapting to change — we are leading it, charting a clear path towards our aspiration of becoming a Digital Powerhouse by 2030, while cementing Malaysia's position as ASEAN's leading digital hub.

At the regional level, our strategic investments in submarine cable systems, data centres and edge facilities are enhancing Malaysia's border-to-border connectivity, positioning the nation as a key digital hub for ASEAN. These advancements not only strengthen Malaysia's digital infrastructure but also attract global investments, further driving the growth of the nation's AI and cloud ecosystem.

Domestically, the majority of our capital investments are concentrated in the country, creating a multiplier effect on the economy and reinforcing our commitment to national development. By aligning with the government's digital aspirations, we are ensuring seamless connectivity and enabling businesses to scale within and beyond Malaysia's borders. This holistic approach positions Malaysia at the forefront of ASEAN's digital economy, fostering innovation, global collaboration and sustainable economic growth.

As we move into the next phase of PWR 2030, every initiative we undertake moves us closer to becoming a Digital Powerhouse by 2030 — one that drives national progress, fosters innovation and ensures Malaysia remains at the forefront of the global digital economy.

ACKNOWLEDGEMENT & APPRECIATION

In closing, I extend my heartfelt gratitude to YM Tunku Afwida Tunku Dato' A.Malek, Mr. Balasingham A. Namasiwayam and Mr. Saheran Suhendran for their invaluable contributions and dedication during their tenure on the Board. Your guidance has been instrumental in steering TM through its transformative journey.

I also want to thank Puan Rossana Annizah Ahmad Rashid for her advocacy and mentorship throughout her time as our Board Member. Her commitment has been invaluable for TM. As she prepares to step down from her role at the upcoming AGM in May 2025, I wish her continued future success.

At the same time, I welcome Tan Sri Datuk Yong Poh Kon and Datuk Bazlan Osman to our Board. I look forward to your leadership and insights as we continue to drive our ambition forward.

To *Warga TM*, I thank each of you for your tireless commitment and passion. Your resilience and enthusiasm propel us forward, helping us set new benchmarks and bring greater value to our nation.

Finally, to all other stakeholders — customers, shareholders, investors, suppliers, the Government, regulators and the broader community — thank you for your trust, collaboration and support. Your belief in our purpose strengthens our resolve to create more value and impact.

As we step into the future, I am filled with optimism for what lies ahead. Guided by humility and a persistent drive for progress, we remain dedicated to transforming today's possibilities into tomorrow's realities — empowering the future, advancing Malaysia and shaping the digital transformation for generations to come.

Amar Huzaimi Md Deris
MD/GCEO