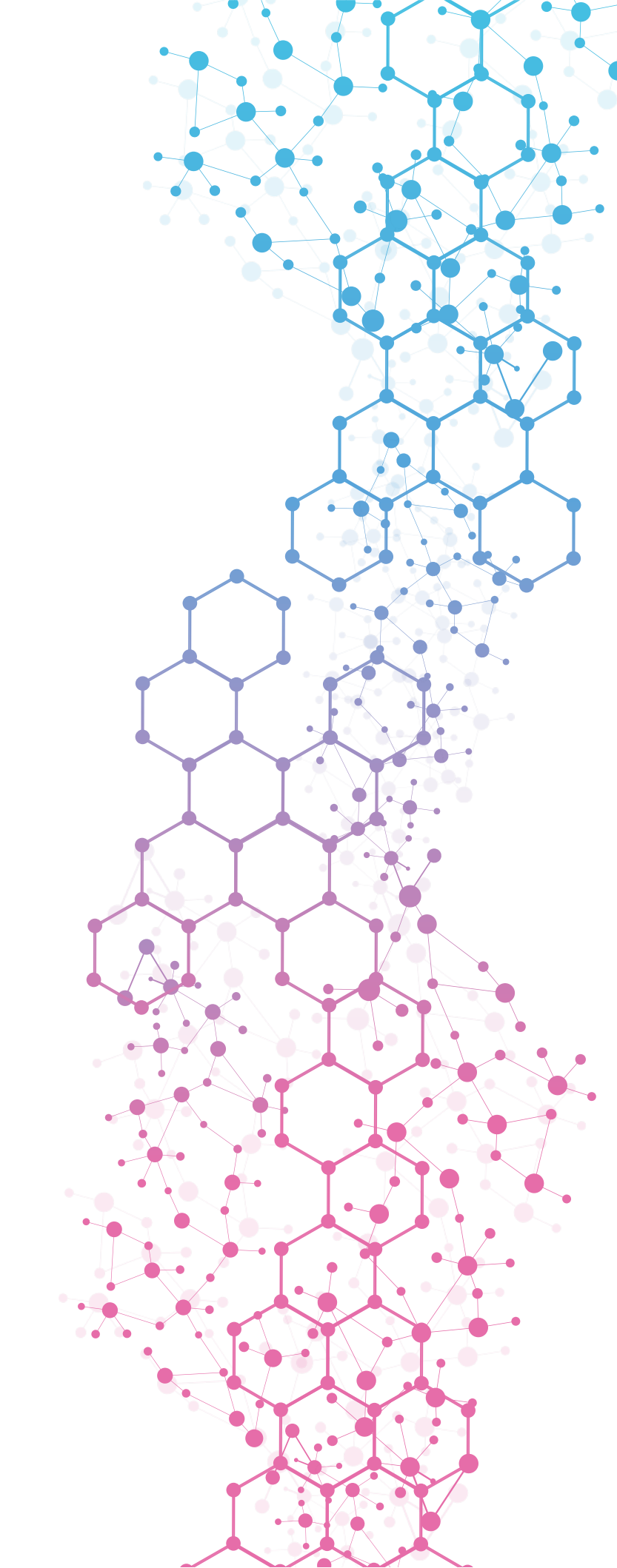




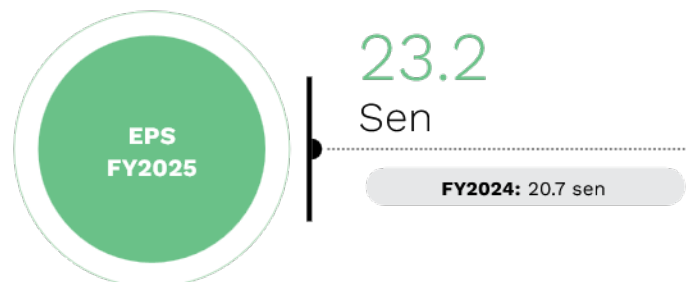
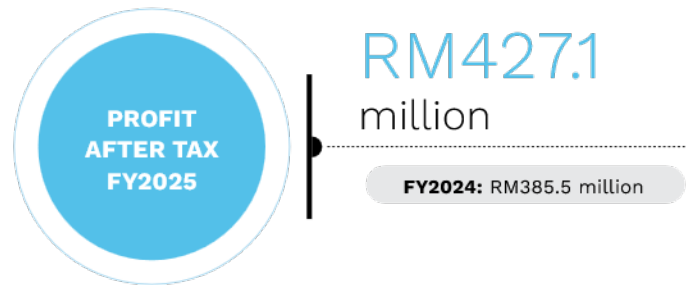
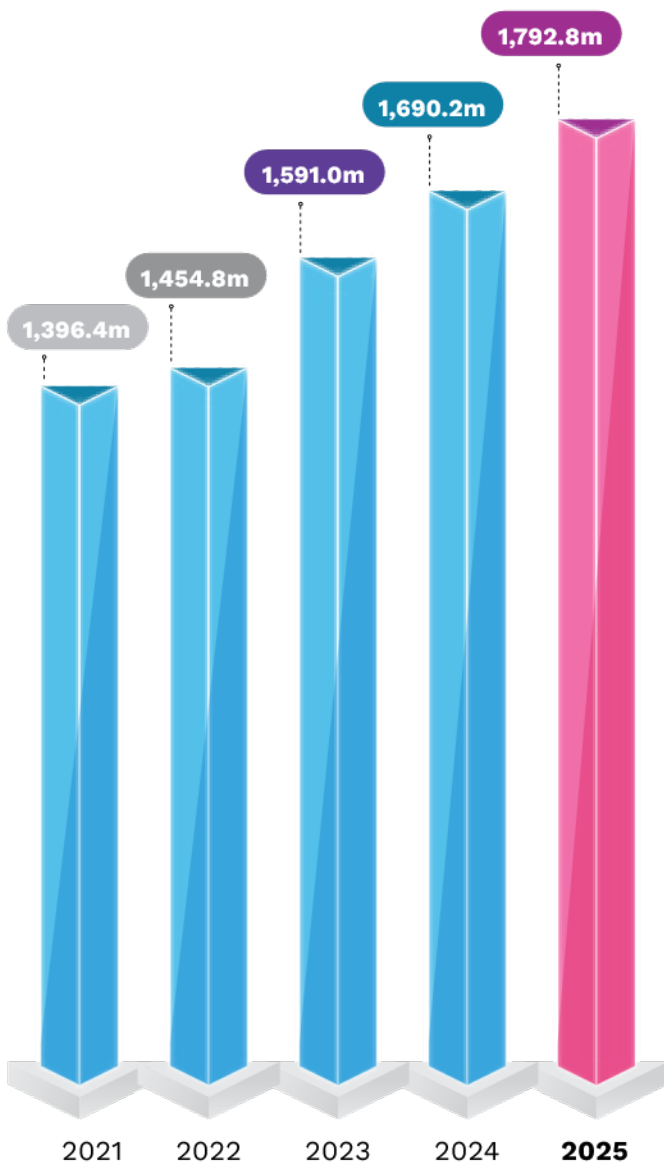
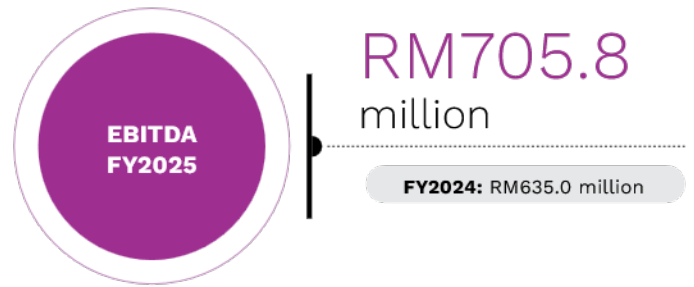
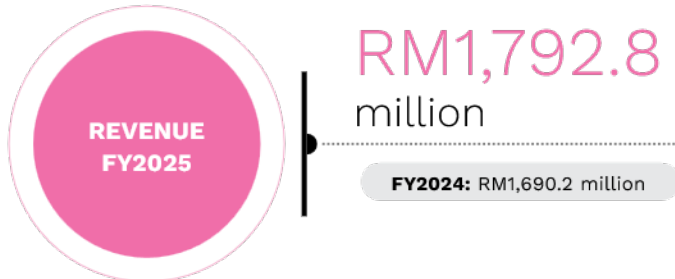
time[™]

**2025
ANNUAL
REPORT**

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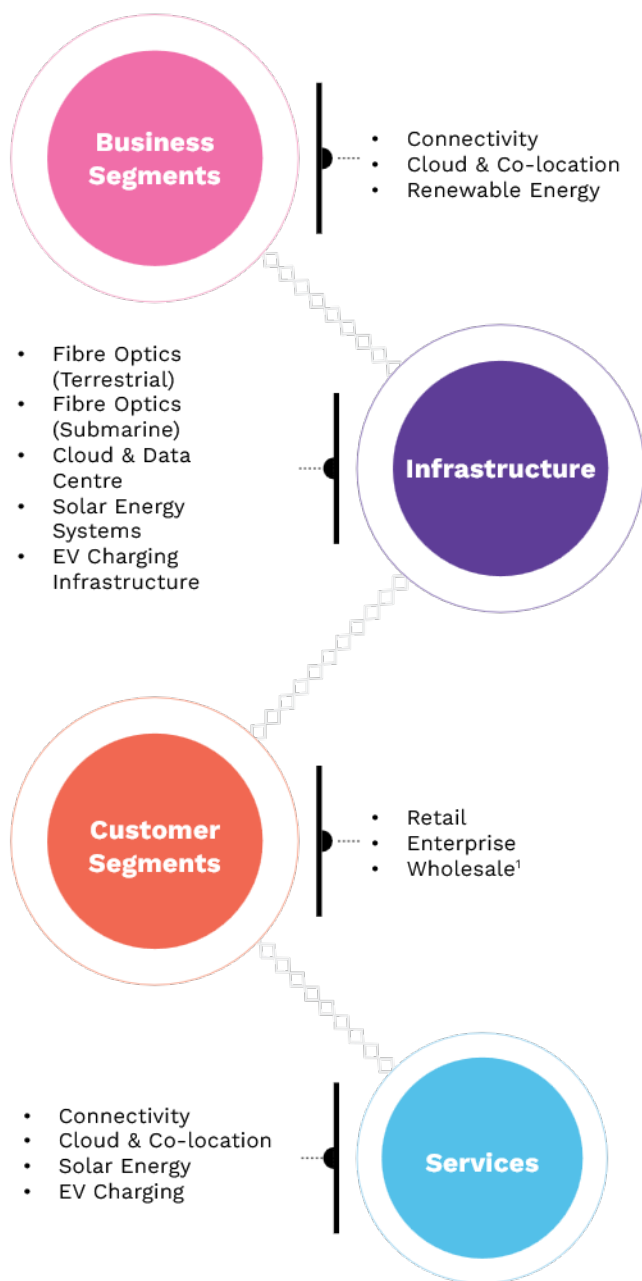
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PERFORMANCE INDICATORS



CORPORATE PROFILE

INTRODUCTION AND BUSINESS MODEL



¹ Wholesale refers to telecommunications providers, over-the-top ("OTT") content providers and Internet Service Providers ("ISPs"), domestically and internationally.

TIME dotCom Berhad ("Time" or "the Group") is an infrastructure investment holding company headquartered in Malaysia, with a strategic focus on expanding high-performance connectivity infrastructure and adjacent energy solutions to drive growth and increase its addressable market across Malaysia and the region.

CONNECTIVITY INFRASTRUCTURE

The Group's core business is anchored in its ownership and operation of high-performance terrestrial and submarine fibre optic networks, enabling high-speed domestic and international connectivity.

Domestically, Time operates from a targeted connectivity footprint, positioning the Group with a structurally larger runway for expansion and the ability to selectively scale into high-value coverage areas. As a result, network and coverage expansion remains a key driver of growth, enabling Time to progressively increase its addressable market while maintaining disciplined capital management.

The Group has consistently expanded its network coverage in Peninsular Malaysia, reaching new residential and commercial developments. This ongoing expansion supports increasing demand for high-speed broadband, enterprise connectivity and digital infrastructure services.

At a regional level, Time extends its reach through operations and strategic investments across Singapore, Thailand, Vietnam and Cambodia, as well as participation in major international submarine cable systems. These assets enable seamless cross-border connectivity linking ASEAN networks to global digital hubs across Asia, Europe, Africa and the United States.

The Group's connectivity infrastructure enables cloud access, data exchange and digital services across markets.

RENEWABLE ENERGY INFRASTRUCTURE

In parallel, the Group has expanded into renewable energy ("RE") infrastructure as a strategic adjacency to support long-term growth and diversification. Time's RE investments focus primarily on distributed solar solutions and electric vehicle ("EV") charging infrastructure.

For solar solutions, the Group focuses on landed residential properties, leveraging its deployment capabilities and expanding coverage into single-dwelling units ("SDUs") to support adoption of distributed solar solutions.

CORPORATE PROFILE

For EV charging, the Group prioritises multi-dwelling environments where it already maintains connectivity assets. This enables operational synergies in deployment, maintenance and customer engagement while addressing growing demand for EV infrastructure across Malaysia.

These investments leverage the Group's infrastructure capabilities and existing footprint, supporting revenue diversification while contributing to the transition towards a lower-carbon economy.

As the RE market continues to evolve, the Group remains focused on disciplined growth, prioritising projects that complement its infrastructure capabilities and deliver sustainable long-term value. The development of energy infrastructure also supports the Group's broader sustainability agenda, including its commitment to Net Zero GHG emissions by 2050.

STRATEGIC POSITIONING FOR SUSTAINABLE GROWTH & RETURNS

Time's growth strategy is anchored on three core pillars that drive sustainable earnings growth and long-term shareholder returns.

Expansion of Network Coverage and Addressable Market

The Group continues to prioritise disciplined expansion of its fibre network footprint, increasing premises passed and extending reach into high-growth and underserved areas. This expansion enhances Time's addressable market and supports sustainable revenue growth.

01

Disciplined Capital Management and Returns Optimisation

The Group will maintain fiscal discipline in capital deployment with a focus on long term, stable yield generation. As such, the Group will continue enhancing its capital structure to optimise returns to shareholders.

02

Infrastructure-led Value Creation and Diversification

The Group leverages its infrastructure expertise to drive operational efficiency while expanding into adjacent sectors in RE, supporting revenue diversification and long-term resilience.

03

Together, these pillars position Time to continue its growth trajectory while maintaining capital discipline and delivering sustainable returns to shareholders.

CORPORATE PROFILE

VALUE CREATION APPROACH

Time's infrastructure-led model emphasises:

- Long-term asset ownership and yield-focused utilisation
- Expansion of network coverage to increase revenue-generating assets
- Stable and recurring revenue streams
- Operational efficiency and network reliability
- Strategic diversification into complementary infrastructure sectors

This approach enables the Group to expand its earnings base while maintaining capital discipline and delivering sustainable long-term returns to shareholders.

STRATEGIC PRIORITIES AND MOVING FORWARD

The Group's business strategies are designed to drive growth and expand its addressable market.

- Expand domestic fibre coverage to increase addressable market and drive subscriber growth
- Enhance network performance and reliability to support rising bandwidth demand
- Strengthen enterprise offerings through high-availability and value-added products in cloud and co-location
- Leverage on cross-border connectivity and submarine cable capacity to capture regional and international traffic growth
- Pursue selective regional expansion through partnerships and investments
- Scale RE initiatives to support diversification and sustainability objectives

Sustainability is embedded in Time's long-term business strategy. The Group seeks to create sustainable value by balancing financial performance with responsible environmental, social and governance practices across its infrastructure operations.

Climate action remains a key priority. Time has committed to achieving Net Zero greenhouse gas ("GHG") emissions by 2050 and is pursuing emissions reduction initiatives through improved energy efficiency, increased use of RE and exploration of lower-carbon solutions across its infrastructure portfolio.

The Group also contributes to digital inclusion by expanding reliable connectivity that enables participation in the digital economy, while investments in solar energy and EV charging infrastructure support broader sustainability objectives. Strong governance oversight underpins responsible conduct, long-term resilience and sustained value creation.

CORPORATE INFORMATION

BOARD OF DIRECTORS

Elakumari Kantilal

Chairman,
Non-Independent
Non-Executive Director

Afzal Abdul Rahim

Executive Vice Chairman
Non-Independent
Executive Director

Datuk Azailiza Mohd Ahad

Senior Independent
Non-Executive Director

Anthony Low Kim Fui

Independent
Non-Executive Director

Ir. Dr. Mohd Shahreen Zainooreen Madros

Independent
Non-Executive Director

Teoh Su Yin

Independent
Non-Executive Director

Mark Guy Dioguardi

Non-Independent
Non-Executive Director

Patrick Corso

Non-Independent
Executive Director

AUDIT COMMITTEE

Datuk Azailiza Mohd Ahad

Ir. Dr. Mohd Shahreen
Zainooreen Madros

Teoh Su Yin

Mark Guy Dioguardi

NOMINATION AND REMUNERATION COMMITTEE

Teoh Su Yin (Chairman)

Datuk Azailiza Mohd Ahad

Anthony Low Kim Fui

Mark Guy Dioguardi

COMPANY SECRETARY

Chew Ann Nee (MAICSA 7030413)
(SSM PC No.: 201908001413)

REGISTERED OFFICE

Level 4, No. 14, Jalan Majistret U1/26
HICOM Glenmarie Industrial Park
40150 Shah Alam
Selangor, Malaysia
Tel : +603 5039 3000
Fax : +603 5032 6063

WEBSITE

www.time.com.my

SHARE REGISTRAR

Mega Corporate Services Sdn Bhd

(Registration No. 198901010682 (187984-H))
Level 15-2

Bangunan Faber Imperial Court
Jalan Sultan Ismail
50250 Kuala Lumpur, Malaysia
Tel : +603 2692 4271
Fax : +603 2732 5388

AUDITORS

PricewaterhouseCoopers PLT

(LLP0014401-LCA & AF 1146)
Chartered Accountants
Level 10, Menara TH 1 Sentral
Jalan Rakyat, Kuala Lumpur Sentral
50706 Kuala Lumpur, Malaysia

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia

Securities Berhad

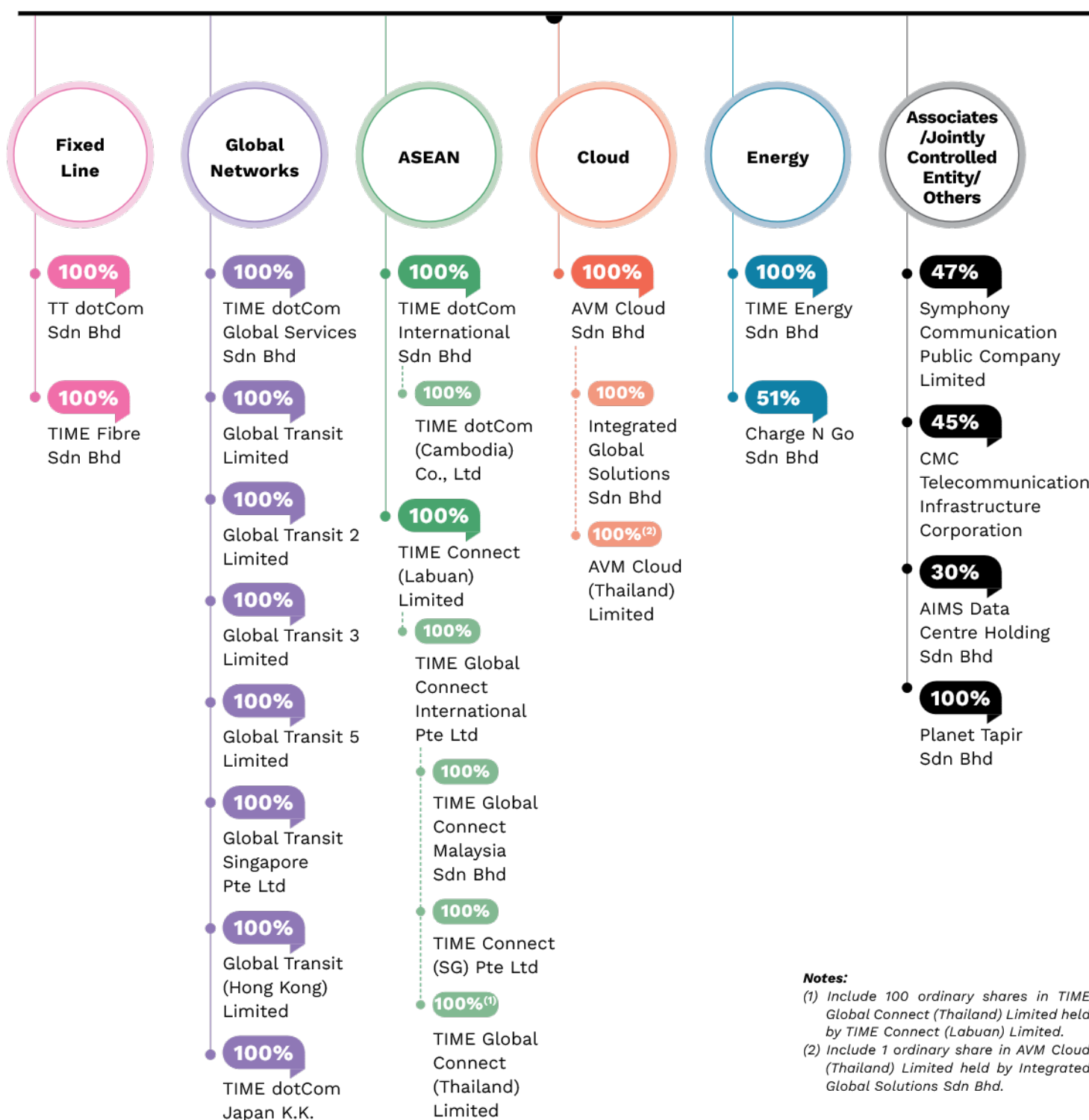
Stock Name : TIMECOM
Stock Code : 5031

CORPORATE STRUCTURE

as at 31 March 2026

time™

TIME DOTCOM BERHAD



Notes:

(1) Include 100 ordinary shares in TIME Global Connect (Thailand) Limited held by TIME Connect (Labuan) Limited.

(2) Include 1 ordinary share in AVM Cloud (Thailand) Limited held by Integrated Global Solutions Sdn Bhd.

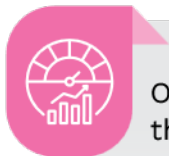
CHAIRMAN'S STATEMENT

DEAR SHAREHOLDERS,

FY2025 marked a turning point for Time. In a more settled industry landscape, we continued to grow while remaining focused on reliability, value creation and disciplined execution. The year also underscored the realities of a maturing telecommunications market, where resilience, operational excellence and thoughtful capital allocation matter more than ever.

YEAR IN REVIEW

FY2025 also gave us space to reflect on how far we have come since 2008. Over these 17 years, Time has evolved into a resilient fibre-led enterprise with a regional presence spanning terrestrial and submarine networks. Our progress has been anchored in consistent strategy: operating with rigour, allocating capital prudently and prioritising long-term returns.



Our performance to date reinforces this trajectory. Since 2008, we have grown revenue, EBITDA and PAT steadily while sustaining healthy margins. **Over a 15-year horizon, we also delivered cumulative total shareholder returns that outpaced the industry** – an achievement we take pride in, even as we stay mindful of intensifying competition and moderating growth across the sector.

In Retail, our ongoing network expansion translated into meaningful milestones. We reached 2 million premises passed and welcomed our 500,000th subscriber in 2025. This demonstrates both the trust our customers place in us and the opportunities still present despite rising national home broadband penetration.

Across Enterprise and Wholesale, connectivity remained central to our offering. We broadened coverage into new growth corridors and strengthened service levels for mission-critical customers. Our domestic and international networks continued to serve the growing needs of hyperscalers and OTTs, as well as demand for mobility-driven, high-capacity applications.

Our RE initiatives, spanning rooftop solar solutions and EV charging infrastructure, developed steadily over the year. While still nascent, these businesses represent natural adjacencies to our core strengths in network deployment and residential reach and align closely with emerging climate and energy-transition prospects. As Malaysia advances its national sustainability agenda, we see meaningful potential for these platforms to complement our connectivity ecosystem, support emissions reduction and contribute to a cleaner, more resilient future.

We also maintained our strategic investment in the data centre space through our partnership with DigitalBridge. AIMS sustained high utilisation while executing on capacity additions in Cyberjaya and Kuala Lumpur. With regional expansion efforts anchored in Malaysia, the partnership reinforces demand for interconnection-rich infrastructure and complements our core fibre assets.

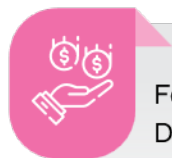
CHAIRMAN'S STATEMENT

In November 2025, our financial discipline was recognised through the upgrade of our long-term sukuk rating by RAM Ratings to AA1 from AA2, building on the previous positive outlook revision in 2024. This independent acknowledgement signals confidence in our strong liquidity position, consistent cash generation and prudent financial management.

FY2025 also saw an important leadership transition. The appointment of Loh Jenkim as Group Chief Executive Officer demonstrates the strength of our internal succession pipeline. Afzal Abdul Rahim's redesignation as Executive Vice Chairman ensures continuity while preserving his role in guiding our strategic direction. This transition balances renewal with stability and positions the Group confidently for its next chapter.

SHAREHOLDER REWARDS

Creating long-term shareholder value and generating sustainable returns has always been, and will remain, a priority for the Group. During the year, the dividends declared were underpinned by the Group's steady track record, solid profitability and solid cash position. This distribution reflects the Board's continued focus on optimising the Group's balance sheet while ensuring the interests of our shareholders.



For the financial year ended 31 December 2025, the **Group paid out total dividends of 48.69 sen per ordinary share** amounting to RM900.2 million.

On 26 February 2026, the Board also announced a revision to Time's dividend policy from the existing 50% of normalised profit after tax to a payout range of 50% to 75% of the Group's normalised profit after tax and minority interests. This change underscores the Group's dedication to delivering consistent earnings and shareholder returns while reflecting confidence in its financial performance and ability to reward shareholders.

CORPORATE GOVERNANCE AND SUSTAINABILITY

Strong governance and responsible business practices were central to our work in FY2025. The Board committed to transparency, integrity and effective oversight, supported by a robust risk management framework and established Board Committees. We strengthened our focus on operational resilience, cybersecurity, data protection and business continuity, illustrating the critical role that digital infrastructure plays in Malaysia's economic and social development.



Sustainability is integral to how we operate and invest. We progressed our **Net Zero 2050 ambition, including our commitment to reduce Scope 1 and Scope 2 emissions by 45% by 2030**. Our efforts are centred on energy efficiency, responsible resource management and deeper engagement with partners across our value chain.

CHAIRMAN'S STATEMENT

We continued investing in our people and communities through talent development, diversity and inclusion initiatives and programmes that enhance customer accessibility and service quality. Our zero-tolerance approach to bribery and corruption remains firmly in place, reinforced by ongoing training and policy adherence.

As the Group evolves, governance and sustainability will play a central role in our long-term strategy, shaping how we deploy capital, manage risks and uphold stakeholder trust.

OUTLOOK & PROSPECTS

Looking ahead, we remain focused on disciplined, long-term value creation. While the telecommunications industry matures, characterised by slower subscriber growth and rising expectations for reliability, demand for high-quality connectivity and interconnection steadily rises. Data usage continues to grow and digital reliance across households and businesses shows no signs of slowing.

In this environment, our priorities are clear. We are committed to extending our network selectively, enhancing service quality and strengthening customer trust – critical differentiators in an increasingly competitive landscape. As we transition into an infrastructure investment holding company, we will adopt a more deliberate, returns-based approach to capital deployment, ensuring that every asset contributes meaningfully to long-term sustainable value.

The global business landscape continues to be shaped by geopolitical tensions and the resulting uncertainties across supply chains. As a telecommunications provider with a growing network footprint, we are not insulated from these dynamics, and we remain vigilant in monitoring their potential impact on our operations and strategic goals.

By maintaining operational discipline, maximising asset yields and investing prudently, we are confident that Time is well-positioned to deliver resilient performance and enduring returns through a more measured growth cycle.

ACKNOWLEDGEMENTS

As we close another meaningful year, I would like to express my heartfelt gratitude to everyone who has stood by Time on its journey. FY2025 brought both new milestones and emerging challenges, and I am deeply proud of how our people have shown dedication and unity throughout. Your commitment is the backbone of our success, and I am sincerely thankful for the professionalism and spirit you bring to the organisation every day.

My appreciation also goes to my fellow Board members for their wisdom and collaboration. Their steadfast guidance has been vital as we navigate a maturing industry and advance our evolution into an infrastructure investment holding company. Welcoming Jenkim as our new Group CEO and seeing Afzal take on the role of Executive Vice Chairman speak to the strength and depth of the Group. I am grateful for the trust placed in this transition. I would also like to thank Ms Kuan Li Li, who resigned from the Board on 30 March 2026, for her contributions during her tenure as a Director. The Board wishes her all the best in her future endeavours.

To our shareholders, thank you for your continued confidence in us. Your belief in Time drives us to uphold strong fundamentals and disciplined execution. To our customers, business partners and vendors, we appreciate your partnership greatly and look forward to building deeper, more meaningful relationships in the years ahead.

Finally, I would like to record our appreciation to the Ministry of Communications, Ministry of Digital, the Malaysian Communications and Multimedia Commission, and other regulators for their leadership and constructive engagement. Your support enables us to contribute meaningfully to the nation's digital ambitions.

As we step into the future, we are committed to progressing with purpose and creating sustainable long-term value for all our stakeholders.

ELAKUMARI KANTILAL

Chairman

MANAGEMENT DISCUSSION & ANALYSIS



FINANCIAL HIGHLIGHTS



EXECUTIVE SUMMARY

In FY2025, Time continued to execute its established operational priorities:

- Expanded Retail connectivity through continued fibre footprint extension into landed residential properties and growth markets beyond core urban centres, increasing addressable market and supporting sustained subscriber growth.
- Deepened Enterprise connectivity and digital solutions, complemented by cloud and cybersecurity offerings to support customers' digital transformation needs.
- Strengthened Wholesale connectivity by optimising network utilisation and supporting domestic and regional capacity requirements.
- Built adjacencies in renewable energy ("RE"), notably residential solar and electric vehicle ("EV") charging.

Building on a strong FY2024 baseline, the Group focused on resilient cash generation and disciplined investment while preserving balance-sheet strength.

MANAGEMENT DISCUSSION & ANALYSIS

OPERATING ENVIRONMENT AND TELCO INDUSTRY REVIEW

Malaysia's telecommunications sector in FY2025 continued to evolve alongside accelerating digital adoption, with structural demand increasingly driven by rising household bandwidth consumption, enterprise digitalisation and the expansion of regional data centre capacity. As digital services become more embedded in both consumer and business environments, demand for reliable, high-capacity fixed connectivity has remained a key industry growth driver.

Across the market, operators continued to prioritise fibre network expansion and performance enhancements to support increasing data usage and more demanding application requirements. In particular, the shift towards cloud-based infrastructure, software-defined networking and cybersecurity-led architectures has reinforced the need for scalable, low-latency and resilient connectivity solutions across both domestic and cross-border environments.

At the enterprise level, demand was underpinned by continued cloud adoption, data localisation requirements and growing reliance on hybrid and multi-cloud environments. This has driven increased requirements for high-availability connectivity, secure network solutions and seamless integration across data centres and enterprise locations. In parallel, hyperscaler activity and ongoing investments in regional data centre infrastructure have further strengthened the role of fibre networks as critical enabling infrastructure within the digital ecosystem.

Regionally, ASEAN continued to see sustained growth in cross-border data traffic, supported by enterprise expansion, content delivery networks and cloud service providers scaling their presence across multiple markets. This has reinforced the importance of integrated terrestrial and subsea connectivity in enabling efficient data flows and supporting the region's position as an emerging digital hub.

While policy developments, including the transition towards a dual 5G network model, continued to shape the broader telecommunications landscape, industry investment priorities remained firmly centred on fibre infrastructure, network reliability and service quality to meet evolving user demands.

Time operated within a stable regulatory environment in FY2025 and continued to comply with applicable sectoral standards, including the Cyber Security Act 2024 and PDPA requirements. The enhanced Enterprise Risk Management ("ERM") framework adopted in November 2024 continued to support disciplined risk oversight and decision-making across the Group.

STRATEGY AND BUSINESS MODEL

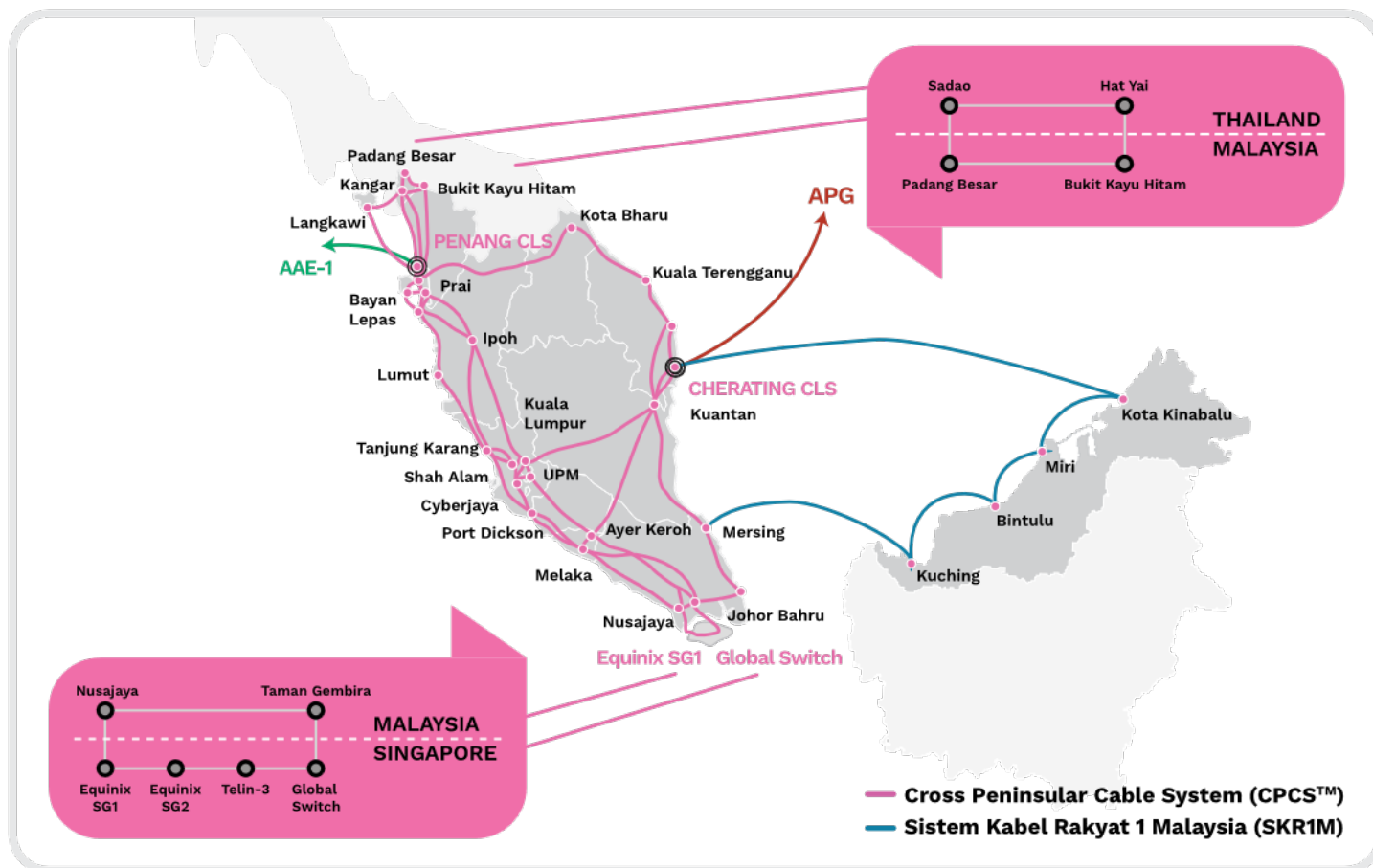
Time's strategy in FY2025 continued to build on its established operational priorities, with a clear emphasis on driving Retail growth through targeted expansion of its fibre footprint and differentiated product offerings. During the year, the Group accelerated its expansion into landed residential properties and growth markets beyond core urban centres, growing its addressable market and supporting sustained subscriber acquisition. This expansion was complemented by enhancements to its product suite, including more flexible contract tenures and continued speed leadership, with 200Mbps established as the entry-level plan. The introduction of WiFi 7-ready devices further strengthened the Group's value proposition by delivering higher capacity, improved stability and enhanced in-home connectivity for increasingly data-intensive usage.

Complementing its Retail growth strategy, the Group continued to strengthen its Enterprise and Wholesale segments by broadening its service capabilities across connectivity, cloud and cybersecurity solutions. Leveraging its integrated infrastructure platform and recognised certifications, Time remains well-positioned to support increasing demand for high-availability, secure and scalable digital solutions. The Group also continues to enhance regional connectivity through its terrestrial and subsea assets, enabling seamless cross-border services across ASEAN.

MANAGEMENT DISCUSSION & ANALYSIS

Alongside its core connectivity business, Time progressed the development of RE-related initiatives that complement its infrastructure capabilities. Residential solar and EV charging solutions are being scaled in phases in line with customer demand trends. These adjacencies are intended to enhance the Group's overall value proposition while supporting broader decarbonisation efforts.

Domestic Network



Demand for domestic connectivity continued to strengthen in FY2025, driven by rising bandwidth consumption amongst Malaysian households, the ongoing growth in digital infrastructure and connectivity requirements, and sustained growth in data centre-related capacity needs. Against this backdrop, Time remained focused on enhancing the scale, resilience and performance of its nationwide network to meet increasing expectations for faster, more reliable and widely accessible fibre broadband. The Group's network footprint has expanded consistently over recent years to achieve a milestone of over 2 million premises passed in FY2025. Strategic rollouts beyond the Klang Valley in preceding years, including new coverage in Perak and Johor, have laid the foundation for continued addressable market growth.

Retail connectivity performance in FY2025 continued to be anchored by this expansion momentum, supported by Time's sustained speed leadership and improvements to in-building reach and performance. Earlier speed upgrades introduced in FY2024, alongside Time's decision to establish 200Mbps as the new entry-level plan, helped position the Group for rising home-usage intensity. These efforts were complemented by the introduction of WiFi 7-ready devices across its home fibre offerings, delivering higher capacity and enhanced stability for increasingly connected digital lifestyles.

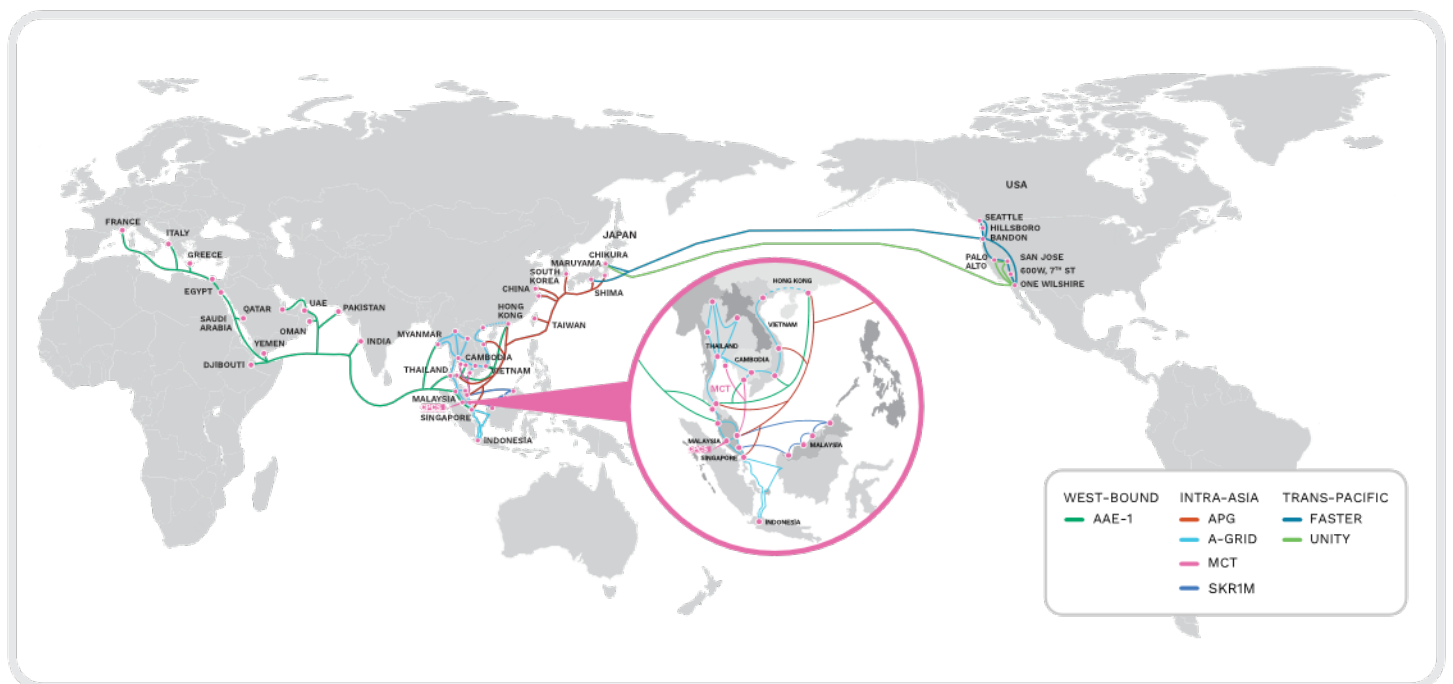
MANAGEMENT DISCUSSION & ANALYSIS

Enterprise network activity also remained robust as organisations sought high-availability connectivity and secure cloud-enabled infrastructure. Time's integrated 3C proposition – Connectivity, Cloud and Cybersecurity – continued to support customers' digital transformation priorities. During FY2025, Time extended network coverage across several new commercial and institutional clusters such as Kota Iskandar, Tanjong Malim, Sungai Besi, Bangi and Pagoh. A significant milestone was the delivery of a dedicated network for 20 public higher-education institutions ("IPTAs"), together with expanded reach into additional institutional offices and data centres, reinforcing Time's role as a partner to large-scale national and enterprise deployments.

Complementing these developments, domestic wholesale demand remained healthy, fuelled by mobile node fiberisation, cloud adoption and higher-capacity domestic routing needs. Time continued to optimise utilisation of its existing infrastructure while supporting opportunities linked to High-Speed Broadband Access ("HSBA") and data-centre-to-data-centre interconnectivity. These initiatives, combined with ongoing regional terrestrial enhancements through associate networks, ensure that the Group's domestic ecosystem remains deeply integrated with broader ASEAN traffic flows.

Overall, Time's continued investment in domestic fibre expansion, network performance and enterprise-grade service delivery positions the Group to capture future demand arising from Malaysia's digitalisation agenda, spanning consumers, enterprises, public institutions and wholesale partners.

Global Network



Time's business continues to benefit from resilient demand across ASEAN, driven by the accelerating digitalisation of enterprises, hyperscalers and multinational corporations. The transition from traditional leased lines to agile, software-defined network solutions has shifted demand towards scalable, secure and high-availability connectivity capable of supporting increasingly data-intensive operations.

MANAGEMENT DISCUSSION & ANALYSIS

In response, the Group remains focused on maximising the utilisation and performance of its submarine cable systems, which serve as critical infrastructure enabling international bandwidth capacity and low-latency connectivity. These assets position Time to support growing cross-border traffic flows, including cloud workloads, content delivery and data centre interconnectivity across key regional and global routes.

By strengthening service reliability and optimising its international capacity, the Group is well-positioned to support customers requiring seamless, high-performance connectivity between Malaysia and major digital hubs across Asia and beyond.

Looking ahead, Time will continue to enhance its global connectivity capabilities through disciplined asset management and targeted investments, ensuring its network remains resilient, scalable and aligned with evolving international demand.

ASEAN and Regional Operations

The Group continued to strengthen its regional presence in FY2025 through its ecosystem of associate networks across Thailand, Vietnam and subsidiary presence in Cambodia, enabling expanded terrestrial reach and enhanced service delivery within key ASEAN markets.

Through these partnerships, Time extended its connectivity footprint beyond Malaysia, providing customers with integrated cross-border solutions that support regional operations and multi-market expansion. This model allows the Group to participate in regional growth opportunities while maintaining an asset-light approach to market entry and expansion.

As digitalisation accelerates across ASEAN, demand for reliable intra-regional connectivity continues to increase, driven by enterprise expansion, cloud adoption and rising cross-border data flows. Time's strategy positions the Group to capture these opportunities by delivering scalable and locally optimised solutions across its regional footprint.

Renewable Energy

The Group made steady progress in its RE ventures during the year, extending its diversification strategy in ways that built on Time's strengths in residential access, infrastructure deployment and in-building technical work. These adjacencies complement the Group's long-term sustainability commitments and enhance customer relevance in high-density developments and landed homes.

MANAGEMENT DISCUSSION & ANALYSIS

Solar Energy: Time continued expanding its residential solar offerings with the introduction of Emit EzSolar, providing more flexible ownership options through fixed monthly payments to address affordability and enable continued adoption amid the transition from the Net Energy Metering (“NEM”) framework to the Solar Accelerated Transition Action Programme (“Solar ATAP”). At the same time, the Group expanded its geographic reach beyond the Klang Valley into Penang and Negeri Sembilan, further supporting the growth of residential solar adoption and contributing to Malaysia’s broader energy transition.

EV Charging: EV adoption continued to grow in Malaysia, supported by national initiatives driving the deployment of public EV chargers. During the year, Charge N Go operated as a Charge Point Operator (“CPO”) with a strategic focus on community-based charging infrastructure within high-density residential environments. Deployment efforts were concentrated on condominiums, apartments, office buildings and mixed-use developments, providing accessible charging facilities in locations where vehicles are typically parked for longer periods. This community-centric CPO approach complements the Group’s RE initiatives and strengthens its presence in adjacent energy infrastructure segments.

The Group foresees long-term synergy opportunities that can be realised as a result of its RE investments where fibre can be bundled with RE services and offered to customers. Over the short- to medium-term, the Group will continue to scale its renewable utilities investments while growing market share organically.

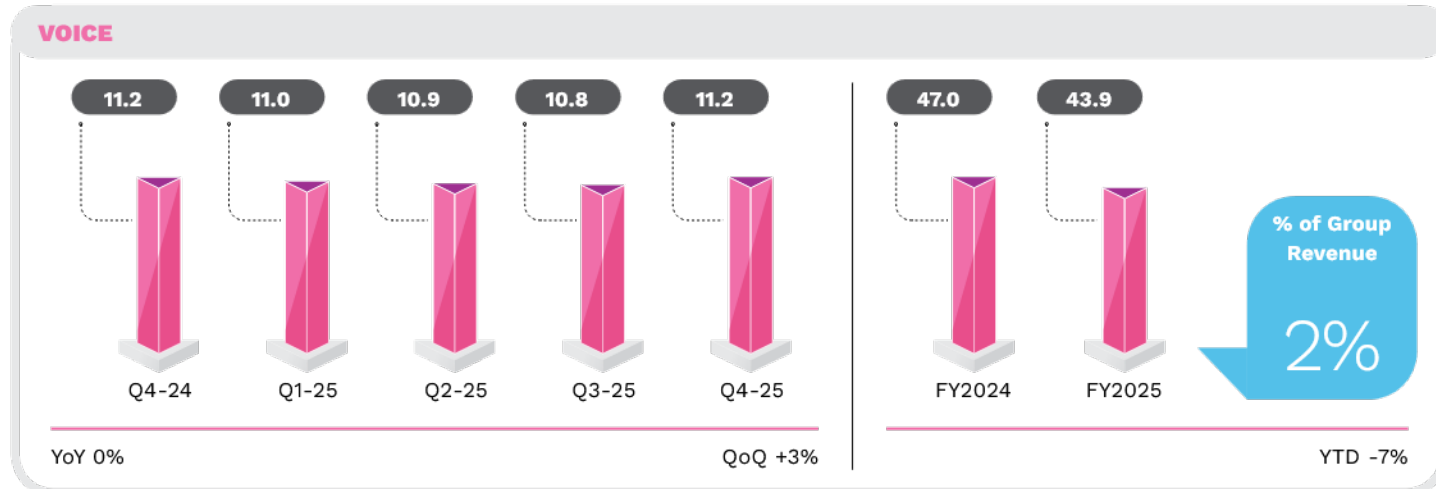
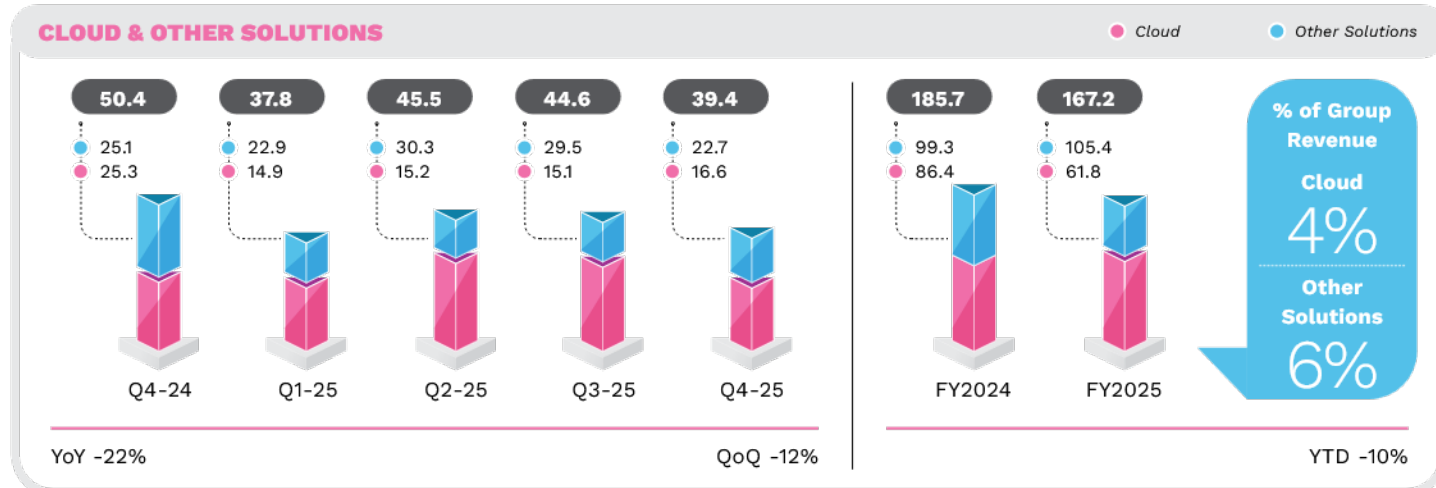
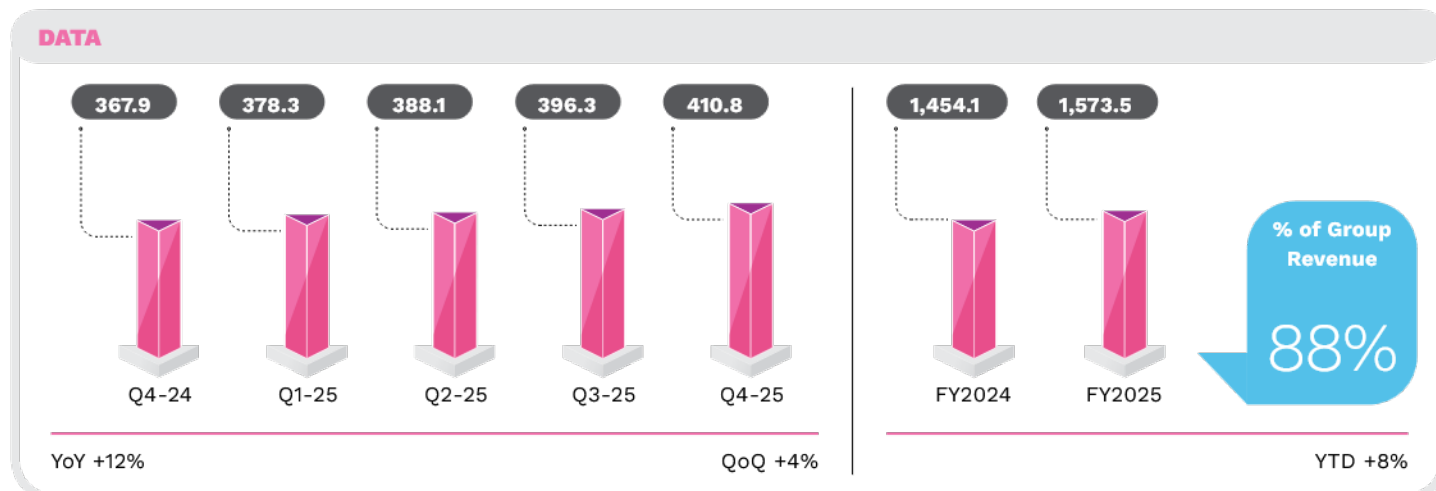
FINANCIAL REVIEW

Group Revenue Performance

The Group recorded a consolidated revenue of RM1,792.8 million for FY2025, a 6% increase over the RM1,690.2 million recorded in FY2024.

MANAGEMENT DISCUSSION & ANALYSIS

Revenue by Product Group



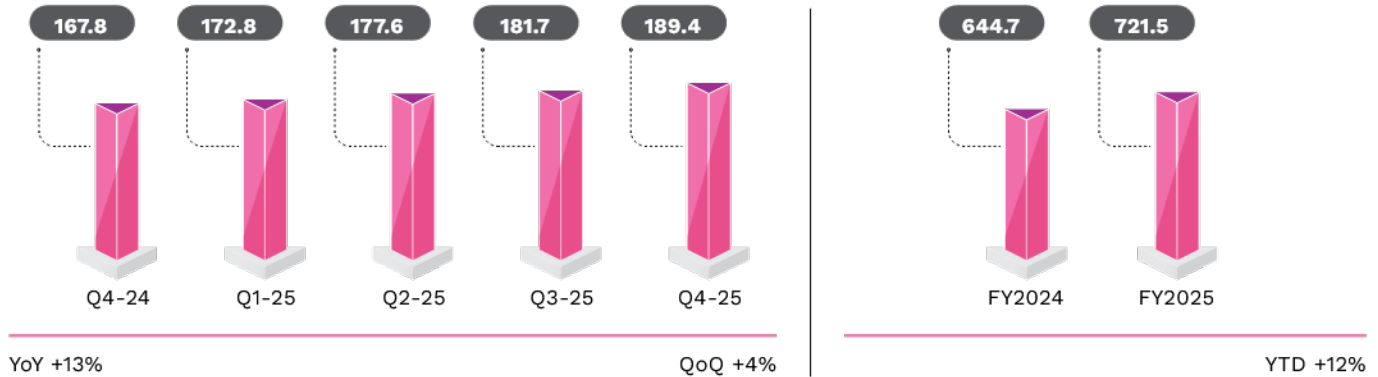
Note:
Numbers are in RM millions
Other Solutions includes revenue from renewable energy (Solar and EV charging businesses).

The higher revenue was mainly attributed to higher data revenue from all segments, which grew RM119.4 million, or 8% against FY2024.

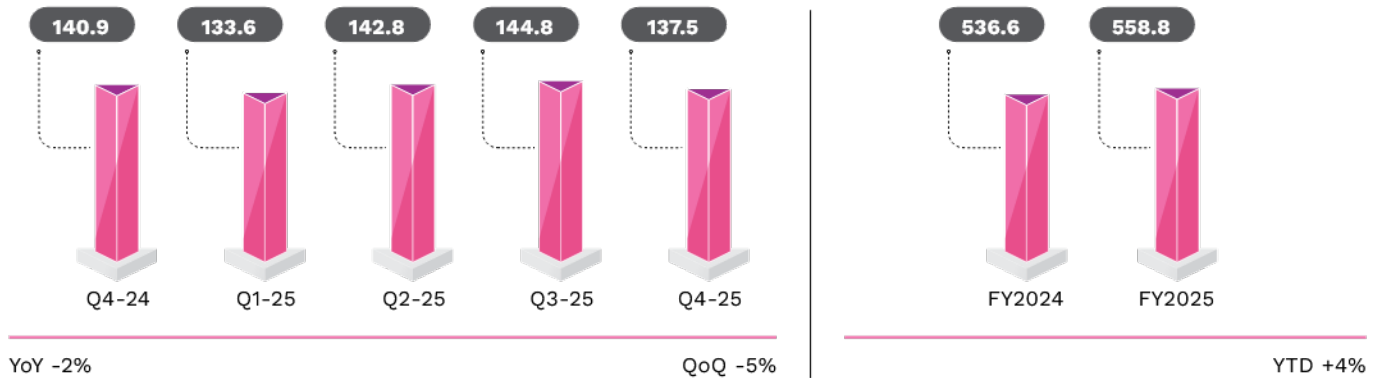
MANAGEMENT DISCUSSION & ANALYSIS

Revenue Growth by Segment

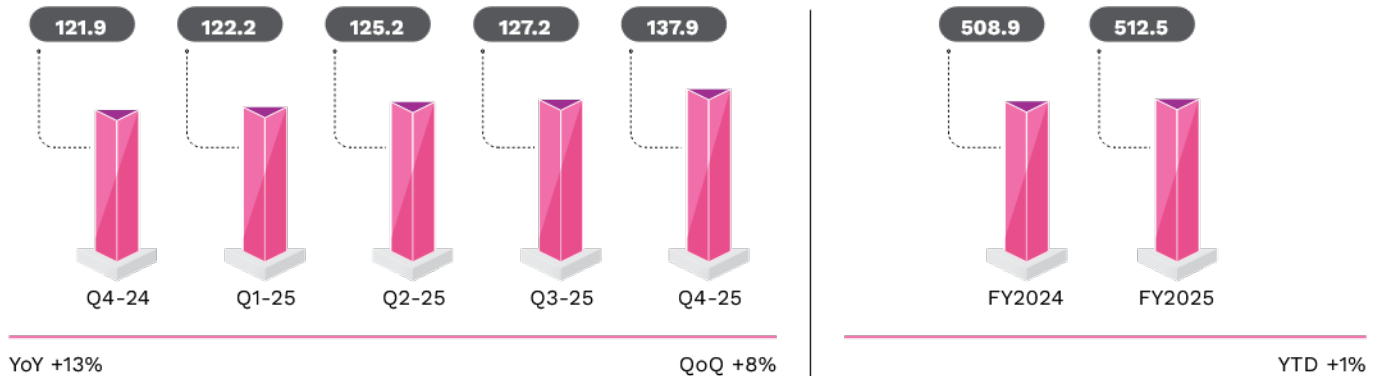
RETAIL



ENTERPRISE



WHOLESALE

**Note:**

Numbers are in RM millions

1. Retail includes revenue from renewable energy (Solar and EV charging businesses).

All customer segments contributed positively to overall revenue growth in FY2025. This was led by the Retail segment, which grew by 12% compared to the previous year, followed by Enterprise with 4% growth. The Wholesale customer segment recorded a modest increase of 1% in revenue.

MANAGEMENT DISCUSSION & ANALYSIS

Growth in the Retail customer segment was attributed to continued customer acquisition activities, with subscriber base increasing by 7% to approximately 512,000 subscribers in FY2025. This was supported by continued network expansion, with premises passed exceeding 2 million, and a higher proportion of customers subscribing to higher bandwidth packages and improved customer retention initiatives. ARPU remained stable, increasing slightly from RM116 to RM117 in FY2025.

Enterprise revenue growth was mainly driven by data offerings, while the Wholesale segment benefitted from continued demand for high-capacity domestic bandwidth, reinforced by resilient traffic requirements across the ASEAN region.

Income Statement

RM'million	FY2024	FY2025	YTD%
Revenue	1,690.2	1,792.8	+6%
EBITDA	635.0	705.8	+11%
<i>EBITDA Margin</i>	38%	39%	+1pps
Adjusted EBITDA	728.2	803.8	+10%
<i>Adjusted EBITDA Margin</i>	43%	45%	+2pps
Profit After Tax (PAT)	385.5	427.1	+11%
<i>PAT Margin</i>	23%	24%	+1pps
Adjusted PAT	439.1	488.3	+11%
<i>Adjusted PAT Margin</i>	26%	27%	+1pps
EPS	20.71 sen	23.16 sen	+2.45 sen
Adjusted EPS	23.61 sen	26.46 sen	+2.85 sen

Earnings before interest, tax, depreciation and amortisation ("EBITDA") increased by 11% to RM705.8 million. Profit after tax ("PAT") increased to RM427.1 million, compared to RM385.5 million in FY2024, driven by growth in overall revenue, and sustained operating margins, partially offset by lower interest income due to reduced cash balance following dividend payouts.

MANAGEMENT DISCUSSION & ANALYSIS

Adjusted for items as set out in the tables below, adjusted EBITDA grew by 10% to RM803.8 million driven by higher overall revenue and sustained margins. Adjusted PAT grew by 11% to RM488.3 million from higher EBITDA and higher share of profits from investments, partially offset by lower interest income.

The adjustments primarily relate to non-recurring and non-operational items, including foreign exchange movement, one-off write-offs and specific investment- and asset-related adjustments. These are excluded to provide a clearer view of the Group's underlying operational performance and year-on-year comparability.

Adjustments on EBITDA and PAT

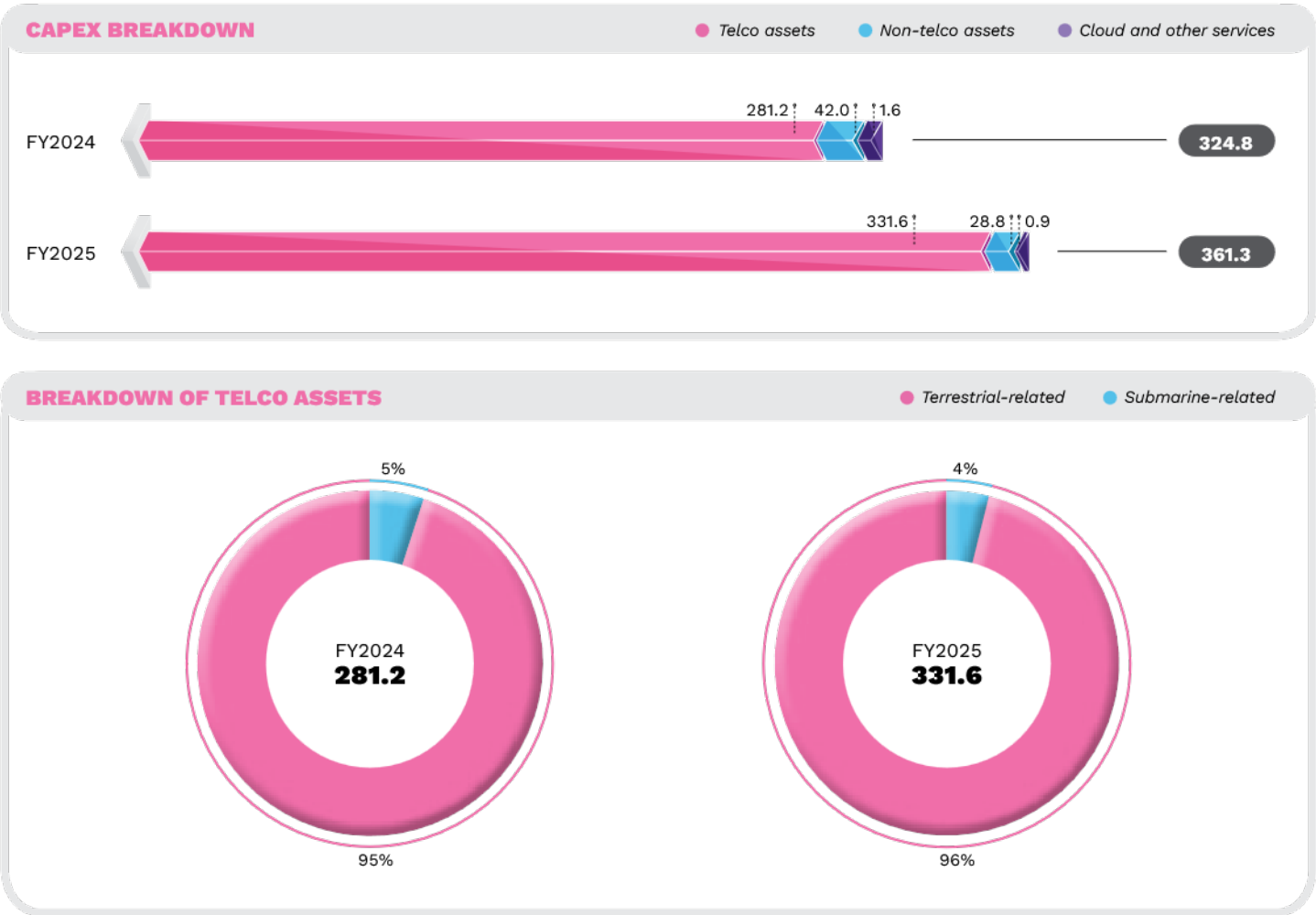
RM'million	FY2024	FY2025	YTD%
EBITDA	635.0	705.8	+11%
Profit After Tax (PAT)	385.5	427.1	+11%
Adjustments			
Forex Loss	33.5	31.2	
Construction Deposit/PPE/Inventory Written Off	8.4	11.3	
Adjustments for Investment in Associate	-	32.9	
Adjustments for Submarine Cable	44.9	22.6	
AIMS Transaction-related One-offs	6.4	-	
Adjustments on EBITDA	93.2	98.0	
Adjustment for Share of AIMS ¹	(28.0)	-	
Tax Impact on Adjustments	(11.6)	(18.0)	
Adjustments for Prior Year Tax	-	(18.8)	
Adjustments on PAT	53.6	61.2	
Adjusted EBITDA	728.2	803.8	+10%
Adjusted PAT	439.1	488.3	+11%

Note:

1. FY2024's Adjusted PAT excludes one-off deferred tax assets recognised by AIMS

MANAGEMENT DISCUSSION & ANALYSIS

Capital Expenditure



Note:
Numbers are in RM millions

The Group’s capital expenditure (“CAPEX”) for FY2025 amounted to RM361.3 million, representing 20% of the Group’s total revenue. RM331.6 million was allocated to telco assets, out of which 96% was for terrestrial-related domestic and regional network coverage expansion as well as upgrading Time’s existing network infrastructure, whilst 4% was dedicated to submarine-related investments. CAPEX for FY2025 was funded through internally generated funds.

MANAGEMENT DISCUSSION & ANALYSIS

Cash Flow

RM'million	As at 31 December 2024	As at 31 December 2025
Net Cash Inflow from Operating Activities	628.8	793.0
Net Cash Used in Investing Activities	(244.5)	(386.5)
Net Cash Inflow from Operating and Investing Activities	384.3	406.5
Net Cash Used in Financing Activities ^{NT}	(678.0)	(1,139.5)
Net Decrease in Cash Balance	(293.7)	(733.0)
Exchange Effects on Cash Balance	(3.9)	(28.5)
Cash Balance at the Beginning of Financial Year	1,535.0	1,237.4
Cash Balance at the End of Financial Year	1,237.4	475.9
Acquisition of CAPEX	(291.2)	(362.7)
Free Cash Flow (Operating Cash Flow - CAPEX)	337.6	430.3

Note:

1. Included in financing activities are dividends paid out in FY2024 of RM631.4 million and FY2025 of RM1,101.7 million.

In FY2025, Time generated a strong net cash inflow from operations of RM793.0 million (FY2024: RM628.8 million). Net cash outflow from investing activities amounted to RM386.5 million (FY2024: RM244.5 million), which included cash used for the acquisition of property, plant and equipment of RM362.7 million (FY2024: RM291.2 million).

The Group recorded a higher cash outflow from financing activities of RM1,139.5 million in FY2025 (FY2024: RM678.0 million), mainly due to dividend payouts totalling RM1,101.7 million, compared to the RM631.4 million in FY2024.

As at 31 December 2025, Time's cash and cash equivalents stood at RM475.9 million.

Dividends

On 26 November 2025, the Board of Directors declared a special interim tax exempt (single tier) dividend of 21.64 sen per ordinary share, amounting to RM400.1 million, which was paid out on 22 December 2025.

Supported by the Group's solid financial performance and healthy cash position, the Board of Directors, on 26 February 2026, declared an ordinary interim and a special interim (single tier) dividend of 17.32 sen and 9.73 sen per ordinary share, respectively. The total payout amounting to RM500.1 million was paid on 25 March 2026.

The Group remains committed to delivering strong shareholder returns and has announced a revised dividend policy of 50% to 75% of the Group's Normalised Profit after Tax and Minority Interests.

MANAGEMENT DISCUSSION & ANALYSIS

Balance Sheet & Ratios

RM'million	As at 31 December 2024	As at 31 December 2025
ASSETS		
Non-current Assets	3,380.8	3,553.6
Current Assets (exclude cash)	419.8	343.3
Cash	1,237.4	475.9
Total Assets	5,038.0	4,372.8
EQUITY AND LIABILITIES		
Share Capital	1,473.4	1,473.4
Reserves	2,425.8	1,738.1
Total Equity Attributable to Owners of the Company	3,899.2	3,211.5
Non-controlling Interest	32.9	30.4
Total Equity	3,932.1	3,241.9
Non-current Liabilities	625.1	585.7
Current Liabilities	480.8	545.2
Total Liabilities	1,105.9	1,130.9
Total Equity and Liabilities	5,038.0	4,372.8

RM'million	As at 31 December 2024	As at 31 December 2025
Total Debt	3.8	2.9
Net Cash Position	1,233.5	473.0
Debt/EBITDA (times) ^{N1}	0.1x	0.1x
Debt/Equity (times)	0.0x	0.0x
Current Ratio (times)	3.4x	1.5x

Note:

1. Debt/EBITDA is based on post-MFRS16 basis which includes lease liabilities.

The Group's balance sheet continued to demonstrate resilience, with assets significantly outweighing liabilities. As at FY2025, the Group's total assets stood at RM4,372.8 million, a decrease of 13% from RM5,038.0 million as at FY2024. The decrease was mainly due to lower cash and bank balances by RM761.5 million following dividend payments totalling RM1,101.7 million during the year, as well as a decline in trade and other receivables, reflecting improvements in receivables collections.

MANAGEMENT DISCUSSION & ANALYSIS

Total liabilities increased slightly by 2% to RM1,130.9 million as at FY2025, compared to RM1,105.9 million as at FY2024.

The Group's resilient financial position, reflected in robust operating cash flows, minimal gearing and a strong liquidity base, offers ample capacity to support ongoing and future growth initiatives.

RISK MITIGATION

As the Group advances innovation and strategic expansion, it continues to actively manage risks arising from operational execution, technology change, market conditions and evolving regulation. To strengthen this capability, the ERM framework has been embedded more deeply into planning and decision-making so that growth initiatives remain aligned with robust risk practices.

Under the framework, the Group systematically identifies, assesses, monitors and mitigates material risks to operations and performance. The risk register has been further expanded to include climate-related risks (e.g. extreme weather impacts on assets and service continuity) and transition risks (e.g. policy shifts and carbon pricing), ensuring climate considerations are integrated into the Group's risk posture and investment decisions.

The Board and Senior Management maintain oversight, with regular reviews of strategic, business and operational risks, including potential network incidents, service outages, cybersecurity threats, supply-chain disruptions and regulatory changes. The Internal Audit function periodically evaluates the ERM framework's effectiveness to ensure its continued relevance and improvement.

To safeguard continuity of critical services, the Group maintains comprehensive Business Continuity ("BC"), Disaster Recovery ("DR"), Crisis Management ("CM") and Crisis Communications ("CC") plans. These plans are continually refined using insights from the ERM process, now inclusive of climate risk scenarios, to strengthen preparedness, response and recovery across the organisation.



Further details on Time's ERM framework and key risk considerations can be found in the **SORMIC** of this Annual Report.

SUSTAINABILITY

The Group continues to strengthen its sustainability foundations in support of long-term business resilience, environmental stewardship and stakeholder expectations. During the year, the Group advanced its climate ambition by further embedding sustainability considerations throughout operations.

The Group has expanded its risk register to include climate-related physical and transition risks, ensuring climate impacts are systematically assessed alongside strategic, operational and regulatory risks. At the same time, the Group progressed initiatives aimed at reducing its operational footprint, including solidifying plans for additional rooftop solar installation to drive further reductions in Scope 2 emissions.

MANAGEMENT DISCUSSION & ANALYSIS

The Group also commenced feasibility testing for fleet decarbonisation, evaluating pathways for lower-emission mobility solutions across operational vehicles to reduce Scope 1 emissions. Engagement with the supply chain was also initiated, with a focus on raising climate awareness, improving data visibility and supporting suppliers in adopting more sustainable practices.

Operationally, sustainability efforts also extended to resource optimisation, with the Group tightening waste-management processes to improve segregation, handling and recycling performance. These initiatives complement the Group's core priorities of cost efficiency, network reliability and customer experience, while supporting national and global sustainability agendas as the Group transitions toward a lower-carbon operating model.



Further details of the Group's sustainability agenda are outlined in the **Sustainability Statement** of this Report.

OUTLOOK AND PROSPECTS

Malaysia's digital economy is expected to continue expanding into FY2026, supported by rising enterprise digitalisation, growing cloud adoption and the industry's transition to a dual 5G network model. Against this backdrop, the Group remains well-positioned to meet increasing connectivity demand through ongoing expansion of its domestic fibre footprint and strengthened ASEAN connectivity via its regional associates. Industry outlooks indicate that the telecommunications sector will remain steady with moderate growth in FY2026 as operators adopt automation and modern network architectures, presenting further opportunities for the Group to tap in the Enterprise and Wholesale segments.

At the same time, the Group remains vigilant to key external uncertainties, including geopolitical developments, evolving regulatory dynamics, supply chain disruptions and broader macroeconomic pressures that may affect business sentiment. Through disciplined planning and prioritisation of capital deployment, Time intends to continue its growth momentum while sustaining operational resilience and customer experience. The Group's focus will be on navigating near-term headwinds while keeping its longer-term strategic objectives firmly in view. The Group is confident that the foundations it has laid across its network, partnerships and operational capabilities have positioned it well to manage itself through periods of uncertainty.

With climate-related physical and transition risks now embedded in the Group's risk register, Time can evaluate climate risks and opportunities in a more holistic and integrated manner across strategy, operations and capital planning. This broader view enhances how the Group prioritises investments, evaluates network resilience and engages with stakeholders on sustainability.

In parallel, the Group will continue advancing its sustainability initiatives, including expanding rooftop solar deployment to further lower Scope 2 emissions, progressing fleet decarbonisation through feasibility testing and strengthening supplier engagement to improve data visibility and performance across the value chain. Collectively, these efforts reinforce business resilience today while positioning the Group to meet its medium and long-term Net Zero commitments, supporting value creation for customers, regulators and investors.

Supported by a robust balance sheet and disciplined capital allocation, the Group remains confident in its ability to deliver resilient long-term growth while enabling Malaysia's transition into an increasingly digital and low-carbon economy.

SUSTAINABILITY STATEMENT

ADVANCING SUSTAINABILITY THROUGH STRENGTHENED GOVERNANCE, CLIMATE ACTION AND OPERATIONAL PROGRESS

In FY2025, Time strengthened sustainability execution across its three strategic pillars – Innovation and Efficiency (“Environment”), Connectivity and Access (“Social”) and Integrity and Transparency (“Governance”). Concurrently, the Group operationalised the climate-first pathway under Malaysia’s National Sustainability Reporting Framework (“NSRF”) and advanced its application of IFRS Sustainability Disclosure Standards, focusing on climate-related disclosures under IFRS S2 within the NSRF climate-first approach, covering the core pillars of Governance, Strategy, Risk Management and Metrics and Targets. The Group also delivered progress in the key areas of energy and network efficiency, reliable customer experience, people capability and governance enhancement for a more integrated Group-wide approach to sustainability.

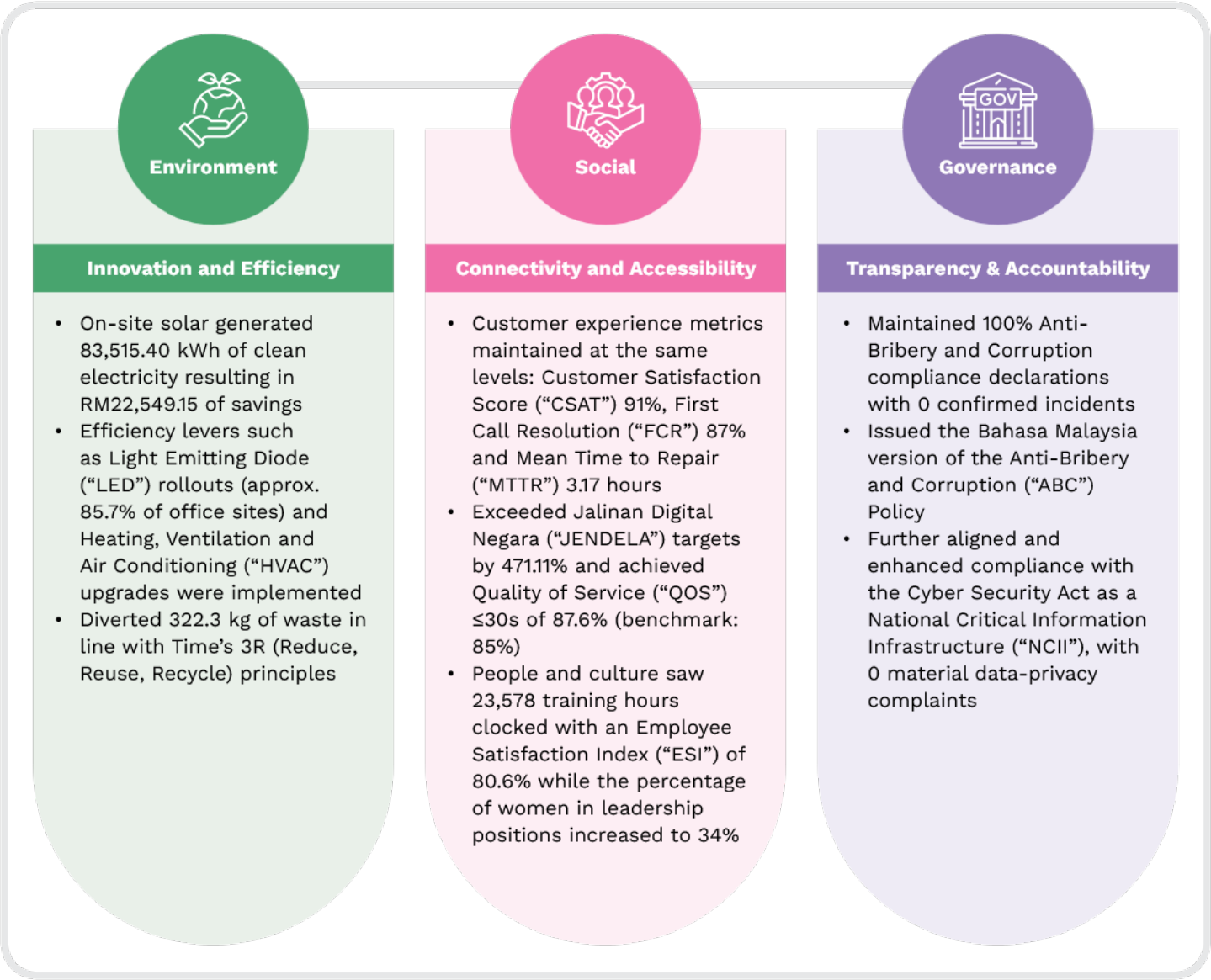
Our Net Zero Ambition and 2030 Target

Net Zero Greenhouse Gas (“GHG”) emissions by 2050, with a 45% reduction in Scope 1 and Scope 2 by 2030 from the FY2024 base year (Scope 1: 480 tCO₂e and Scope 2: 6,320 tCO₂e)



SUSTAINABILITY STATEMENT

FY2025 at a Glance



SUSTAINABILITY STATEMENT

Sustainability Strategy and Framework

Time's sustainability strategy is structured around three core pillars that align with the Group's corporate philosophy and long-term business objectives. These pillars serve as the foundation for integrating ESG considerations into business planning, operations and risk management. Collectively, they guide the Group's approach to climate action, digital inclusion and responsible corporate conduct and support sustained value creation.

The pillars are implemented through Group-wide programmes and regularly reviewed to ensure continued relevance in a changing operating environment.



Innovation and Efficiency (Environment)

Driving technological advancement and operational excellence while minimising environmental impact.

Material Topics

- 1 Climate Change & Emissions 2 Energy Management 3 Waste Reduction

Key Initiatives

1. Carbon Emissions Reduction and Energy Efficiency

- Reaffirmed commitment to achieving Net Zero GHG emissions by 2050, with a 45% reduction in Scope 1 and Scope 2 emissions by 2030.
- Advanced key energy-efficient programmes, including LED lighting rollout across office locations, adoption of energy-efficient equipment and air-conditioning optimisation to enhance electricity efficiency.
- Improved energy performance through HVAC upgrades and the introduction of smarter controls and equipment settings.

2. Renewable Energy Expansion

- Continued a measured approach to RE adoption, prioritising performance monitoring, cost efficiency and long-term scalability.
- On-site solar installations generated 83,515.40 kWh of renewable electricity, resulting in cost savings of RM22,549.15 and contributing to an 8% reduction in electricity usage at selected sites.
- Conducted feasibility assessments for additional solar installations in selected offices and cabin sites, including Penang and Johor Bahru, to support future RE expansion.

3. Sustainable Waste and e-Waste Management

- Continued implementation of the 3R principles across offices and operational sites.
- Diverted 322.3 kg of recyclable waste (including paper, documents and pantry materials) through structured recycling programmes.
- Maintained structured internal processes for waste segregation, collection and responsible waste management.

SUSTAINABILITY STATEMENT



Connectivity and Accessibility (Social)

Expanding high-quality, reliable connectivity to support individuals, businesses and communities.

Material Topics

- 4 Digital Inclusion 5 Customer Satisfaction 6 Talent Development 7 Workforce Well-being

Key Initiatives

1. Customer-centric Digital Transformation

- Enhanced customer-facing systems through the use of Artificial Intelligence (“AI”).
- Enabled more seamless digital engagement by leveraging AI-driven chatbots, Customer Relationship Management (“CRM”) improvements and omnichannel support.
- Achieved a 91% Customer Satisfaction CSAT score, supported by improved first call resolution rates.

2. Graduate Development Programme (“GDP”)

- Continued providing practical industry exposure for young talent through real-world project assignments, technical training, mentorship and structured development pathways.

3. Community and Digital Inclusion

- Exceeded Jalanan Digital Negara (“JENDELA”) targets by 471.11%, expanding broadband coverage in underserved areas.
- Continued contributions to the Universal Service Provision (“USP”) Fund to support nationwide digital accessibility.



Transparency and Accountability (Governance)

Upholding strong governance, ethical conduct and stakeholder trust.

Material Topics

- 8 Corporate Governance 9 Anti-Bribery and Corruption 10 Cybersecurity 11 Data Protection

Key Initiatives

1. Zero-Tolerance Approach to Bribery and Corruption

- Maintained 100% compliance with declarations under Time’s ABC Policy for the third consecutive year.
- Implemented a formal No Gift Policy, reinforcing ethical boundaries and eliminating conflicts of interest.
- Reinforced leadership commitment to integrity through compliance talks, refresher sessions and the execution of an e-integrity pledge.
- Strengthened integrity culture via regular communications, ethics content, compliance bulletins and awareness videos.
- Completed an ISO 37001 gap analysis and strengthened corresponding internal controls.
- Issued the ABC Policy in Bahasa Malaysia to ensure clarity and accessibility across the organisation and stakeholders.

2. Strengthened Enterprise Risk Management

- Advanced the updated Enterprise Risk Management (“ERM”) Framework, aligned with ISO 31000 standards, with heightened emphasis on climate-related, cybersecurity and regulatory compliance risks.

3. Enhanced Cybersecurity and Data Protection

- Continued real-time threat monitoring through the Cybersecurity Operations Centre (“CySOC”).
- Achieved SOC 2 Type 2 certification and maintained full compliance with the Cybersecurity Act 2024.
- Recorded zero cybersecurity incidents in 2025.
- Achieved ISO 27018 certification to strengthen protection of Personally Identifiable Information (“PII”) within cloud environments.
- Appointed a dedicated Data Protection Officer (“DPO”) in response to amendments to the Personal Data Protection Act 2010.

SUSTAINABILITY STATEMENT

SCOPE AND BOUNDARY

This Sustainability Statement (“Statement”) covers the period from 1 January 2025 to 31 December 2025 (“FY2025”). It includes initiatives and performance data relating to Time’s subsidiaries and operations in Malaysia over which the Group exercises financial and operational control.

Information relating to associates, overseas operations and third-party contractors, suppliers, vendors and other value chain partners is excluded from FY2025 quantitative climate-related disclosures. Qualitative insights are provided where relevant to support understanding. These boundary choices reflect the NSRF’s climate-first approach and will be expanded in subsequent reporting periods as required.

Basis of Preparation and Compliance Statement

For FY2025, Time has prepared its climate-related disclosures in accordance with IFRS Sustainability Disclosure Standards, applying the IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures under Malaysia’s National Sustainability Reporting Framework (“NSRF”).

In line with the transition reliefs permitted under IFRS S1 and the NSRF climate-first approach, the Group has elected to disclose information on climate-related risks and opportunities only for its first year of reporting. Accordingly, IFRS S1 has been applied insofar as it relates to climate-related disclosures, together with full application of IFRS S2.

Under these transition reliefs, the Group has:

- Reported climate-related information for the first time in FY2025.
- Not disclosed its Scope 3 GHG emissions.
- Not presented comparative climate-related information.
- Aligned its reporting timetable with NSRF allowances.

From FY2026 onwards, the Group will progressively expand its disclosures to incorporate broader sustainability-related information beyond climate in accordance with IFRS S1.

Other Reporting Frameworks

In addition to IFRS S2 under the NSRF, this Statement is also prepared with reference to Bursa Malaysia’s Sustainability Reporting Guide (Third Edition), including the Enhanced Sustainability Reporting Disclosures.

Selected topic-level disclosures draw on the GRI Standards and SASB Standards to maintain continuity for stakeholders. For 2025, climate-related disclosures are presented in accordance with these Standards, with IFRS S2 applied for climate-related disclosures within the broader framework of IFRS S1 under the NSRF climate-first approach.

Emissions Measurement Methodology and Metrics

Scope 1 and Scope 2 GHG emissions for FY2025 are quantified in accordance with the GHG Protocol Corporate Accounting and Reporting Standard, consistent with Time’s prior reporting practice. The Group tracks progress against its emissions reduction target using market-based Scope 2 emissions.

Under the Year 1 transition reliefs permitted by the NSRF and ISSB, the Group continues to apply its existing measurement methodology and will disclose any changes in future periods as required.

The FY2025 climate-related intensity metric is:

- tCO₂e (Scope 1 + Scope 2) per RM million revenue

This metric provides an indication of emissions performance relative to business activity.

SUSTAINABILITY STATEMENT

Progress continues to be assessed against the FY2024 base year. Scope 3 emissions are not disclosed for FY2025 in accordance with the NSRF's transition reliefs and will be integrated as the Group expands its boundary coverage in future reporting cycles.

Materiality Approach

Material sustainability topics were identified through a stakeholder-informed materiality assessment conducted in FY2024. Consistent with IFRS S1 and IFRS S2, the climate-related information presented in this Statement focuses on matters that could reasonably be expected to affect the Group's prospects, including potential implications for cash flows, access to finance or cost of capital, across the short, medium and long term.

This assessment guides the prioritisation of Time's sustainability disclosures and related strategic actions.

Location of Climate-related Information and Continuity

All disclosures prepared in accordance with IFRS S2 – including governance, strategy, risk management and metrics and targets – are located in the Climate-related Disclosures (IFRS S2) section of this Statement. These disclosures are connected to the Group's governance and risk processes as detailed in the Corporate Governance Overview Statement ("CGOS") and the Director's Statement on Risk Management and Internal Control ("SORMIC").

While governance structures, stakeholder-engagement channels or risk management processes remain unchanged from FY2024, they are reiterated for continuity, with updates provided where FY2025 performance has evolved.

Forward Commitment

In line with NSRF phasing requirements, Time will progressively broaden the organisational and value chain boundary of its sustainability and climate-related reporting. This will entail incorporating IFRS S1 connectivity, enhanced value chain visibility and a comprehensive Scope 3 emissions boundary as materiality, data readiness and regulatory timelines evolve.

SUSTAINABILITY GOVERNANCE AND STRATEGY

Time's Board and Management recognise that robust sustainability governance is essential for long-term value creation and the effective integration of ESG considerations into the Group's business activities. The Group maintains a structured sustainability governance framework that embeds ESG within its corporate strategy, supported by clear oversight, defined accountability and coordinated implementation across the organisation.

Sustainability Governance Structure

Time's sustainability governance structure is designed to ensure that sustainability and climate-related priorities are aligned with the Group's overall corporate objectives. This structure provides direction on ESG matters, supports integration of risk management and enables sustainability considerations to be embedded within both strategic decision-making and operational processes.

A cross-functional, Group-wide approach underpins the implementation of sustainability initiatives. This approach ensures coordinated execution across functions, facilitates consistent application of sustainability practices and enables meaningful outcomes. The governance structure and relevant Terms of Reference ("TOR") are periodically reviewed to maintain their relevance, effectiveness and alignment with evolving best practices.

Oversight follows a clear delegation structure where the Board of Directors provides overall direction, the Sustainability Steering Committee ("SSC") shapes and drives the Group's sustainability strategy and the Sustainability Working Group ("SWG") operationalises initiatives across divisions and departments.

SUSTAINABILITY STATEMENT



Board of Directors

- Provides oversight of the Group's sustainability strategy, ensuring alignment with corporate objectives and governance expectations.
- Endorses sustainability frameworks and strategic priorities, including those relating to integrity and anti-bribery and corruption, ethical conduct, occupational health and safety, talent management and risk management.



Sustainability Steering Committee (SSC)

The SSC is responsible for translating Board direction into sustainability strategy and for ensuring that sustainability is integrated into the Group's long-term business planning.

The SSC's responsibilities include:

- Aligning sustainability efforts with the Group's growth priorities and operating context.
- Overseeing implementation of sustainability initiatives in accordance with Board-approved strategies.
- Reviewing and refining sustainability policies, strategies and frameworks to ensure continued relevance and effectiveness.

The SSC comprises senior leadership, including but not limited to:

- A Board Member
- Executive Director (ED)
- Chief Financial Officer (CFO)
- Chief Risk Officer (CRO)
- Chief People Officer (CPO)
- Head of Sustainability

This composition ensures a direct line of sight between management actions and Board oversight, consistent with IFRS S2's expectations for clear governance of climate-related matters.



Sustainability Working Group (SWG)

The SWG operationalises sustainability priorities across the Group and ensures alignment between divisions and departments. It comprises department heads and team leads from across business units.

Its responsibilities include:

- Executing SSC-approved sustainability strategies and action plans.
- Monitoring sustainability programmes across key ESG areas.
- Managing initiatives relating to emissions, waste management and other material ESG topics.
- Engaging with senior leaders to provide updates, seek guidance and ensure organisation-wide alignment.

SUSTAINABILITY STATEMENT

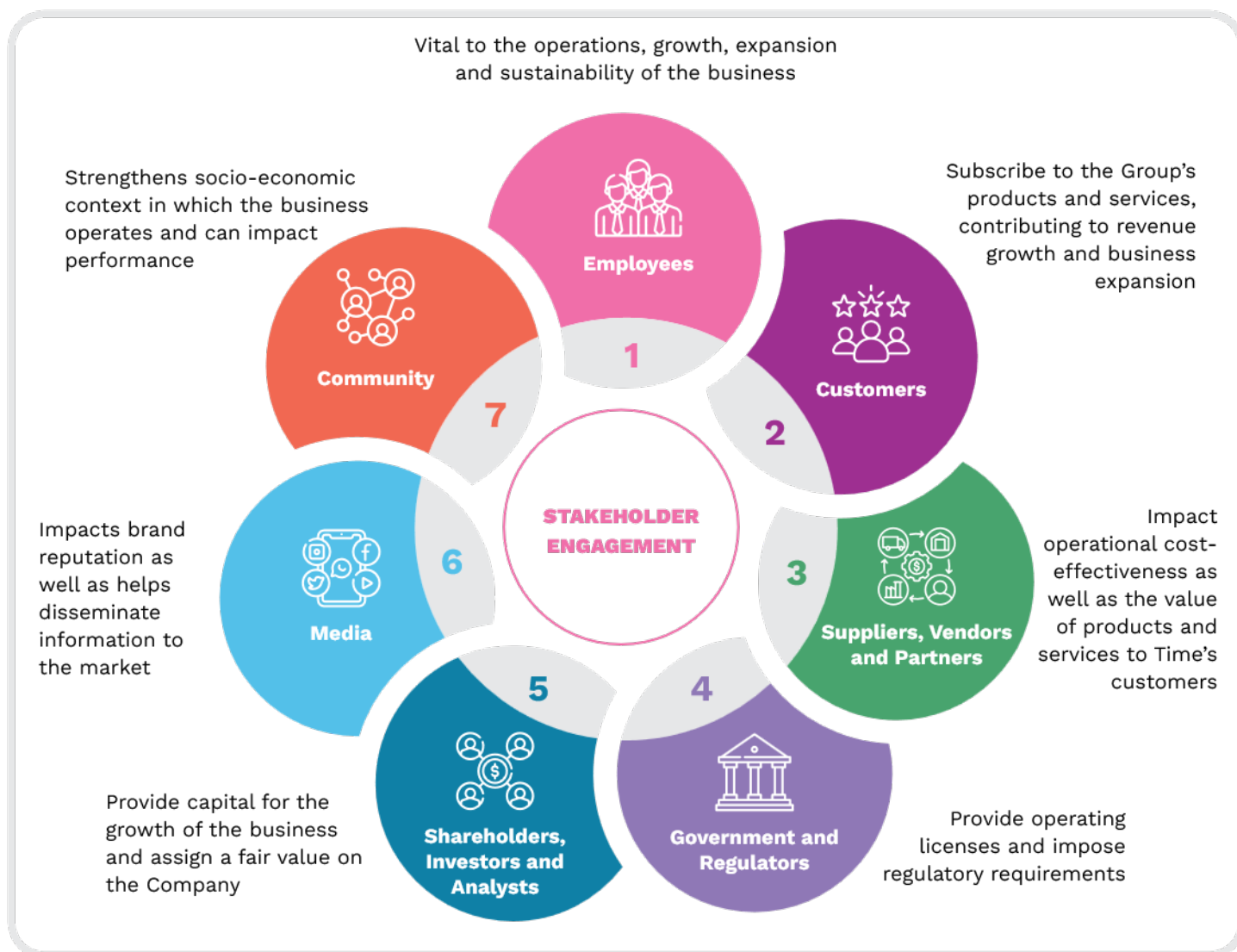
Related Governance Disclosures

Further information on the Board's roles, responsibilities, composition, independence and performance is provided in the CGOS. The Corporate Governance Report ("CG Report") details the Group's application of the Malaysian Code of Corporate Governance 2021 ("MCCG 2021").

STAKEHOLDER ENGAGEMENT

Stakeholder engagement is an integral part of Time's sustainability approach, enabling the Group to align its activities and value-creation efforts with the expectations of those who influence or are affected by the Group's operations. Time engages regularly with a diverse range of stakeholders through formal and informal channels to understand emerging needs, strengthen relationships and support informed decision-making.

Stakeholder insights play a key role in shaping the Group's strategies, guiding programme development and informing the materiality assessment by identifying issues of greatest importance. As the Group's key stakeholder categories remain unchanged, the FY2025 Stakeholder Engagement table is reiterated from the previous financial year for continuity.



SUSTAINABILITY STATEMENT



EMPLOYEES

Related Material Topic(s)	Engagement Strategy	Engagement Method	Stakeholder Interests
- Talent Management - Diversity and Equal Opportunity - Occupational Health and Safety - Anti-Bribery and Corruption and Good Corporate Governance	- Ensure the safety and well-being of employees while maintaining consistent engagement - Talent retention and development remain key focus areas - Succession planning and talent development have also been embedded into Senior Management KPIs	- Intranet, newsletters and broadcasts - Employee self-service portal - Engagement events (e.g. culture, training and development programmes) - Hybrid/physical townhalls - Annual performance appraisal - Employee satisfaction survey	- Personal and career development - Safety and well-being - Consistent communication with management and leadership - Competitive remuneration



CUSTOMERS

Related Material Topic(s)	Engagement Strategy	Engagement Method	Stakeholder Interests
- Service and Network Quality - Customer Satisfaction - Data Protection and Cyber Threats - Anti-Bribery and Corruption and Good Corporate Governance - Brand Appeal	- Ensure that customers are kept informed of available offerings and related developments - Provide various channels for feedback	- Contact centre hotline and email - Social media - Advertising and promotions - Client/service managers - Tactical events, roadshows, conferences, webinars, etc. - Self Care portal and Time Internet app	- Fast and consistent Internet connectivity - Value offerings - Prompt resolution of issues - Extensive product suite, especially for Enterprise and Wholesale customers - Multi-channel payment methods that best suit customers

SUSTAINABILITY STATEMENT



SUPPLIERS, VENDORS AND PARTNERS

Related Material Topic(s)	Engagement Strategy	Engagement Method	Stakeholder Interests
• Anti-Bribery and Corruption and Good Corporate Governance • Regulatory Environment and Industry Policies • Fair and Transparent Procurement	• Ensure two-way dialogue to support continuous improvement, performance monitoring and policy alignment	• Virtual meetings • Supplier assessment system • Product launches • Virtual briefings and training sessions	• Health and safety standards • Fair procurement and treatment • Mutually beneficial partnerships • Operational and business innovation • Ethical business practices



GOVERNMENT AND REGULATORS

Related Material Topic(s)	Engagement Strategy	Engagement Method	Stakeholder Interests
• Customer Satisfaction • Service and Network Quality • Data Protection and Cyber Threats • Regulatory Environment and Policies	• Ensure compliance with government and regulatory requirements and guidelines	• Hybrid or physical meetings • Reports • Participation in government and regulatory events and initiatives	• Regulatory compliance • Bridging the digital divide • Protecting consumer interests e.g. fair pricing, quality of services, etc.



SHAREHOLDERS, INVESTORS AND ANALYSTS

Related Material Topic(s)	Engagement Strategy	Engagement Method	Stakeholder Interests
• Service and Network Quality • Customer Satisfaction • Data Protection and Cyber Threats • Anti-Bribery and Corruption and Good Corporate Governance • Regulatory Environment and Industry Policies • Climate Change and Emissions	• Ensure that shareholders, investors and analysts are kept updated on the Group's financial and non-financial performance of the Group	• Shareholder updates • Virtual or physical briefings, meetings and conferences • Investor relations website • Financial reports • Annual report • Virtual or hybrid annual general meeting • Virtual or hybrid extraordinary general meetings	• Business strategy for long-term sustainable growth • Sound corporate governance practices • Transparency regarding business operations, financial performance and related developments affecting the Group • Consistent dividend payout

SUSTAINABILITY STATEMENT



MEDIA

Related Material Topic(s)	Engagement Strategy	Engagement Method	Stakeholder Interests
- Customer Satisfaction - Service and Network Quality - Data Protection and Cyber Threats - Regulatory Environment and Policies	Ensure that the media is kept up to date on the Group's business, including company growth, strategy, direction and new products and services	- Social media - Press releases - Media coverage - Product and service launches and updates - Website	- Latest updates on business, products and services - Transparency on business performance and related developments affecting the Group



COMMUNITY

Related Material Topic(s)	Engagement Strategy	Engagement Method	Stakeholder Interests
- Service Network and Quality - Data Protection and Cyber Threats - Anti-Bribery and Corruption and Good Corporate Governance - Regulatory Environment and Industry Policies - Community Development	Ensure the Group's products and services deliver a positive impact on the community, while maintaining brand awareness to help the Group grow as a socially responsible corporate citizen	- Social media - Corporate social responsibility (CSR) activities - Advertising and promotions - Website	- Ensuring access to Internet connectivity - Building national digital infrastructure to bridge the digital divide

These engagements enable the Group to continuously refine our sustainability strategy to drive positive impact.

Note: In the Annual Report 2024, only five stakeholder categories were presented due to a formatting error. In Annual Report 2025, the full set of seven stakeholder engagement tables is included to accurately reflect all key stakeholder groups.

SUSTAINABILITY STATEMENT

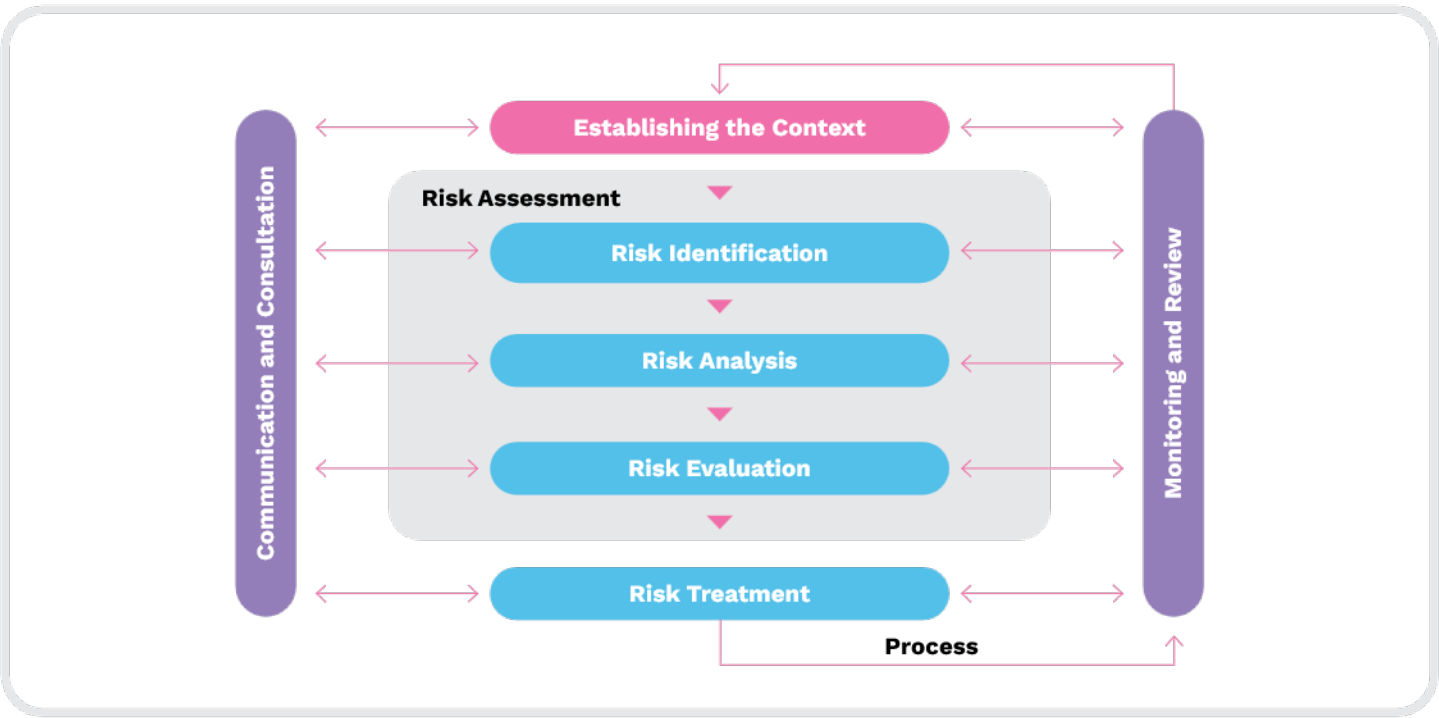
INTEGRATING ESG RISKS INTO CORPORATE STRATEGY

Time integrates ESG-related risks into its broader enterprise risk landscape to ensure that sustainability considerations are embedded within strategic and operational decision-making. ESG risks are incorporated into the Group Risk Register, enabling them to be assessed alongside other enterprise-level risks while strengthening the linkages between risk management, financial performance and long-term value creation.

Through its Enterprise Risk Management (“ERM”) Framework, the Group applies a structured process to identify, assess and manage risks. Reviews are conducted quarterly across Time and its subsidiaries, taking into account relevant internal and external factors such as political, economic, social, technological and industry developments, and their potential impact on customers, operations and financial outcomes.

In FY2025, the key risk categories included Operational Risk, Technological Risk, Regulatory Risk, and Governance and Integrity Risk, with emerging ESG-related risks incorporated into ongoing assessments. Risk owners are responsible for managing their respective risks and implementing appropriate mitigation measures, supported by the ERM team through advisory, monitoring and reporting functions.

Oversight of risk management is provided by the Risk Management Steering Committee, with key risks and their mitigation status reported to the Board of Directors on a quarterly basis to support informed oversight and effective governance.



Further details of the Group’s risk management processes and internal control mechanisms are available in the **SORMIC**.

SUSTAINABILITY STATEMENT

CLIMATE-RELATED DISCLOSURES (IFRS S2)

Purpose and Scope

This section sets out Time's climate-related strategy in line with IFRS S2, describing the risks and opportunities, time horizons, impacts on the business model and value chain, as well as strategic and financial planning implications along with the transition and adaptation actions underway. It should be read together with the Sustainability Governance section and the Integrating ESG Risks into Corporate Strategy bridge section, which explain how climate topics are overseen and integrated into risk management and decision-making.

Business Model and Value Chain Context

Time operates an extensive fibre-based domestic network and regional connectivity, supported by critical facilities and field infrastructure. The Group also pursues adjacencies in RE and electric vehicle ("EV") charging that are synergistic with its infrastructure capabilities. Customer segments include Retail, Enterprise and Wholesale. This operating model informs where climate-related risks and opportunities arise and how strategy is shaped to maintain service quality and resilience.

Time Horizons Used for Climate Analysis

To enable effective planning, Time applies the following indicative horizons for climate-related assessment and stewardship:

- Short term: 1-3 years (budget cycle; near-term operational and procurement decisions).
- Medium term: 3-7 years (network modernisation plans; facility retrofits; supplier engagement).
- Long term: 7-25 years (asset lifecycle, route planning, long-dated contracts and resilience).

These horizons are used consistently across risk, opportunity and scenario considerations and align with planning cycles for network and facilities investments. Oversight is provided via quarterly management and Board reviews.

Climate-related Risks and Opportunities

Climate-related Risks

All climate-related risks described in this section, including transition and physical risks, are assessed on an inherent (pre-mitigation) basis in line with IFRS S2. Mitigation and adaptation measures are addressed in subsequent sections.

Transition Risks (Policy, Market, Technology, Reputation)

Policy and regulation: Potential tightening of energy-efficiency requirements, grid decarbonisation policies and/or carbon-cost pass-through could influence electricity costs and capital planning for energy efficiency and renewable procurement.

Market and technology: Growing customer preference for lower-carbon connectivity and cloud solutions, alongside advances in network virtualisation and efficient equipment, may shift competitive dynamics and investment prioritisation.

Reputation and disclosure: Investor and customer expectations for credible targets and transparent progress could increase the importance of reliable emissions baselines and governance structures.

Physical Risks (Acute and Chronic)

Acute: Extreme rainfall, localised flooding and heatwaves may affect infrastructure, equipment and operational resilience and response capability.

Chronic: Long-term temperature increases drive higher cooling loads and influence facility planning and operational costs.

SUSTAINABILITY STATEMENT

Climate-related Opportunities

Operational efficiency: Reduced operating costs and emissions through energy-efficiency initiatives and smart systems.

RE and adjacencies: Opportunities in on-site solar, renewable-energy solutions and EV-charging services.

Customer value proposition: Enhanced competitiveness through efficient, resilient and secure digital infrastructure.

Strategic and Financial Planning Implications

Climate considerations influence capital expenditure (“CAPEX”), network modernisation, operational expenditure and resilience investments. Near-term priorities include HVAC optimisation, LED upgrades, ingress-protection works and selective solar adoption, overseen via the SSC with quarterly Board visibility.

Scenario Analysis and Resilience

Time uses climate-scenario thinking to test resilience under varying degrees of transition and physical risks. Findings guide network modernisation, cooling redundancy, ingress mitigation and supplier/route diversification, complementing enterprise-risk oversight.

Transition Plan and Adaptation Actions

Targets: Net Zero by 2050 and a 45% reduction in Scope 1 and Scope 2 emissions by 2030 (base year 2024: Scope 1 emissions at 480 tCO₂e and Scope 2 emissions at 6,320 tCO₂e).

Efficiency: LED rollouts, HVAC upgrades, controls and network modernisation.

RE: On-site solar where feasible with continued assessments.

Fleet transition: Progressive adoption of EVs.

Resilience: Cooling redundancy, ingress protection and strengthened site-access and recovery measures.

Impact on Business Model and Value Chain

Efficiency, reliability and resilience investments support network performance, customer experience and competitive positioning across segments. RE and EV-charging initiatives complement core infrastructure capabilities and national priorities.

Dependencies, Trade-offs and Uncertainties

Execution depends on equipment availability, regulatory signals, site feasibility and climatic trends. Trade-offs are managed through phased implementation, cost-benefit assessments and integration with CAPEX, procurement and business continuity management/disaster recovery (“BCM/DR”) processes.

SUSTAINABILITY STATEMENT

Linkages to IFRS S2 Risk Management and Metrics and Targets

- Climate-risk processes and integration with the ERM framework are detailed in IFRS S2 – Risk Management. Climate metrics, including Scope 1 and Scope 2 emissions and intensity indicators, are presented in IFRS S2 – Metrics and Targets.
- Scope 3 is not disclosed under NSRF transition reliefs as stated in the Scope and Boundary.

IFRS S2 – Risk Management

This section describes Time's processes for identifying, assessing and managing climate-related risks and how these processes integrate with the Group's wider ERM framework. It should be read alongside the Sustainability Governance and Integrating ESG Risks into Corporate Strategy sections in this Statement as well as the SORMIC, which provide additional detail on risk governance and oversight.

Risk Identification Process

Time identifies climate-related risks through a structured, Group-wide process embedded within its ERM Framework. Risks are identified at both the operational and strategic levels, supported by the following inputs:

- Climate-scenario insights, including potential impacts from acute physical hazards and chronic trends as well as transition-related developments in policy, market expectations and technology.
- Quarterly risk reviews across departments and business units, capturing internal and external developments such as regulatory changes, technology trends and customer expectations.
- Stakeholder feedback, including investor, customer and regulatory perspectives.
- Operational monitoring of environmental conditions, site vulnerabilities and network-health indicators that may signal emerging climate-related exposures.

Identified risks, including climate-related risks, are incorporated into the Group Risk Register, ensuring they are considered alongside other enterprise-level risks.

Risk Assessment Process

Climate-related risks are assessed through Time's consistent, Group-wide methodology for determining likelihood, impact and risk velocity. The risk assessment process considers the potential effects on:

- Network and service continuity
- Customer experience
- Technology and operational assets
- Financial outcomes
- Health and safety
- Reputation and regulatory compliance

Assessments are conducted on an inherent (pre-mitigation) basis, in line with IFRS S2. Mitigation effectiveness is evaluated separately, ensuring transparency between gross and residual risk exposure. Climate-related risks are reviewed quarterly by designated risk owners, with updates provided to the Risk Management Steering Committee ("RMSC").

Risks that may materially affect the Group's prospects, including impacts on cash flows, access to finance or cost of capital, are escalated to Senior Management and the Board through established reporting channels.

SUSTAINABILITY STATEMENT

Risk Management Process

Time manages climate-related risks through targeted mitigation, adaptation measures and structured response mechanisms, applied consistently across operational areas:

Operational mitigation: Measures such as HVAC optimisation, ingress-prevention works, equipment upgrades and selective renewable-energy adoption reduce exposure to physical hazards and support operational efficiency.

Network and asset planning: Site enhancements, equipment selection and network-modernisation decisions include climate-resilience considerations, including thermal performance and flood-resilience features.

Business continuity and disaster recovery: Climate-related disruptions are reflected in emergency simulations, recovery procedures and response protocols, ensuring minimal impact to customers and operations.

Regulatory readiness: Continuous monitoring of climate-related regulations and industry standards supports proactive compliance and reduces transition risk.

Supplier and infrastructure considerations: Procurement decisions account for equipment reliability, material resilience and vendor compliance with environmental and governance requirements.

Residual risks are monitored over time, with adjustments to controls based on performance insights and external developments.

Integration with ERM

Climate-related risks are integrated into Time's ERM Framework – overseen by the RMSC, supported by the ERM team and reported quarterly to the Board.

Within this framework:

- Risk owners are accountable for day-to-day risk management, including the evaluation of climate-related impacts within their operational areas.
- The ERM team provides guidance on risk assessment, monitors risk trends and ensures consistent application of methodologies.
- The Board receives consolidated reports, enabling effective oversight and integration of climate considerations into strategy, performance reviews and decision-making.

This integration ensures that climate-related risks are not treated in isolation but are consistently evaluated with other operational, regulatory, technology and governance risks across the organisation.

Influence of Climate-related Risks on Strategic Decisions

Outputs from Time's climate-risk processes shape:

- Network-modernisation sequencing
- Resilience-related CAPEX allocation
- Operational-efficiency priorities
- RE feasibility planning
- Workforce deployment and safety measures

These strategic and financial planning implications align with the near, medium- and long-term actions described in the IFRS S2 Strategy section.

SUSTAINABILITY STATEMENT

Linkages to Other Disclosures

- Governance arrangements for climate-related matters are detailed in the Sustainability Governance and Strategy section.
- Broader risk management processes, internal-control mechanisms and assurance practices are described in the SORMIC.
- Climate metrics and targets, including Scope 1 and Scope 2 emissions and intensity indicators, are disclosed in IFRS S2 – Metrics and Targets.

IFRS S2 – Metrics and Targets

This section summarises Time's climate-related metrics and targets in accordance with IFRS S2. As permitted under Malaysia's NSRF climate-first transition reliefs, Scope 3 emissions and comparative information are not presented for FY2025. These will be incorporated in subsequent reporting periods in line with NSRF requirements.

Greenhouse Gas Emissions – Scope 1 and Scope 2

For FY2025, Time discloses Scope 1 and Scope 2 GHG emissions calculated using the GHG Protocol Corporate Accounting and Reporting Standard, consistent with prior years. These emissions form the basis for the Group's near-term and long-term climate targets.

FY2024 Baseline (Base Year)

Scope 1: 480 tCO₂e

Scope 2: 6,320 tCO₂e

FY2025 Emissions

Scope 1: 513 tCO₂e

Scope 2 (location-based): 6,425 tCO₂e

Scope 2 (market-based): 5,777 tCO₂e

Total Scope 1 and Scope 2 (location-based): 6,938 tCO₂e

Total Scope 1 and Scope 2 (market-based): 6,290 tCO₂e

In addition to location-based emissions, the Group applies a market-based approach to Scope 2 accounting in line with the GHG Protocol Scope 2 Guidance, which reflects contractual renewable electricity procurement. For FY2025, the Group retired 877 MWh of I-REC Renewable Energy Certificates ("RECs") associated with solar generation in Malaysia for Scope 2 reporting purposes on behalf of TT dotCom Sdn Bhd.

The application of RECs reduced the Group's market-based Scope 2 emissions by approximately 649 tCO₂e. As a result, total Scope 1 and Scope 2 emissions on a market-based basis were 6,290 tCO₂e, in line with the Group's 2025 emissions target on a market-based basis.

Location-based emissions continue to reflect the underlying grid electricity mix. RECs are utilised as an interim measure to increase the share of renewable electricity associated with operations, given current limitations in direct RE sourcing.

Time continues to refine data accuracy and systemisation across fuel usage, generator operation, electricity consumption and facilities data to support improved emissions reporting in future cycles.

Scope 3

Scope 3 emissions are not disclosed for FY2025 in line with NSRF transition reliefs, which permit entities in their first year of climate reporting to defer value chain emissions until subsequent reporting periods.

SUSTAINABILITY STATEMENT

Climate-related Intensity Metric

In FY2025, Time uses a GHG emissions intensity metric to provide decision-useful information on emissions performance relative to business activity.

GHG Emissions Intensity

tCO₂e (Scope 1 + Scope 2, location-based) per RM million revenue: 3.87

- Enables stakeholders to assess the efficiency of emissions relative to economic output.
- Supports benchmarking and year-on-year performance tracking.

Intensity metrics will be enhanced over time as the Group expands data coverage across sites and integrates additional energy-performance indicators.

Climate-related Targets

Long-term Net Zero Targets (2050)

Time remains committed to achieving Net Zero GHG emissions by 2050. This long-term ambition includes both decarbonisation and resilience actions across operations, facilities, fleet and energy sourcing.

Near-term Emissions Reduction Target (2030)

- 45% reduction in Scope 1 and Scope 2 GHG emissions by 2030, using FY2024 as the base year.
- This target aligns with the Group's energy-efficiency roadmap, transition plan and network-modernisation strategy.

Decarbonisation Levers Supporting Targets

Time's emissions-reduction pathway is driven by the following key levers, described in the IFRS S2 Strategy section:

- HVAC optimisation and equipment efficiency upgrades
- LED lighting rollout and energy-efficient facility enhancements
- Selective deployment of on-site solar solutions
- Progressive adoption of EVs
- Smarter controls for cooling, power and environmental systems
- Network modernisation and virtualisation efforts

Climate-related Financial Implications

Climate-related risks and opportunities are expected to influence the Group's financial performance over time, particularly in relation to operating expenditure, capital allocation and long-term cost efficiency.

In FY2025, the Group provided qualitative disclosures on the financial areas likely to be affected, including:

- Operating expenditure (e.g. cooling demand, electricity costs, efficiency initiatives)
- Capital allocation (e.g. resilience upgrades, energy-efficiency investments and RE feasibility)
- Long-term cost efficiency and risk management associated with physical climate-related risks

At this stage, quantitative financial effects are not separately identifiable and remain subject to estimation uncertainty, particularly in relation to the timing, magnitude and interaction of climate-related variables across operations and assets. In accordance with IFRS S2, the Group has therefore provided qualitative information while progressively enhancing its approach to quantification.

SUSTAINABILITY STATEMENT

As part of its ongoing enhancement of IFRS S1 and IFRS S2-aligned disclosures, the Group is strengthening its internal capabilities in climate-related financial analysis. This capability development is being undertaken in a phased manner, aligned with data availability, methodological maturity and evolving regulatory expectations.

Quantitative assessment of climate-related financial impacts will be progressively incorporated in future reporting periods as these capabilities are further developed and refined.

Use of NSRF/IFRS S2 Transition Reliefs

Consistent with the Scope and Boundary disclosures, Time has applied the following transition reliefs that affect FY2025 climate metrics and targets:

- Scope 3 emissions not disclosed.
- No comparative climate-related information presented.
- Reporting timeline aligned to NSRF allowances.

These reliefs will begin to phase out from FY2026 or upon Time reaching its applicable NSRF effective date.

Linkages to Other IFRS S2 Sections

- The governance of climate-related metrics and targets is defined in the Sustainability Governance and Strategy section.
- Climate-related risks, opportunities, time horizons, scenario insights and transition plan are detailed in the Strategy section.
- Processes for identifying, assessing and managing climate-related risks are detailed in the Risk Management section.

PRECAUTIONARY APPROACH

Time adopts a precautionary approach in managing environmental and sustainability-related risks, acting proactively even where full certainty may not yet be established. This approach is embedded within the Group's governance and ERM processes, which incorporate environmental, health and safety as well as regulatory considerations into operational and strategic decision-making. Oversight is provided through established risk management structures, with further details available in the SORMIC.

MATERIALITY ASSESSMENT AND MATRIX

Time's ESG priorities are shaped through a structured materiality assessment process that considers both the impact of sustainability topics on enterprise value creation and their relevance to the Group's sustainability agenda.

The assessment identifies sustainability topics that are most relevant to stakeholders and most significant to the Group's economic, environmental, social and governance impacts. It is based on desktop research, peer benchmarking and engagement with internal and external stakeholders, who provided input on the importance of Time's ESG topics.

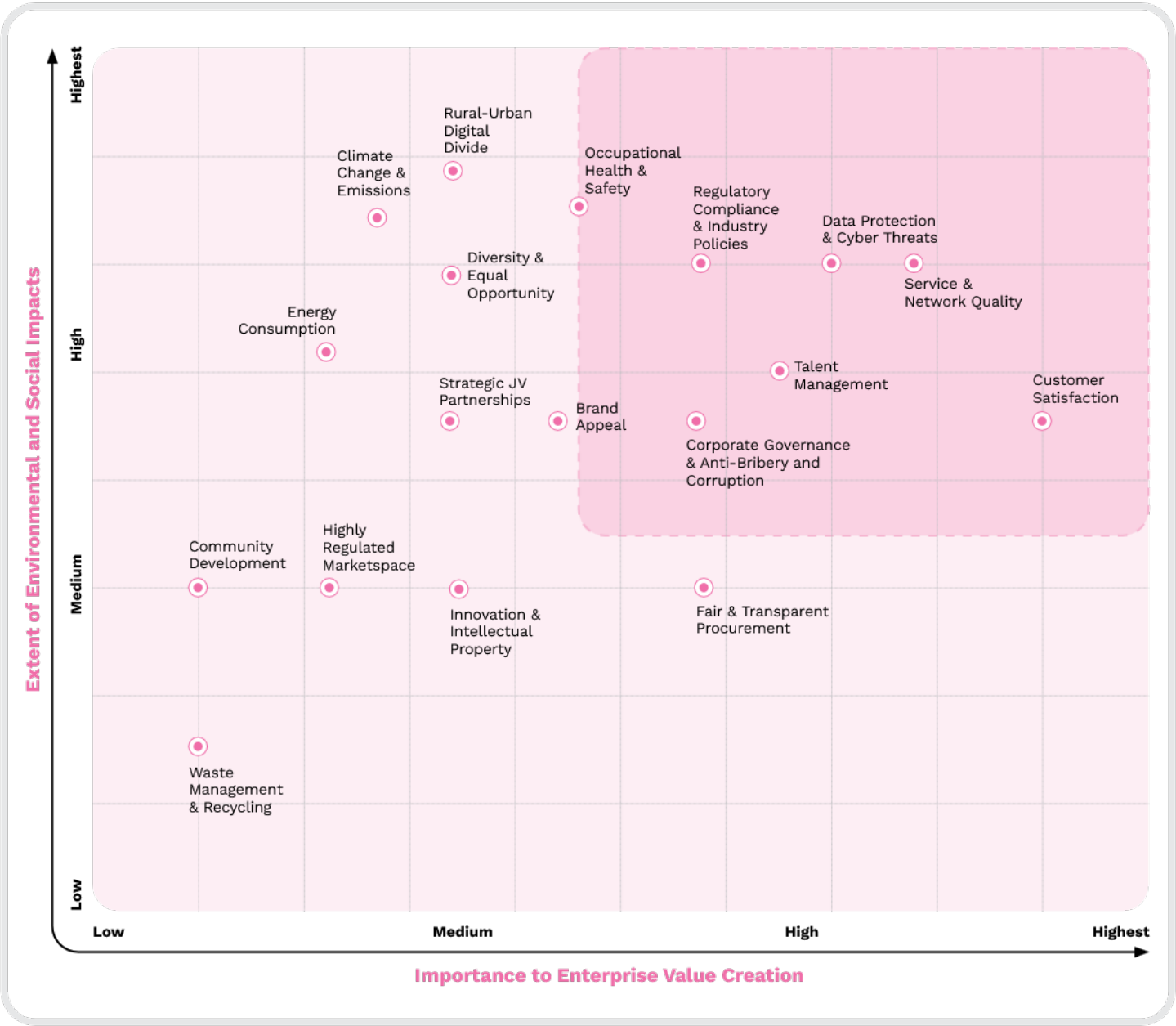
This ESG-wide materiality process is aligned with Bursa Malaysia's Sustainability Reporting Guide and relevant international sustainability frameworks.

Note: This assessment is separate from the climate-related financial materiality required under IFRS S2. Climate-related financial materiality is addressed through the Climate-related Disclosures (IFRS S2) section of this Statement.

The resulting Materiality Matrix highlights the topics of greatest priority to stakeholders and to the organisation. These priorities continue to guide Time's ESG strategy and programmes.

SUSTAINABILITY STATEMENT

The FY2025 Materiality Matrix is presented below and remains consistent with the assessment undertaken for FY2024.



The prioritised topics from this assessment directly shape the programme narratives and KPIs that follow across the Environmental, Social and Governance pillars, ensuring that initiatives and disclosures are anchored in stakeholder priorities and business relevance.

SUSTAINABILITY STATEMENT



ENVIRONMENTAL

Innovation and Efficiency

Time remains committed to strengthening its environmental performance, with priorities centred on energy efficiency, emissions reduction, responsible waste practices and prudent water use. Governance and oversight of climate-related matters are described in the Sustainability Governance and Strategy section, while climate-specific Strategy, Risk Management and Metrics and Targets are presented under Climate-related Disclosures (IFRS S2).

The Group continuously identifies opportunities to enhance operational efficiency while minimising environmental impact across its value chain, with particular emphasis on its own operations and workplace practices given the facilities and network-intensive nature of Time's business. The Group actively considers physical, transitional and regulatory climate-related risks in its operational planning, ensuring that its business remains resilient amid evolving environmental expectations and regulatory requirements.

The Group has distilled its decarbonisation efforts into five key focus areas, which will continue to be refined and embedded within its Net Zero roadmap to support the achievement of both its near-term and long-term commitments

Decarbonisation Areas	Near-term by 2030	Long-term by 2050
1 Enhance energy efficiency within business operations	Evaluate and define the immediate measures that can be adopted to reduce energy consumption	Gradually modernise the network and operations in phases to ensure a sustainable shift towards a low-carbon operation
2 Increase RE share of total energy consumption	Assess the viability of shifting the energy consumption of core operations to renewable sources and implement RE adoption in phases	Continue RE investments to gradually shift all elements of operations to 100% RE reliance
3 Fleet modernisation	Evaluate the impact on the vehicle fleet and feasibility of moving towards low-carbon alternatives to replace ageing vehicles	Progressively shift the vehicle fleet to low-carbon/EV options to reduce dependence on carbon fuel
4 Sustainable waste reduction and management	Adopt sustainable measures to raise awareness of waste and reduce total waste output	Extend waste reduction and management initiatives to the broader supply chain to include vendors and business partners to generate long-term benefits
5 Enhance supply chain sustainability	Conduct a thorough review of the supply chain to determine near-term and long-term opportunities	Adopt a phased plan to broaden supply chain engagement and reduce overall GHG emissions towards Net Zero

SUSTAINABILITY STATEMENT

Energy Efficiency and Operational Performance

Time relies primarily on electricity from the national grid to support its operations as continuous electricity supply is critical to maintaining network infrastructure and cooling systems that operate on a 24/7 basis.

Time advanced electricity-reduction initiatives across offices and critical facilities to improve performance and cost efficiencies (e.g. HVAC optimisation, LED lighting rollouts and smart control deployment) helping to manage demand and support operational resilience. These programmes are key operational levers that underpin the Group's decarbonisation pathway while maintaining service quality and reliability.

HVAC Optimisation: The Group successfully replaced inverter air-conditioning units across all 35 sites, delivering an estimated 10-15% reduction in electricity usage compared to previous systems.

LED lighting rollouts: By end-2025, approximately 85.7% of office sites had been converted to LED lighting, with two remaining sites undergoing renovation prior to conversion.

While the transition towards RE remains a longer-term objective, the Group continues to adopt a measured approach, considering operational requirements and capital considerations. Feasibility assessments are undertaken to evaluate the technical and economic viability across selected sites.

Energy Consumption Performance

Item	FY2023	FY2024	FY2025
Total energy consumption (MWh)	10,847.88	8,272.00	8,683.00

In FY2025, total energy consumption across Time's main offices increased marginally to 8,683.00 MWh, a 5.0% year-on-year increase. This was driven by higher operational activity, greater facility utilisation and the inclusion of new sites compared to FY2024. Despite the increase, consumption remained below FY2023 levels, supported by energy efficiency initiatives implemented over recent years. Ongoing monitoring, maintenance and employee engagement continued to moderate overall energy intensity.

Renewable Energy Deployment

A measured approach to RE adoption prioritises feasibility, performance and cost-effectiveness. In FY2025, feasibility assessments were completed for additional solar capacity at selected offices and cabin sites (including Penang and Johor Bahru) to inform phased deployment. Detailed emissions performance and intensity metrics are disclosed in the IFRS S2 – Metrics and Targets section.

Operational Solar Performance

On-site solar generated 83,515.40 kWh of electricity, nearly double FY2024's 42,455.85 kWh. Based on prevailing tariff rates, this resulted in total cost savings of approximately RM22,549.15.

Item	FY2024	FY2025
Total annual solar generation (kWh)	42,455.85	83,515.40
Tariff B rate (per kWh)	RM0.51	RM0.27
Total annual solar generation (RM)	RM21,610.03	RM22,549.15
Contribution to office electricity consumption	0.60%	0.96%

SUSTAINABILITY STATEMENT

Planned solar panel installations at the headquarters' parking premises are ongoing and expected to be completed by the third quarter of 2026. The Group continued to run feasibility studies for additional locations in Penang and Johor Bahru as part of longer term RE transition planning. Solar operations were not materially impacted by climate-related risks such as heatwaves or flooding during the year.

Enabling Renewable Energy Adoption through Emit Solar

Beyond its own operations, FY2025 saw Time strengthen its role in enabling RE adoption through the Emit Solar brand.

During the year, Time Energy introduced Emit EzSolar, a purchase-based offering developed in response to the transition from the Net Energy Metering ("NEM") framework to the Solar Access to Power Agreement ("Solar ATAP") framework. Under Solar ATAP, solar generation offsets only the energy charge component of electricity bills, which still lowers overall electricity costs, although the level of savings differs from the previous framework.

Emit EzSolar was designed to support continued solar adoption under this revised structure by offering fixed monthly payment options over five or ten-year tenures, with no interest and no credit card lock-up. This approach helps customers manage upfront costs and continue to benefit from solar energy in a clear and predictable manner.

As at end-FY2025, Emit Solar installations cumulatively generated approximately 7,677,447 kWh of renewable electricity. While this generation does not contribute directly to Time's operational energy consumption, it represents a meaningful value chain initiative supporting Malaysia's broader energy transition.

Supporting the Transition: Electric Vehicle Infrastructure

As part of its overall RE agenda, Time continues to support the gradual transition towards lower-emission mobility. In FY2025, the Group installed a total of 14 EV chargers, comprising 10 chargers at HICOM Glenmarie and 2 chargers each at the Northern and Southern offices. During the year, Time also acquired 4 EVs for operational use, with plans to expand the fleet further in FY2026. These initiatives support operational requirements while reinforcing employee awareness and the adoption of more sustainable transport solutions.

Energy Management System and Certifications

In FY2025, Time's energy management practices continued to align with recognised industry best practices, including the principles of ISO 14001 for environmental management and ISO 45001 for occupational health and safety.

Moving forward, the Group will continue to assess additional RE opportunities, expand EV infrastructure to support fleet decarbonisation and actively engage employees in energy conservation practices through its Green Workplace programme.

SUSTAINABILITY STATEMENT

Waste and e-Waste Management

The Group maintains structured processes for responsible waste handling and circular practices, with an increased focus on recycling and waste diversion across its operations.

Guided by the 3R principles of Reduce, Reuse and Recycle, the Group prioritises the segregation and recycling of operational waste streams. During the year, Time implemented its Green Disposal initiative, under which a total of 322.3 kg of waste was diverted for recycling. This comprised 203.6 kg of paper and documents and 118.7 kg of pantry recyclables (boxes, plastics and aluminium).

The Group provides dedicated recycling bins at designated locations across its offices to support waste segregation. Recyclable items are collected on a weekly basis, ensuring consistent handling and removal through approved operational arrangements.

Managing electronic waste (“e-Waste”) is an integral component of Time’s sustainability strategy as it ensures obsolete and end-of-life (“EOL”) electronic equipment is responsibly disposed of while minimising environmental impact. e-Waste disposal is conducted through asset write-off exercises and managed by the operational team aligned with internal procedures. Disposal is carried out by vendors identified through Time’s procurement process. While vendors are appointed through procurement, the Group does not currently maintain formal partnerships with certified recycling providers under recognised standards such as ISO 14001 or R2.

No large-scale e-Waste disposal was undertaken in FY2025, following broader disposal activities carried out in FY2024. Battery write-offs or recycling activities were also not required during FY2025, reflecting stable replacement cycles during the year. Battery disposal continues to be managed in accordance with regulatory requirements as and when replacement cycles arise.

Water Management

Water usage at Time is relatively modest and largely associated with office facilities, cooling requirements and general building operations. The Group manages consumption as part of responsible resource management and regulatory reporting.

Conservation measures implemented in prior years, such as water-efficient fixtures and water-saving systems, remained in place during the year. Ongoing monitoring enables the Group to track usage trends and identify opportunities for incremental efficiency improvements.

Item	FY2023	FY2024	FY2025
Total volume of water used (ML)	21.66	21.45	23.82

In FY2025, total water consumption increased to 23.82 ML (FY2024: 21.45 ML), mainly due to higher operational usage. Going forward, Time will strengthen site-level data collection, continue routine leak inspections and maintain water-efficient fixtures to support transparency and enable benchmarking against future efficiency opportunities.

Embedding Environmental Responsibility

Environmental considerations continue to inform facility planning, procurement and day-to-day operations, with emphasis on energy performance, equipment efficiency and responsible vendor practices. This approach aligns with stakeholder priorities and supports continuous improvement as disclosure expectations evolve.

Climate Metrics and Targets Disclosure

Net Zero and near-term emissions-reduction targets, FY2024 base-year values and FY2025 intensity metric (tCO₂e/RM million revenue) are presented in the Climate-related Disclosures (IFRS S2) – Metrics and Targets section.

SUSTAINABILITY STATEMENT



SOCIAL

Connectivity and Access

Connectivity is a powerful enabler of economic participation, social progress and digital empowerment. As a telecommunications provider that develops and operates reliable digital infrastructure and enables critical connectivity, the Group plays a central role in supporting Malaysia's digital ecosystem and bridging the digital divide by advancing inclusive access to high-quality broadband services, particularly for underserved communities.

In line with its customer-first philosophy, the Group places strong emphasis on service quality, customer trust and data protection, recognising that reliable and secure connectivity underpins customer confidence and long-term value creation. At the same time, Time continues to invest in talent development and workforce capability to support increasingly sophisticated networks and evolving customer expectations. Through the integration of innovation, responsible practices and customer-centricity, the Group aims to connect communities, empower businesses and support a more digitally inclusive society.

In FY2025, Time continued to advance digital inclusion and customer trust by expanding reliable connectivity, strengthening service quality and investing in workforce capability. The Group focused its efforts on extending network reach, enhancing customer experience and strengthening service reliability, supported by data-driven operations and upskilled service teams.

Customer Experience and Service Quality

In a highly competitive telecommunications landscape, exceptional customer service remains a key differentiator. Time continues to treat service quality as a strategic priority, with a clear focus on reliability, responsiveness and consistency across the customer lifecycle. The Group actively monitors pricing, speed and service performance, making targeted improvements to ensure that customer value remains competitive, relevant and aligned with evolving expectations.

In FY2025, Time enhanced customer operations through analytics, automation and coordinated escalation to improve responsiveness and communication across service, network and technical teams. Customers benefited from better self-service options and more consistent updates.

Key Customer-centric Enhancements in FY2025

Intensified data-driven service operations: Expanded the use of analytics and AI-enabled tools to improve issue prioritisation, response efficiency and service consistency, while enabling earlier intervention and reducing service disruptions.

Enabled faster fault resolution and clearer communication: Improved automation and coordination within service operations to accelerate response times and customer updates.

Strengthened service coordination and escalation: Bolstered structured escalation and coordination across service, network and technical teams, supporting faster issue resolution and more seamless customer experiences.

Enhanced customer self-service platforms: Optimised digital platforms to enable customers to monitor service status, access support and resolve common connectivity issues more efficiently.

Reinforced operational efficiency and capability building: Expanded automation within service workflows, enhanced operational systems for better visibility of customer interactions, and continued upskilling of service teams to support evolving network complexity and customer expectations.

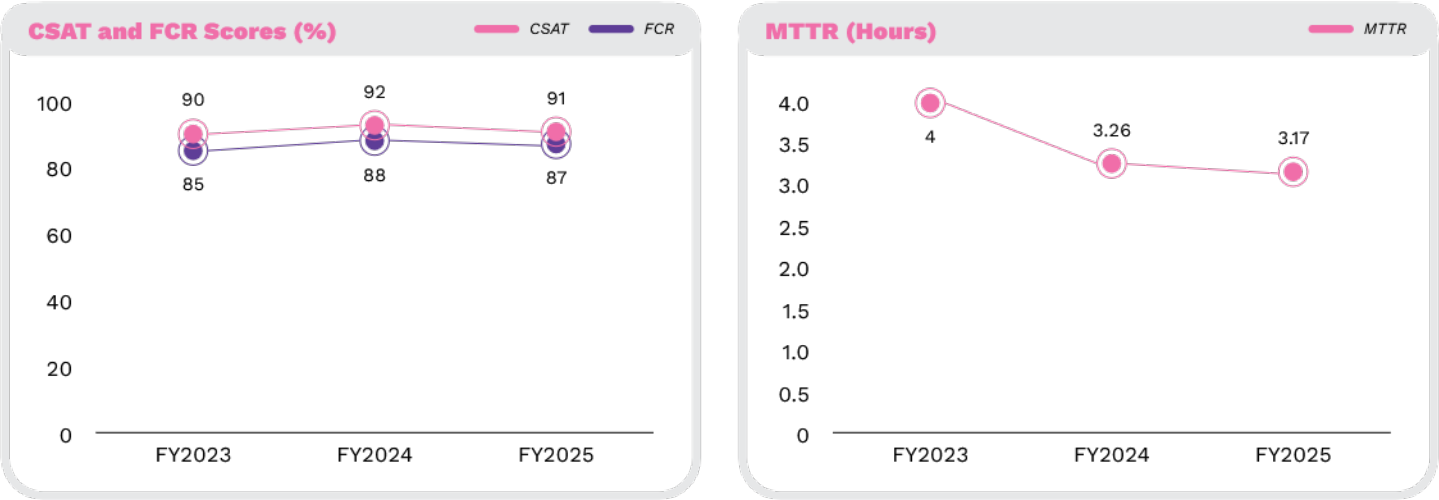
SUSTAINABILITY STATEMENT

Measuring Customer Satisfaction

Time continues to prioritise customer satisfaction as a core indicator of service quality and operational effectiveness. The Group maintains a structured, multi-channel approach to capturing customer feedback, enabling timely insights into service performance across key customer touchpoints.

In FY2025, these feedback mechanisms supported faster issue resolution, clearer customer communication and more consistent service delivery, even as network scale and complexity increased. As a result, both Time’s CSAT score and First Call Resolution (“FCR”) rate for FY2025 remained strong. The year’s performance was supported by improved operational coordination across service, network and support teams, underscoring the Group’s commitment to delivering exceptional service.

Time also continued to enhance its Mean Time to Repair (“MTTR”) through better incident prioritisation, automation and structured escalation, reinforcing service reliability and customer assurance.



Service Quality Compliance and Regulatory Assurance

In FY2025, the Group remained fully compliant with the Mandatory Standards for Quality of Service (“MSQoS”) set by the Malaysian Communications and Multimedia Commission (“MCMC”), supported by disciplined service management, proactive monitoring and timely corrective actions.

During the year, Time maintained its call handling efficiency and service responsiveness, achieving 87.57% of calls answered within 30 seconds (FY2024: 88.25%), exceeding the regulatory benchmark of 85%. This reflects continued improvements in operational coordination and customer support effectiveness.

The Group also sustained its contribution to national digital infrastructure objectives under the JENDELA programme. Building on its strong outperformance in FY2024, Time continued to expand broadband accessibility and service reliability in FY2025, achieving 471.11% of its JENDELA-related KPIs. For FY2024, the achievement has been restated to 284.52% (previously reported as 260.80%) to ensure accuracy and consistency, in line with recognised disclosure standards.

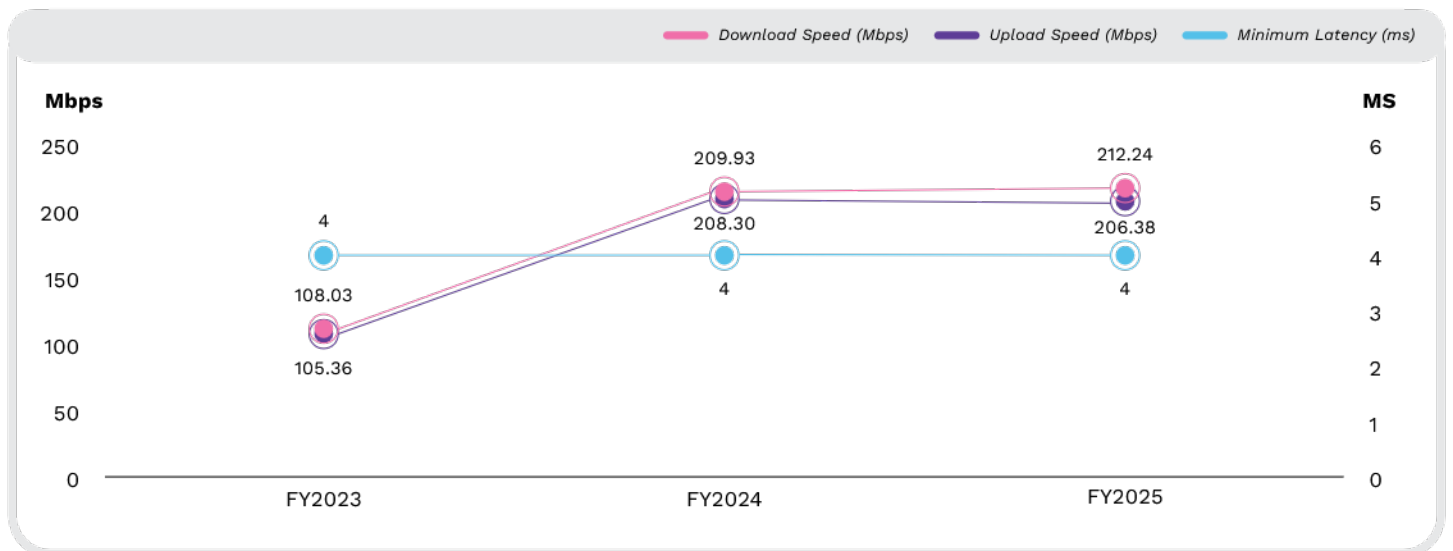
SUSTAINABILITY STATEMENT

Item	FY2025
Incidents of non-compliance with regulations (including environmental and socio-economic non-compliance) resulting in a fine or a penalty	0
Incidents of non-compliance with regulations (including environmental and socio-economic non-compliance) resulting in a warning	0
Total monetary value of significant fines	0
Total number of non-monetary sanctions	0
Cases brought through dispute resolution mechanisms	0

Service Network and Quality

Time continued to strengthen service and network quality in FY2025 by operating a robust, scalable and secure broadband infrastructure. As traffic volumes and usage patterns grew more complex, the Group enhanced network resilience, cybersecurity and capacity through data-driven routing improvements, automation and targeted technology updates. These efforts supported more consistent performance, faster fault resolution and sustainable scalability across its fibre network.

Network performance remained stable throughout the year, with minimum latency holding at 4 milliseconds and on-net median download speed increasing to 212.24 Mbps and upload speeds at 206.38 Mbps, based on Ookla® Speedtest Intelligence data for 21 October-21 November 2025.



FY2025 was characterised by a deliberate focus on strengthening performance, resilience and operational maturity across the existing network estate. Building on the successful rollout of Malaysia's first Segment Routing over IPv6 ("SRv6") network in FY2024, the Group concentrated on optimising cloud connectivity services. This enabled Time to improve scalability, reliability and traffic management across its network, supporting secure and dependable hybrid and multi-cloud connectivity for enterprise customers.

SUSTAINABILITY STATEMENT

Key Network-Centric Initiatives in FY2025

Modernised cybersecurity and network operations: Expanded the use of data-driven and AI-enabled capabilities to improve network resilience, scalability and traffic management across cloud and interconnection services. This strengthened security, supported stable performance as demand grew, and enabled the network to scale efficiently while maintaining sustainable operation and risk profiles.

Enhanced service operations and incident management: Strengthened the Service Operations Centre (“SOC”) through integration of email communications with the Network Ticketing System (“NTS”), automating ticket creation and improving response times. This also reinforced structured escalation and coordination across the SOC, Customer Service Operations Centre (“CSOC”), Cybersecurity Operations Centre (“CySOC”), Transport Services (“TS”) and Technical Assistance Centre (“TAC”), enabling faster fault resolution and more consistent stakeholder communication.

Expanded network virtualisation: Continued the shift towards virtual network functions, improving network flexibility, uptime and scalability while reducing reliance on physical infrastructure and supporting more efficient, sustainable operations.

Bolstered transport network capacity and resilience upgrades: Upgraded transport network architecture to support traffic growth and new demand, focusing on scalable capacity expansion, enhanced resilience and availability. Initiatives included the adoption of higher-capacity optical transport technologies, improved protection schemes, increased route diversity, and greater reuse of existing fibre assets to optimise cost and sustainability outcomes.

Strengthened international connectivity and strategic partnerships: Advanced subsea capacity provisioning and interconnect readiness to support international connectivity and hyperscale demand, alongside deeper collaboration with subsea system operators, landing station providers and strategic partners. Ongoing engagement with optical, fibre and subsea vendors supported technology refresh, lifecycle optimisation and long-term service reliability. Together, these efforts helped position Time’s network as a neutral, high-capacity connectivity fabric that supports enterprise hybrid and multi-cloud strategies.

Certifications, Assurance Frameworks and Regulatory Alignment

In FY2025, Time further strengthened its assurance and compliance framework through the addition of new cybersecurity and data protection certifications, complemented by the continued maintenance of established quality, network resilience and cloud security standards across the Group.

Certifications/ Compliance	Description	Product/Services/ Business
ISO/IEC 27018:2019	An international code of practice and compliance assessment focused on protecting Personally Identifiable Information in public cloud environments. It extends ISO/IEC 27001 by providing additional controls for cloud service providers acting as PII processors on behalf of customers	Time Cloud Services
NACSA Licensing of Cyber Security Provider i) Managed Security Operations Centre Monitoring Service Licence ii) Penetration Testing Service Licence	A mandatory government authorisation issued by the National Cyber Security Agency of Malaysia (“NACSA”), validating a service provider’s legal authority and technical competency to deliver regulated cybersecurity services. The licence confirms compliance with the Cyber Security Act 2024 and fitness to provide managed Security Operations Centre monitoring and penetration testing services for client networks	Time Cybersecurity Operations Centre

SUSTAINABILITY STATEMENT

Certifications/ Compliance	Description	Product/Services/ Business
SOC 2 Type 2	A third-party audit evaluating the design and operating effectiveness of security controls over a defined period. It assesses internal controls and practices relating to data protection, security and system reliability	Time Cybersecurity Operations Centre
ISO/IEC 27001:2022	An international information security standard and third-party certification assessing the effectiveness of the Information Security Management System ("ISMS"). It adopts a risk-based approach to managing information security risks across people, processes and technology to protect data confidentiality, integrity and availability	Time Security, Time Cloud Services, Core Network
ISO/IEC 27017:2015	An international security standard providing enhanced controls for Cloud Service Providers and Cloud Service Customers. It supplements ISO/IEC 27001 by addressing cloud-specific risks such as shared responsibility, virtual asset management and data segregation in multi-tenant environments	Time Cloud Services
PCI DSS v4.0.1	A global security standard and compliance assessment evaluating adherence to technical and operational requirements for securing payment card transactions, validating the organisation's ability to protect cardholder data against theft and fraud	Time Cloud Services
CSA STAR	A Cloud Security Alliance certification combining ISO/IEC 27001 with the CSA Cloud Controls Matrix ("CCM") to provide independent, third-party validation of cloud security controls, enhancing transparency, trust and customer confidence in cloud environments	Time Cloud Services
ISO/IEC 9001:2015	A third-party certification assessing the Quality Management System ("QMS") and operational processes, demonstrating the ability to consistently deliver products and services that meet customer and regulatory requirements while supporting continuous improvement	Time Security, Time Cloud Services
BNM Network Resilience and Risk Assessment (NRA)	A mandatory technical audit required by Bank Negara Malaysia under the Risk Management in Technology ("RMiT") policy. It evaluates whether network architecture can withstand failures, cyber-attacks and traffic surges while maintaining service continuity	Metro Ethernet ("METRO E"), IP Core, GPON, DWDM and supporting functions

SUSTAINABILITY STATEMENT

Looking ahead, Time will continue to strengthen its network orchestration and customer service capabilities to enhance efficiency, resilience and responsiveness. Over the next three years, the Group will advance a more digital-first operating model powered by automation and data-driven insights, enabling faster resolution of routine enquiries and earlier identification of customer needs. This will allow specialists to focus on complex, high-value interactions while improving overall service quality, customer retention and advocacy, reinforcing Time’s position as a reliable, customer-centric connectivity provider.

Workforce and People Development

Time’s workforce remains a critical enabler of business performance, service excellence and long-term growth. In FY2025, the Group employed 1,463 employees reflecting continued investment in people capabilities to support network expansion, service quality and operational resilience.

Item	FY2023	FY2024	FY2025
Total number of employees	1,390	1,423	1,463

In FY2025, approximately 2% of the workforce comprised contractors or temporary staff (FY2024: 4%), providing flexibility to support specialised technical requirements and project-based needs while maintaining a strong core workforce.

Item	FY2023	FY2024	FY2025
Percentage of employees that are contractors or temporary staff	N/A	4%	2%

Note: Contractors or temporary staff refer to individuals engaged through third-party agencies and part-time employees. The FY2024 figure was previously calculated based only on the number of contract employees.

The Board and Senior Management remain committed to developing a skilled, motivated and performance-driven workforce, supported by a culture grounded in respect, transparency and merit-based recognition. Succession planning continues to ensure leadership continuity and a strong internal talent pipeline across management, operational and technical roles.

In FY2025, the People Division aligned workforce initiatives with strategic priorities through targeted workforce planning, talent attraction and structured development programmes, including coaching, mentoring and on-the-job learning. Employee engagement and well-being remained central, alongside ongoing digitalisation of people processes to enhance efficiency, user experience and the consistent delivery of people-related services.

Time’s talent management efforts continued to focus on four core areas – recruitment, development, retention and employee satisfaction.

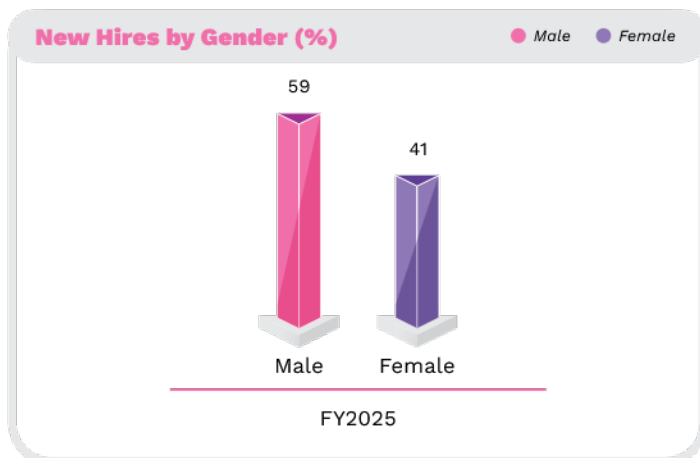
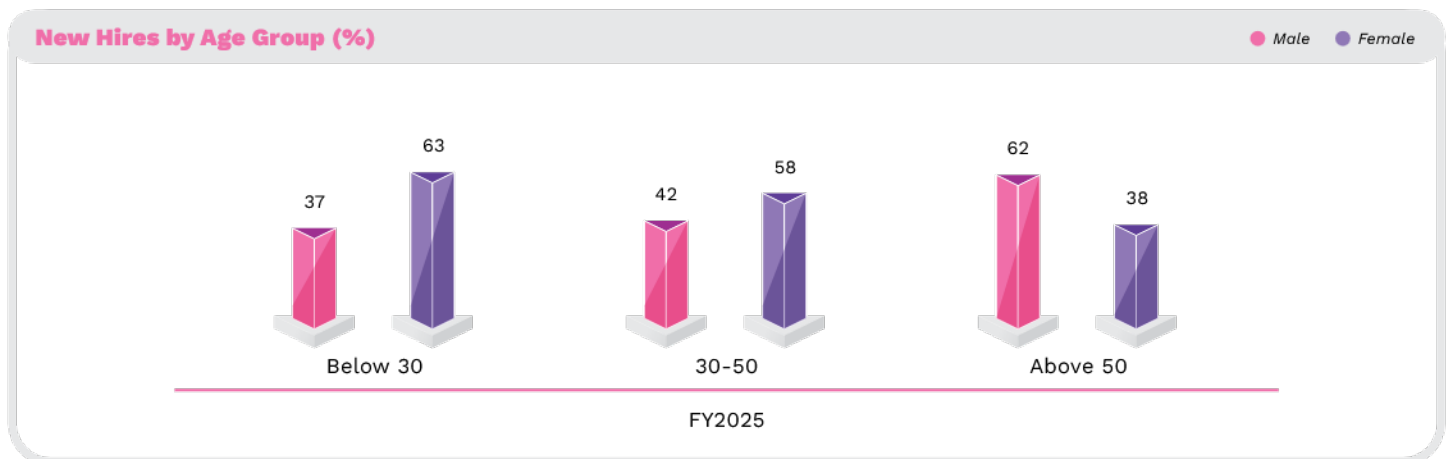


SUSTAINABILITY STATEMENT

Talent Recruitment

Attracting and retaining skilled talent remains critical to Time's business growth and operational resilience. Recruitment is merit-based and inclusive, with candidates assessed on skills and fit for business needs and with zero tolerance for discrimination. The Group draws from diverse recruitment channels while prioritising local talent and providing suitable opportunities for persons with disabilities. New hires undergo a structured onboarding programme covering rights and responsibilities under labour and human-rights legislation, as well as Time's governance, ethics and compliance standards, to support smooth integration and early productivity.

In FY2025, recruitment efforts focused on strengthening capabilities in critical and specialised roles to support network expansion, service quality and evolving technical requirements. Hiring reflected a balanced age profile, with more employees in the 30-50 age group and complemented by younger talent for innovation and experienced hires for continuity. These efforts reinforced workforce depth and Time's employer value proposition in a competitive labour market. Time also achieved a significant milestone by winning the Best Employer Brand award at the LinkedIn Talent Awards. This recognition reflects its strong digital presence and authentic engagement within the professional ecosystem, which has supported its recruitment efforts.



Note:

FY2025 data are presented as percentages instead of absolute numbers (FY2024) to improve comparability and clarity.

Ethical Employment and Human Rights

Time's Employment Policy, supported by the Time Employee Handbook, governs all recruitment and people management practices, ensuring fair treatment, respect for employee rights and responsible employment standards across the Group. Time complies fully with applicable labour and human rights legislation, including the Employment Act 1955 and the Children and Young Persons (Employment) Act 1966, which are aligned with International Labour Organisation standards.

In FY2025, Time recorded zero substantiated cases of human rights violations, forced labour or child labour, reaffirming its commitment to ethical, lawful and responsible employment practices.

SUSTAINABILITY STATEMENT

Item	FY2023	FY2024	FY2025
Number of substantiated complaints concerning human rights violations	0	0	0

Talent Development

Talent development remains a strategic priority for Time, with a focus on building and enhancing capabilities and developing a future-ready workforce. In FY2025, the Group strengthened its learning ecosystem through structured development programmes, blended digital learning and continuous feedback through performance reviews. Training needs were identified through annual assessment, talent reviews and line-manager assessments, shaping individual development plans and supporting succession for critical roles. Employees accessed a broad range of learning platforms and programmes, including LinkedIn Learning and Skillsoft Percipio, alongside technical, certification-based, leadership and soft-skills courses.

Leadership and succession development continued to receive emphasis through coaching, mentoring and targeted leadership programmes. These initiatives reinforced capability building and ensured strong alignment between workforce development and the Group's evolving operational and strategic needs.

Total hours of training by employee category (hour)	FY2023	FY2024	FY2025
Management	3,373	4,045	2,727
Executive	16,729	18,612	20,444
Non-executive/Technical staff	211	97	407
General workers	N/A	N/A	N/A
Total training hours in a year	20,313	22,754	23,578

Note:

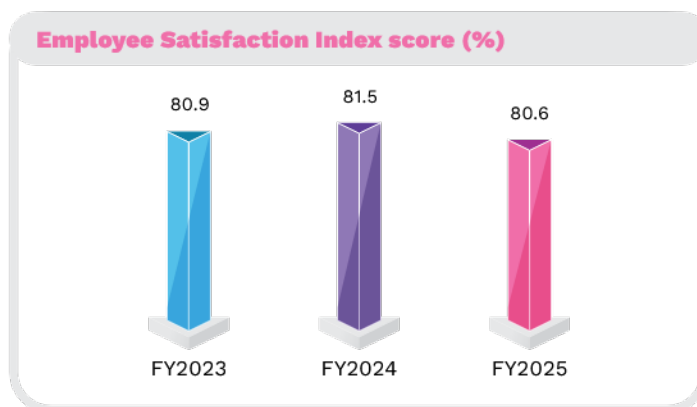
Employee category definitions applied throughout this report are as follows:

- Management consists of Senior Managers, Heads of Division/Senior Divisional Leaders, Senior Management and Executive Directors (Band 4 & Above).
- Executives consist of Specialists, Senior Specialists and Managers (Band 3 & Band 2).
- Non-executives/Technical staff consist of Specialists only (Band 1).
- General workers are grouped into Non-executive/Technical Staff in Time.

Employee Engagement

Employee engagement remained a key focus in FY2025, supported by regular two-way communication through quarterly town halls, leadership dialogues and divisional engagement sessions. The Group continued to promote holistic well-being through preventive health initiatives, medical screenings, mental-wellness programmes and flexible workplace practices designed to strengthen connection and support a positive employee experience.

These efforts contributed to a strong Employee Satisfaction Index score of 80.6%, reflecting continued confidence in leadership, workplace environment and growth opportunities. Engagement was further supported by workplace activities and corporate social responsibility ("CSR") participation, reinforcing collaboration, inclusivity and organisational alignment across the workforce.



While FY2025 was marked by structural changes, the score remained resilient. This stability reflects a workforce that successfully navigated key transformation milestones with a high level of agility.

SUSTAINABILITY STATEMENT

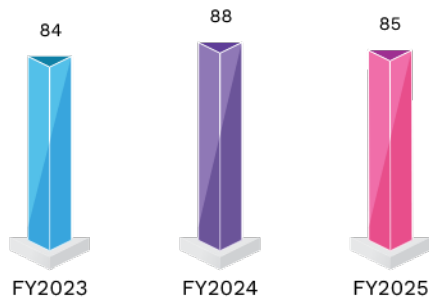
Talent Retention

Time remains committed to fostering a positive, engaging and supportive workplace that enables employees to grow and build long-term careers with the Group. In FY2025, Time maintained a stable attrition rate of 13.5% (FY2024: 13.8%), supported by a performance-driven culture, competitive rewards and structured development pathways. Regular talent reviews and succession planning ensured alignment between business needs and employee aspirations, strengthening leadership continuity and internal mobility.

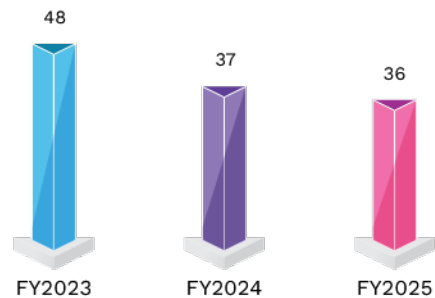
Total employee turnover by employee category	FY2023	FY2024	FY2025
Management	13	30	26
Executive	175	164	172
Non-executive/Technical staff	0	1	0
General workers	N/A	N/A	N/A
Total turnover in a year	188	195	198

Retention efforts were further reinforced through targeted engagement activities, two-way communication platforms and responsive workplace practices addressing evolving workforce needs. Competitive remuneration remained a core element of the retention strategy, supported by benchmarking and performance-linked rewards. In FY2025, 85% of employees were eligible to participate in the Long-Term Incentive Plan ("LTIP") awards, of which 36% (433 employees) received LTIP awards, strengthening motivation, retention and long-term value alignment.

Employees eligible to participate in the LTIP (%)



Employees awarded LTIP (%)

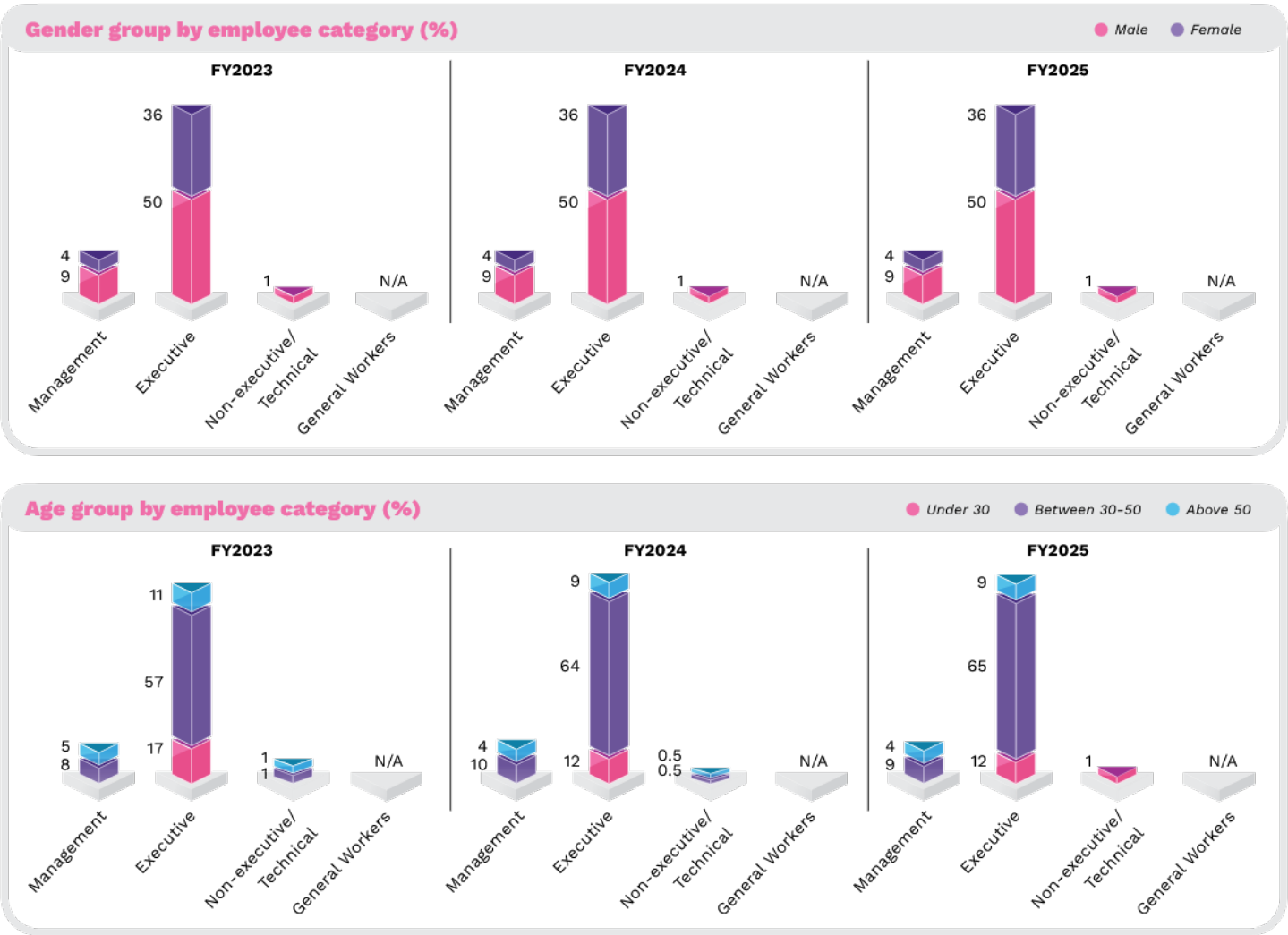


SUSTAINABILITY STATEMENT

Diversity and Equal Opportunity

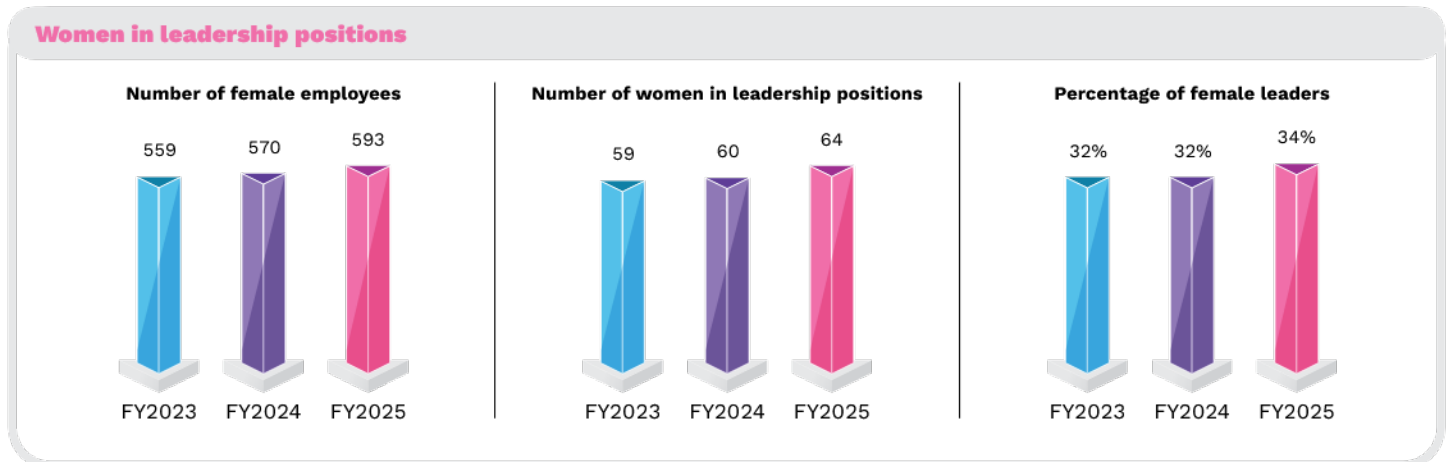
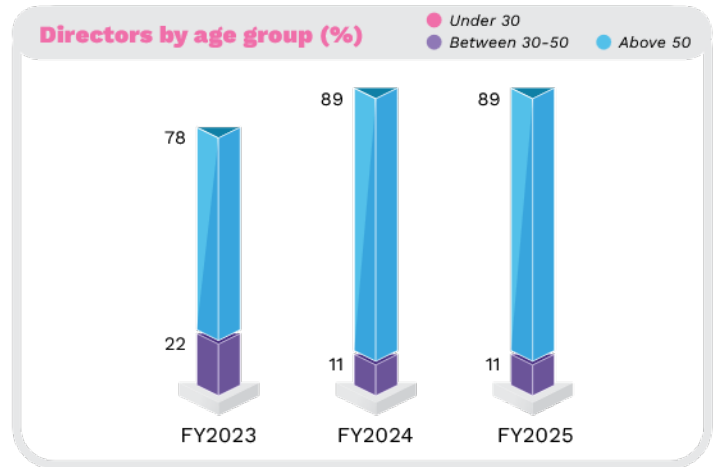
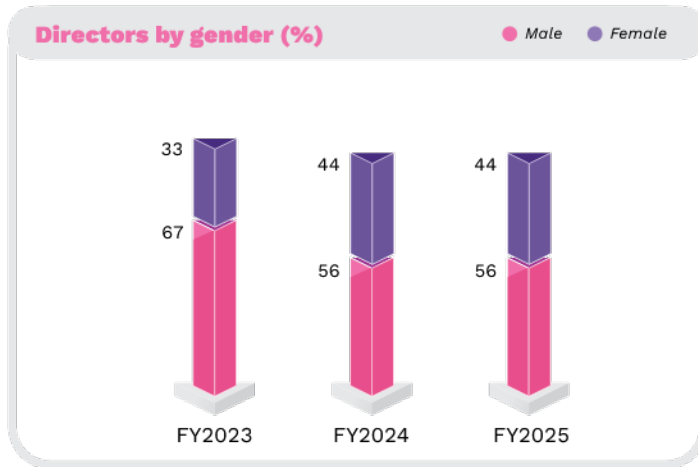
Time is committed to fostering a fair, inclusive and merit-based workplace where employment decisions are guided strictly by skills, capability and performance. The Group applies a zero-tolerance policy towards discrimination and upholds equal opportunity across recruitment, development and advancement. Time’s workforce of 1,463 employees in FY2025 reflects a diverse mix of gender, age and professional experience, supported by structured people practices and governance processes that promote inclusivity.

Women represented 41% of the workforce in FY2025 (FY2024: 40%) and 34% of leadership positions (FY2024: 32%), reflecting continued progress in strengthening gender representation. Time maintains equitable and gender-neutral remuneration practices, with compensation determined by role, skills and performance. The tables below outline workforce composition by gender and age group.



Note:
FY2023 and FY2024 figures have been restated due to rounding adjustments.

SUSTAINABILITY STATEMENT



Note: Leadership positions, as defined by Time, denote employees who hold roles such as Senior Manager, Head of Division/Senior Divisional Leader and Senior Management, with responsibility for leading a department or division.

Health, Safety and Environment

Policy, Scope and Approach

Time maintains a no-compromise commitment to workplace health and safety under its Group-wide Health, Safety and Environment (“HSE”) Policy, which applies to all employees, contractors and third parties operating at Time-controlled sites. The policy is supported by a structured HSE management system incorporating Hazard Identification, Risk Assessment and Risk Control (“HIRARC”), permit-to-work (“PTW”) controls for high-risk activities, emergency preparedness and continuous monitoring. These practices ensure safe operations across offices, network environments and project sites, aligning with the requirements of the Occupational Safety and Health Act and regulations.

Governance and Controls

HSE oversight is led by the Safety and Health Committee, which reviews risk trends, investigates incidents and oversees corrective actions. Governance is reinforced through trained Emergency Response Teams (“ERT”), routine drills and a suite of workplace assessments such as ergonomic, chemical, noise and indoor air-quality evaluations. In FY2025, Time strengthened its governance by updating the HSE Policy and Manual, introducing Model Site Cabin Guidelines to standardise worksite practices and enhancing the Accident Notification System to improve reporting speed, accuracy and visibility.

SUSTAINABILITY STATEMENT

Performance

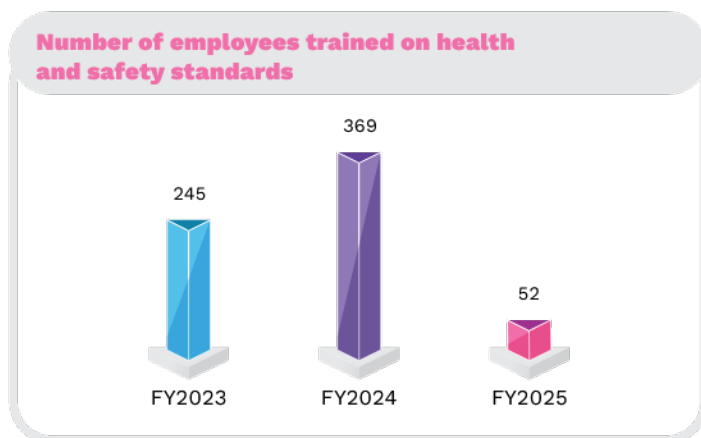
In FY2025, Time recorded zero work-related fatalities for the third consecutive year, and achieved zero lost-time injuries (“LTIs”), a zero lost time incident rate (“LTIR”) and zero incident, frequency and severity rates. These results reflect disciplined controls, proactive risk mitigation and strong employee engagement by way of safety practices. Contractor-related incidents are monitored separately through dedicated HSE controls to ensure alignment with Time’s safety standards.

Incident/Case	FY2023	FY2024	FY2025
No. of work-related fatalities	0	0	0
No. of LTIs*	2	1	0
Lost time incident rate (LTIR)	0.16	0.08	0
Incidents rate	0.81	0.41	0
Frequency rate	0.81	0.41	0
Severity rate	54.23	15.04	0
No. of workers on long convalescence	1	1	0

* **Note:** A lost time injury or LTI refers to a work-related injury that results in an employee being unfit to perform normal duties for more than four (4) consecutive days after the day of the incident, in line with DOSH reporting requirements. The metrics above cover employees only; contractor incidents are tracked separately under HSE controls.

Competence, Training and Awareness

A well-trained workforce is central to Time’s safety culture. In FY2025, 52 participants attended safety-related programmes, including role-based competency training, awareness initiatives and contractor briefings. Key topics included confined-space safety, first aid/CPR/AED, ERT readiness and expressway operations safety. Time also held its Inaugural HSE Day, engaging approximately 200 employees through interactive demonstrations and awareness activities designed to reinforce everyday safety behaviours.



Contractor Safety

Safety expectations extend to all contractors, who must comply with Time’s Code of Conduct, HSE Policy, competency requirements and PTW procedures before work begins. Ongoing monitoring is conducted through inspections, audits and Vendor Performance Evaluations, ensuring consistent standards across outsourced and high-risk tasks.

Compliance and External Expectations

Time benchmarks its HSE practices against the ISO 45001:2018 International Standard for Occupational Health and Safety Management System, and adheres to the Occupational Safety and Health Act and other applicable regulations. Regular inspections, internal audits and emergency simulations strengthen readiness and compliance. The Group’s Construction Industry Development Board (“CIDB”) license (valid until August 2026) affirms compliance with the CIDB Act 520 for construction-related work.

Moving into FY2026, Time will focus on building strong HSE fundamentals by ensuring clear ownership within project teams, consistent control of high-risk work and effective implementation of key systems such as Permit to Work (“PTW”) and Safe Systems of Work (“SSOW”). Priority will also be placed on improving reporting, strengthening field execution and establishing a solid foundation for consistent HSE performance across all divisions.

SUSTAINABILITY STATEMENT

Community Contributions and Social Impact

Time remains committed to contributing positively to the communities it serves, with FY2025 efforts focused on education access, youth development and employee-led engagement. Initiatives were designed to deliver practical benefits to beneficiaries while encouraging meaningful staff participation.

Education and Youth Development

In FY2025, Time supported two engagements under the Sekolah Angkat Madani initiative with SMK Bandar Sunway, involving 80 students and teachers. Activities included workplace exposure sessions, workshops and mentoring, delivered by 35 employee volunteers contributing approximately 140 volunteer hours. Time also supported industry-linked education initiatives such as the UM Cybersecurity Summit, providing connectivity for a two-day student competition and strengthening exposure to digital and cybersecurity careers. Additional learning visits with school and university groups further expanded early talent awareness and skills exposure.

Employee-led and Community Well-being Activities

Employees continued to participate in community and wellness-related engagements, including outreach under the Group's CSR programmes and participation in workplace well-being and recreational initiatives. The Team Time Triathlon sponsorship supported the triathlon club with RM150,000, promoting employee health and active lifestyles through participation in organised sporting activities. A WWF Malaysia talk was also organised to enhance environmental awareness among employees.

Community Investment

Time complemented volunteer activities with financial and in-kind contributions to selected community programmes, particularly those related to education and employee-supported initiatives. Tracking of beneficiaries and investment value continues to support structured disclosure and impact monitoring. The table below summarises key community-investment metrics.

Item	FY2023	FY2024	FY2025
Total amount invested in communities	RM195,049	RM29,274	RM233,557
Total beneficiaries	N/A	2,962	480
Number of employee volunteers	N/A	41	69
Volunteer hours	N/A	N/A	2,934

Note: Beneficiary tracking began in FY2023 and continues to be enhanced. Beneficiary numbers may vary year-to-year depending on the scale and nature of initiatives conducted.

SUSTAINABILITY STATEMENT



GOVERNANCE

Transparency and Accountability

Time's governance approach centres on ethics, digital trust and disciplined compliance, ensuring that integrity, data protection and risk management are embedded into everyday decisions. In FY2025, the Group strengthened its framework with enhanced anti-bribery and corruption controls, formalised data and AI governance policies, and stronger alignment with the Cyber Security Act 2024, while maintaining clean compliance and independent certifications. The Group's governance structures and Board oversight are detailed in the CGOS and SORMIC.

Ethics, Integrity and Anti-Bribery and Corruption

Time maintains a zero-tolerance stance on bribery and unethical conduct, anchored by its ABC Policy (now also in Bahasa Malaysia) and embedded into employee and vendor onboarding, contracts and annual declarations. In FY2025, 100% of employees signed the ABC Policy, completed mandatory ABC training assessment and filed annual compliance declarations, while all active vendors provided written ABC confirmations. Zero confirmed corruption incidents were recorded for FY2023 to FY2025, with the Board overseeing the anti-bribery and corruption programme and the whistleblowing framework.

Percentage of employees who have received training on anti-corruption by employee category	FY2023	FY2024	FY2025
Management	100%	100%	100%
Executive	100%	100%	100%
Non-executive	100%	100%	100%
General workers	N/A	N/A	N/A

Item	FY2023	FY2024	FY2025
Percentage of operations assessed for corruption-related risks	N/A*	100%	100%
Confirmed incidents of corruption and action taken	0	0	0

* **Note:** Formal bribery and corruption risk assessment tracking began in FY2024.

Time maintains a secure and confidential whistleblowing mechanism in accordance with the Whistleblower Protection Act 2010 (Act 711), enabling employees and external stakeholders to report suspected misconduct without fear of retaliation. The Whistleblowing Policy provides protection for individuals acting in good faith and outlines a clear investigation process led by the Internal Audit function, which independently reviews all reports before escalating substantiated findings to the Board's Audit Committee and Senior Management for appropriate action, including disciplinary measures, contractual remedies or referrals to authorities. In FY2025, Time received seven whistleblowing reports, six of which were resolved by 31 December 2025, with one case remaining under investigation. The policy remained unchanged during the year, and Internal Audit continued to promote awareness of reporting channels and procedures through quarterly communications to reinforce transparency and responsible reporting across the Group.

Item	FY2023	FY2024	FY2025
Number of whistleblowing reports received	7	8	7

SUSTAINABILITY STATEMENT

To deepen programme effectiveness, the Group conducted a comprehensive bribery and corruption risk assessment across operations and completed an ISO 37001 Anti-Bribery Management System (“ABMS”) gap analysis to benchmark adequacy of controls. FY2025 also emphasised tone-from-the-top, policy accessibility and communications, while ABMS training was extended beyond the Board and senior management to employees across Time, ensuring deeper governance awareness and alignment with applicable laws and standards.

Data Protection and Cybersecurity

Cybersecurity and data protection remain central to Time’s operational resilience and stakeholder trust, particularly as digital infrastructure demands expand and regulatory expectations intensify. In FY2025, Time strengthened its cybersecurity governance by formally aligning with the requirements of the Cyber Security Act 2024, reinforcing obligations associated with its designation as a National Critical Information Infrastructure (“NCII”) entity, including structured incident reporting, readiness reviews and continuous monitoring protocols. The Group also formalised two major governance instruments – the Data Governance Policy and the Generative AI Acceptable Use Policy – to enhance oversight of the full data lifecycle, promote responsible and transparent use of emerging technologies, and safeguard information integrity in increasingly data-driven operations. These governance measures were supported by ongoing workforce education, including structured cybersecurity and data privacy training, scenario-based exercises and periodic internal communications on new and emerging risks.

Operationally, Time continued to maintain a multilayered defence architecture across its network, cloud and enterprise environments, anchored by 24/7 real-time monitoring via its CySOC. Defence capabilities include Distributed Denial of Service (“DDoS”), Web Application Firewalls (“WAF”), Privileged Access Management (“PAM”), Security Information and Event Management (“SIEM”), Extended Detection and Response (“XDR”) and continuous Vulnerability Assessments (“VA”), alongside strict internal controls such as privileged-access governance, secure system architecture enhancements and encrypted data transfers. Time remains Malaysia’s only telecommunications operator with SOC 2 Type 2 compliance for security – a key differentiator that validates design and operating effectiveness on internal controls, complementing the Group’s suite of independent certifications including ISO/IEC 27001, ISO/IEC 27017, ISO/IEC 27018, PCI DSS v4.0.1, CSA STAR and ISO 9001. These certifications reinforce disciplined operational assurance and alignment with globally recognised standards.

Through this integrated governance and technical approach, Time sustained high levels of digital trust in FY2025. The Group recorded zero material data breaches, successfully mitigated attempted DDoS incidents without customer impact and maintained uninterrupted service delivery across its ecosystem. Enhanced disaster recovery measures, virtualised backup configurations and redundancy protocols further strengthened continuity and preparedness. Collectively, these efforts reinforce Time’s commitment to safeguarding customer data, meeting regulatory obligations and upholding a secure, resilient and future-ready digital ecosystem.

Item	FY2023	FY2024	FY2025
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0

Risk and Compliance Governance

Time’s ERM Framework (aligned to ISO 31000 principles) embeds structured identification, assessment and mitigation of risks into business planning and day-to-day decision-making, with Board-approved policies providing the guardrails for conduct and oversight. Key instruments include the Board Charter, Code of Conduct and Ethics, Conflict of Interest (“COI”) Policy, No Gift Policy, Fair and Transparent Procurement Policy, Corporate Disclosure Policy, Sustainability Policy, Fit & Proper Policy and the respective committees’ Terms of Reference (“TOR”). These are refreshed periodically to reflect changing regulations and expectations. The Whistleblowing Policy provides protected channels for employees and third parties, with Internal Audit investigating and reporting to the Audit Committee, ensuring escalation and proportionate actions where warranted.

SUSTAINABILITY STATEMENT

Supply-chain governance is integrated into this risk posture. Vendors must acknowledge the Code of Conduct, ABC and HSE requirements at onboarding, complete integrity/COI declarations and meet Know-Your-Counterparty (“KYC”) expectations. Vendor Performance Evaluations now explicitly incorporate compliance and safety criteria, strengthening third-party risk oversight throughout the contract lifecycle; non-compliance triggers remedial actions and repeated or serious breaches may lead to removal from the approved vendor network. In parallel, Time continues to prioritise local suppliers, with 98.4% of FY2025’s expenditure directed to local vendors, reinforcing supply resilience and reducing execution risk.

Item	FY2023	FY2024	FY2025
Proportion of spending on local suppliers	99.7%	98.2%	98.4%

FY2025 Governance Enhancements

Policy discipline and accessibility: Continued periodic reviews of Board/management policies. ABC Policy translated into Bahasa Malaysia for inclusivity and accessibility.

Third-party oversight: Formal onboarding acknowledgements (Code of Conduct, ABC and HSE), KYC and integrity declarations and Vendor Performance Evaluations with compliance and safety measures embedded.

Whistleblowing effectiveness: Protected channels maintained. Cases investigated by Internal Audit with oversight by the Audit Committee to closure or escalation.

This integrated risk and compliance approach, underpinned by ERM, policy governance and strengthened vendor controls, supports consistent regulatory alignment and operational integrity across the Group.

Regulatory Alignment and Assurance

Time’s regulatory posture is anchored in proactive engagement and disciplined compliance with sector laws and national security expectations. Throughout FY2025, the Regulatory team engaged directly with the Ministry of Communications and the MCMC via JENDELA Implementation Committee meetings, ministry-industry forums and targeted consultations to ensure timely interpretation and implementation of evolving requirements across access, licensing and service quality domains. This approach supported continuous alignment of operating processes, contract artefacts and reporting obligations with updated rules and enforcement practices.

A key focus during the year was incorporating the gazetted amendments to the Communications and Multimedia Act 1998 (“CMA”) on 7 February 2025 into internal processes, including revisions to access arrangements and lodgement practices, while monitoring changes to mandatory standards and licensing guidance. In parallel, Time maintained compliance with the Cyber Security Act 2024 and directives applicable to NCII entities, reinforcing incident-reporting protocols, preparedness reviews and continuous monitoring in coordination with the relevant authorities. The Group also contributed to public-private workstreams on IPv6 readiness, spam/spoof mitigation, emergency-response systems and other digital infrastructure topics, reflecting its role in national connectivity and cyber-readiness initiatives.

Regulatory accuracy extended to product and contribution obligations: Time reviewed product classifications for USP contributions across Enterprise, Wholesale and Cloud categories to ensure correct treatment, and continued oversight of licence-renewal timetables and ongoing licence-condition compliance. Consistent with Time’s emphasis on disciplined governance, no incidents of non-compliance resulting in fines, warnings or sanctions were recorded for FY2025.

Item	FY2024	FY2025
Incidents of non-compliance resulting in a fine or penalty	0	0
Incidents of non-compliance resulting in a warning	0	0
Total monetary value of significant fines	N/A	N/A
Total number of non-monetary sanctions	0	0

Independent assurance complements regulatory alignment. In FY2025, Time maintained and renewed a suite of third-party validations, providing external confirmation that key security, quality and privacy controls are designed appropriately and operate effectively across cloud, security and core network environments.

SUSTAINABILITY STATEMENT

Certifications/Compliance	Description	Products/Services/Business
ISO/IEC 27001:2022 – Information Security Management System	Framework for managing information security risks through systematic risk assessment and control implementation	Time Cloud Services, Time Security Advanced Monitoring, Data Centre Managed Services, Core Network Services
ISO/IEC 27017:2015 – Security Controls for Cloud Services	Cloud-specific information security controls extending ISO 27001	Time Cloud Services
ISO/IEC 27018:2019 – Data Protection	International code of practice for protecting Personally Identifiable Information in public cloud environments	Time Cloud Services
ISO 9001:2015 – Quality Management System	Standard ensuring consistent service quality and operational excellence	Time Cloud Services, Time Security Advanced Monitoring
PCI DSS v4.0.1	Operational and technical requirements for secure handling of payment card data	Time Cloud Services
CSA STAR	Cloud Security Alliance registry demonstrating security and compliance posture	Time Cloud Services
SOC 2 Type 2 (Security)	Independent audit assessing effectiveness of security controls over a defined period	Time Cybersecurity Operations Centre
NACSA Licensing of Cyber Security Provider – Regulatory Licensing i) Managed Security Operations Centre Monitoring Service Licence ii) Penetration Testing Service Licence	Government authorisation validating competency to provide managed SOC monitoring and penetration testing services under the Cyber Security Act 2024	Time Cybersecurity Operations Centre
BNM Network Resilience and Risk Assessment (NRA) – Network Resilience	Technical resilience audit under Bank Negara Malaysia's Risk Management in Technology ("RMiT") Policy	Metro Ethernet ("METRO E"), IP Core, GPON, DWDM and supporting functions

Statement of Assurance

This Sustainability Statement has been prepared in alignment with Bursa Malaysia's sustainability disclosure requirements and, for climate-related information, in accordance with IFRS Sustainability Disclosure Standards (IFRS S1 and IFRS S2) under Malaysia's NSRF climate-first approach. This statement underwent internal assurance by Time's Internal Audit function. The review involved cross-functional data validation, evidence checks against source documentation and management oversight to support the accuracy, completeness and consistency of reported information.

In FY2025, Time continued to strengthen the governance, controls and documentation that underpin sustainability reporting. While internal assurance remains the verification basis for this year, the Group will evaluate the scope and timing of independent external assurance in line with evolving NSRF and regulatory expectations to further reinforce transparency and stakeholder confidence.

SUSTAINABILITY STATEMENT

BURSA MALAYSIA PRESCRIBED TABLE

TIME dotCom Berhad

BMLR Transition Period

Date & Time: 2026-04-15_14:47:39

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Energy management	(a) Total energy consumption	Megawatt	8,683.00	—	Internal	
Water	(a) Total volume of water used	Megalitres	23.82	—	Internal	
Diversity	(a) Percentage of employees by gender and age group, for each employee category	Percentage	0	—	Internal	
	(i) Age Group by Employee Category					
—	Management Under 30					
—	Management Under 30-50	Percentage	9	—	Internal	
—	Management Above 50	Percentage	4	—	Internal	
—	Executive Under 30	Percentage	12	—	Internal	
—	Executive Between 30- 50	Percentage	65	—	Internal	
—	Executive Above 50	Percentage	9	—	Internal	
—	Non-executive/Technical Staff Under 30	Percentage	0	—	Internal	
—	Non-executive/Technical Staff Between 30-50	Percentage	0	—	Internal	
—	Non-executive/Technical Staff Above 50	Percentage	0	—	Internal	
—	General Workers Under 30	Percentage	Not applicable	—	Internal	
—	General Workers Between 30-50	Percentage	Not applicable	—	Internal	
—	General Workers Above 50	Percentage	Not applicable	—	Internal	

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-15_14:47:39

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SUSTAINABILITY STATEMENT

TIME dotCom Berhad
 BMLR Transition Period

 Date & Time: 2026-04-15_14:47:39
 FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
—	(i) Gender Group by Employee Category	Percentage	9	—	Internal	
—	Management Male					
—	Management Female	Percentage	4	—	Internal	
—	Executive Male	Percentage	50	—	Internal	
—	Executive Female	Percentage	36	—	Internal	
—	Non-executive/Technical Staff Male	Percentage	1	—	Internal	
—	Non-executive/Technical Staff Female	Percentage	0	—	Internal	
—	General Workers Male	Percentage	Not applicable	—	Internal	
—	General Workers Female	Percentage	Not applicable	—	Internal	
—	(b) Percentage of directors by gender and age group	Percentage	56	—	Internal	
—	Male					
—	Female	Percentage	44	—	Internal	
—	Under 30	Percentage	0	—	Internal	
—	Between 30-50	Percentage	11	—	Internal	
—	Above 50	Percentage	89	—	Internal	
Labour practices and standards	a) Total hours of training by employee category	Hours	2,727	—	Internal	
—	Management					
—	Executive	Hours	20,444	—	Internal	

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TIME dotCom Berhad
BMLR Transition Period

Date & Time: 2026-04-15_14:47:39
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
—	Non-executive/Technical Staff	Hours	407	—	Internal	
—	General Workers	Hours	Not applicable	—	Internal	
—	b) Percentage of employees that are contractors or temporary staff	Percentage	2	—	Internal	
—	c) Total number of employee turnover by employee category	Number	26	—	Internal	
	Management					
—	Executive	Number	172	—	Internal	
—	Non-executive/Technical Staff	Number	0	—	Internal	
—	General Workers	Number	Not applicable	—	Internal	
—	d) Number of substantiated complaints concerning human rights violations	Number	0	—	Internal	
Health and safety	a) Number of work-related fatalities	Number	0	—	Internal	
—	(b) Lost time incident rate ("LTIR")	Rate	0	—	Internal	
—	(c) Number of employees trained on health and safety standards	Number	52	—	Internal	
Community/Society	a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	233,557	—	Internal	Rounded up from MYR 233,556.96
—	b) Total number of beneficiaries of the investment in communities	Number	480	—	Internal	

SUSTAINABILITY STATEMENT

TIME dotCom Berhad
 BMLR Transition Period

 Date & Time: 2026-04-15_14:47:39
 FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Anti-corruption	(a) Percentage of employees who have received training on anti-corruption by employee category Management	Percentage	100	—	Internal	
	Executive	Percentage	100	—	Internal	
	Non-executive/Technical Staff	Percentage	100	—	Internal	
	General Workers	Percentage	Not applicable	—	Internal	
	b) Percentage of operations assessed for corruption-related risks	Percentage	100	—	Internal	
Data privacy and security	c) Confirmed incidents of corruption and action taken	Number	0	—	Internal	
	a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	—	Internal	
Supply chain management	a) Proportion of spending on local suppliers	Percentage	98.4	—	Internal	Rounded up from 98.38

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BOARD OF DIRECTORS

Elakumari Kantilal

Chairman, Non-Independent Non-Executive Director

Puan Elakumari started her career with the Malaysian Government in 1981 and held various positions in the Accountant General's Office, Ministry of Agriculture and Ministry of Finance ("MOF"). During her stint in MOF, she was involved in the monitoring and restructuring of companies, including debts of non-performing companies held by MOF (Incorporated). She was actively involved in the establishment of Khazanah Nasional Berhad ("Khazanah") whilst in MOF. She was with Khazanah since its inception in 1994 and progressed from the position of Senior Manager to Director in the Investment Division from 2004 until 2017.

She had held a number of executive positions and directorships across the investment and consultancy sectors. She had previously sat on the Board of Opus International Consultants Limited, Dagang NeXchange Berhad, UEM Edgenta Berhad, Danajamin Nasional Berhad and Scicom (MSC) Berhad.

Puan Elakumari holds a Bachelor of Accounting from University Kebangsaan Malaysia and a Master of Science in Accounting and Finance from University of East Anglia, United Kingdom. Besides her executive education in IMD Switzerland, she had also attended the Harvard's Premier Business Management Program. She is also a member of the Malaysian Institute of Accountants.

Date of Appointment:
8 March 2001

Age:
69

Nationality:
Malaysian

Gender:
Female

Board Committee:
None

Afzal Abdul Rahim

Executive Vice Chairman, Non-Independent Executive Director

Encik Afzal began his career in the automotive industry culminating in a regional role with Group Lotus PLC. As a technology entrepreneur, he also founded the non-profit Malaysian Internet Exchange ("MyIX") in 2006 and also served as a Board Member of Endeavor Entrepreneurs Malaysia Sdn Bhd, an organisation devoted to nurturing high-impact entrepreneurs.

He currently sits on the Boards of Symphony Communication Public Company Limited and CMC Telecommunication Infrastructure Corporation.

Encik Afzal holds a Bachelor Degree in Mechanical Engineering with Electronics from University of Sussex, United Kingdom.

Date of Appointment:
7 October 2008

Age:
48

Nationality:
Malaysian

Gender:
Male

Board Committee:
None

BOARD OF DIRECTORS

Datuk Azailiza Mohd Ahad

Senior Independent Non-Executive Director

Datuk Azailiza has more than 30 years of experience in legal work relating to domestic and international matters and is currently a Partner with Messrs. Gani Patail Chambers.

She had served as the Special Envoy of the Government of Malaysia from April to July 2016. From November 2014 to April 2016, she served as the Solicitor General of Malaysia. Prior to that, she was the Deputy Solicitor General 1 (Advisory Sector) from April 2012 to October 2014.

Contemporaneously, she served as the Acting Director to the International Centre for Law & Legal Studies, a research institution attached to the Attorney General's Chambers, from July 2011 to April 2016. Between October 2005 to April 2012, she was the Head of the International Affairs Division in the Attorney Generals Chambers.

She served as a Senior Federal Counsel at the Economic Planning Unit, Prime Minister's Department from 1992 to 2000, as Senior Assistant Registrar at the Kuala Lumpur High Court from 1989 to 1992 and as Magistrate in Melaka from 1985 to 1989.

Datuk Azailiza holds a Bachelor of Laws (Honours) Degree from University of Malaya.

Date of Appointment:
27 August 2021

Age:
64

Nationality:
Malaysian

Gender:
Female

Board Committees:

- Member of the Audit Committee
- Member of the Nomination and Remuneration Committee

Anthony Low Kim Fui

Independent Non-Executive Director

Mr Anthony served in various roles at Nestle, and latterly as Vice President, Regional Management, Zone Asia-Oceania-Africa & Middle East, overseeing 115 countries across 17 time zones, whilst being based out of Nestle's Swiss headquarters between 1981 and 2016. He also held leadership roles in other markets for Nestle, including Commercial Director for Sales and Marketing Nestle China, Managing Director Nestle Singapore and Managing Director Nestle Taiwan. Throughout his time at Nestle, he gained deep insights and led teams in the areas of supply chain, sales & marketing management, production, marketing communication, corporate affairs, commercial operations and general management.

Since retiring, Mr Anthony has been an active mentor at Endeavor Malaysia, where he shares key perspectives with the next generation of entrepreneurs. He also serves as an Executive Coach to numerous Chief Executive Officers and Business Owners and is an Advisory Board Member for several entrepreneurial companies. Additionally, Mr Anthony is an Adjunct Professor at UNITAR International University, teaching both postgraduate and undergraduate students in the Faculty of Business.

Mr Anthony holds a Master of Science Degree in Management, Business Administration and General Management from the Cranfield School of Management, United Kingdom, and a Bachelor of Economics (Honours) degree from University of Malaya.

Date of Appointment:
25 July 2022

Age:
74

Nationality:
Malaysian

Gender:
Male

Board Committee:

- Member of the Nomination and Remuneration Committee

BOARD OF DIRECTORS

Date of Appointment:

9 August 2023

Age:

62

Nationality:

Malaysian

Gender:

Male

Board Committee:

- Member of the Audit Committee

Ir. Dr. Mohd Shahreen Zainooreen Madros

Independent Non-Executive Director

Dr. Shahreen has over 30 years of work experience in various capacities. He spent much of the earlier part of his career in the oil and gas industry. He started as an executive in an upstream oil and gas operator, and later held senior management positions in various organisations. His experience spans across many sectors of the oil and gas industry, and he has served organisations locally as well as abroad.

In 2010, he joined the government initiative of Economic Transformation Program conducted by PEMANDU, an agency in the Prime Minister's Department. He was involved in coordinating strategic initiatives of the oil and gas services and equipment sector. In 2017, he was appointed as the Chief Executive Officer of MATRADE and served until February 2019. He has worked to promote several industries beyond oil and gas and formulated strategic directions to grow Malaysia's trade. He has represented Malaysia in many international trade missions and involved in various industry dialogue.

He is now an independent advisor across various industries. He is also a certified coach with Malaysian Institute of Management, an Adjunct Professor with UKM Graduate School of Business, and a pro-temp committee for IAC Malaysia.

He is currently the Senior Independent Non-Executive Director of Velesto Energy Berhad.

Dr. Shahreen holds a First Class Honours Degree in Civil Engineering from University of London, United Kingdom and a Doctorate in Structural Engineering from University of Cambridge, United Kingdom. He is also a member of the Board of Engineers Malaysia.

Date of Appointment:

21 November 2024

Age:

55

Nationality:

Malaysian

Gender:

Female

Board Committees:

- Chairman of the Nomination and Remuneration Committee
- Member of the Audit Committee

Teoh Su Yin

Independent Non-Executive Director

Ms Teoh has over 20 years of experience in equity research and investments. She began her career with JP Morgan Malaysia ("JP Morgan") as an Analyst in 1994. In 2000, she became Head of Research with sector coverage experience in infrastructure, plantations, power, gaming, real estate and conglomerates. In 2002, she left JP Morgan to join Deutsche Bank Malaysia Berhad, initially as a Senior Analyst and later as Managing Director, Head of Malaysia and ASEAN Equity Research. As an individual analyst, she was ranked Top 3 by Asiamoney in 2008 and 2009.

She was appointed to the Board of CIMB Group Holdings Berhad ("CIMB") in 2014 and has been the Senior Independent Director of CIMB since 20 October 2018 until her retirement on 7 October 2023. She was also the Chairperson of CIMB Investment Bank Berhad Board for two years. During her tenure at CIMB, she also chaired the Group Sustainability and Governance Committee as well as the Group Nomination and Remuneration Committee.

She currently serves on the Board of Albizia ASEAN Opportunities Fund in Singapore, CIMB Foundation and World Wildlife Fund ("WWF") Malaysia. Ms Teoh also serves as a member of the Investment Panel of the Employees Provident Fund ("EPF") Malaysia from 1 January 2026 for a two-year tenure.

Ms Teoh holds a Bachelor of Arts (Honours) in Business Studies and a Business and Technology Education (BTEC) Higher National Diploma (HND) in Business Studies from Sheffield Hallam University, United Kingdom, as well as a Diploma in Marketing from the Chartered Institute of Marketing, United Kingdom.

BOARD OF DIRECTORS

Mark Guy Dioguardi

Non-Independent Non-Executive Director

Mr Mark has more than 30 years of experience in the telecommunications sector, with a focus on technology, engineering, construction and operations. He spent the first 11 years of his career at Telstra Corporation Limited, Australia, the majority of which was in the cellular wireless division, including a one-year secondment to BTCellnet in the United Kingdom in 2000.

In 2002, he joined Maxis Berhad ("Maxis") as General Manager of Radio Planning, a position he held until 2005, when he returned to Australia to complete an MBA and run his own Information Communication Technology consultancy. In 2009, he rejoined Maxis as Chief Technical Officer and in 2011, he assumed the role of joint Chief Operating Officer ("COO"), adding the portfolios of Information Technology, Enterprise Business, Consumer Broadband, Internet Protocol Television (IPTV) as well as Human Resources.

In 2014, he joined iiNet Limited, an Australian Internet Service Provider as Chief Technology Officer until January 2016. He was also a Board member of the Australian Communication Alliance, the Competitive Carriers' Coalition and served on the Advisory Board for a private company, Skand.

He joined Spirit Technology Solutions in 2018, an Australian Securities Exchange listed provider of IT&T solutions as the COO and later as Chief Technology and Information Officer ("CTIO") and Executive Director. He retired from the Director position effective 1 April 2022 and from the CTIO position in January 2023.

He is currently the COO at Greenwood Solutions Pty Ltd.

Mr Mark holds a Bachelor of Engineering (Honours) in Electronic and Electrical Engineering and a Master of Business Administration (MBA) from the Melbourne Business School, University of Melbourne, Australia.

Date of Appointment:

17 June 2016

Age:

56

Nationality:

Australian

Gender:

Male

Board Committees:

- Member of the Nomination and Remuneration Committee
- Member of the Audit Committee

Patrick Corso

Non-Independent Executive Director

Mr Patrick has over 30 years of experience in the investment banking and private equity industries, with a focus on the telecommunications ("telecoms") sector. He spent the first 8 years of his career at Credit Suisse First Boston and Morgan Stanley in London in their European Telecoms groups, with a brief interim stint at Trader Classified Media in a corporate development role.

In 2003, he joined Providence Equity Partners in London, a leading private equity firm focused on the telecoms, media and technology industry sectors. In 2008, he relocated with Providence Equity Partners to Hong Kong to take up the role of Managing Director and Head of the Hong Kong office.

In 2013, he established OST Capital Limited, a private investment firm in Hong Kong, of which he remains as a Non-Executive Director.

He currently sits on the Boards of Symphony Communication Public Company Limited and CMC Telecommunication Infrastructure Corporation.

Mr Patrick holds a BA (Honours) Degree in European Business Administration from the European Business School, London, United Kingdom.

Date of Appointment:

26 November 2015

Age:

52

Nationality:

Italian

Gender:

Male

Board Committee:

None

Notes:

1. Family Relationship with Director and/or Major Shareholder

None of the Directors has any family relationship with any Director and/or major shareholder of the Company.

2. Conflict of Interest

None of the Directors has any conflict of interest or potential conflict of interest with the Company and its subsidiaries.

3. Conviction of Offences

None of the Directors has been convicted of any offences (other than traffic offences, if any) within the past 5 years and there were no public sanctions or penalties imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.

4. Attendance of Board Meetings

The attendance of the Directors at Board Meetings held during the financial year ended 31 December 2025 is disclosed in the Corporate Governance Overview Statement.

LEADERSHIP TEAM

Loh Jenkim

Group Chief Executive Officer
TIME dotCom Berhad

Ms Loh is a Fellow of the Association of Chartered Certified Accountants (ACCA), United Kingdom and a member of the Malaysian Institute of Accountants.

She has over 30 years of experience spanning the telecommunications, energy and professional services industries. She began her career in financial audit with PwC, where she spent nine years primarily focused on the oil and gas sector. Following a brief tenure in finance with Talisman Malaysia, she transitioned into the telecommunications industry in 2005, where she held various senior roles across finance and commercial functions.

Date of Appointment:

23 September 2025

Nationality:

Malaysian

Age:

54

Gender:

Female

Ms Loh joined Time in 2013 and has since led the Group's commercial function and strategic transformation programme. She was appointed Group Chief Executive Officer on 23 September 2025.

She does not hold any directorship in the Company or any public listed companies. She has no family relationship with any Director and/or major shareholder nor any conflict or potential conflict of interest with the Company.

She has not been convicted of any offense (other than traffic offences) within the past five years and has no public sanction and/or penalty imposed by the relevant regulatory bodies during the financial year.

Datuk Zainal Amanshah Zainal Arshad

Executive Director
TT dotCom Sdn Bhd

Datuk Zainal has over 37 years of experience spanning the private sector and the Malaysian Government. His private sector career includes senior roles in multinational corporations, local companies and start-ups. Prior to joining the Time management team, he was appointed an Independent Non-Executive Director in January 2022 and subsequently redesignated as a Non-Independent Non-Executive Director on 5 November 2022.

He previously served as Vice President of Malaysia and SEA Emerging Markets and Vice President of Key Accounts Management (Asia) at AECOM. He was the first Chief Executive Officer of InvestKL Corporation, a government investment promotion agency, where he served for eight years. Earlier in his career, he was Group Chief Executive Officer and Executive Director of REDtone Digital Berhad (formerly REDtone International Berhad), which was brought to IPO in 2004. He also held positions at Unisys (M) Sdn Bhd, NCR Malaysia Sdn Bhd, Solsis Sdn Bhd, Xylog Group and Lotus Software Sdn Bhd.

Date of Appointment:

1 December 2022

Nationality:

Malaysian

Age:

59

Gender:

Male

He does not hold any directorship in the Company or any public listed companies. He has no family relationship with any Director and/or major shareholder nor any conflict or potential conflict of interest with the Company.

He has not been convicted of any offense (other than traffic offences) within the past five years and has no public sanction and/or penalty imposed by the relevant regulatory bodies during the financial year.

LEADERSHIP TEAM

Karen Ding Ming Nyuk
Group Chief Financial Officer
TIME dotCom Berhad

Ms Karen is a Fellow Certified Public Accountant (CPA) and a member of the Malaysian Institute of Accountants.

She has close to 30 years of experience in accounting, finance and investments across the technology and telecommunications sectors. She began her career with the Renong and UEM Group of Companies, serving in various finance and investment capacities in transportation, technology and private equity.

Ms Karen later joined Time, where she served for close to four years as Head of Planning, Investor Relations and Commercial. Prior to re-joining Time in July 2023 as Deputy Chief Financial Officer, she spent seven years with Axiata Group Berhad in an investment capacity, leading merger, acquisition and divestments domestically and

Date of Appointment: 1 July 2023	Nationality: Malaysian
Age: 52	Gender: Female

internationally. She then served for two and a half years with EDOTCO Group Sdn Bhd, an Axiata subsidiary, as Director of Corporate Finance. Following her return to Time, she was redesignated as Acting Group Chief Financial Officer in 2024 and subsequently promoted to Group Chief Financial Officer on 1 March 2025.

She does not hold any directorship in the Company or any public listed companies. She has no family relationship with any Director and/or major shareholder nor any conflict or potential conflict of interest with the Company.

She has not been convicted of any offence (other than traffic offences) within the past five years and has no public sanction and/or penalty imposed by the relevant regulatory bodies during the financial year.

Ang Thing Jiun
NetCo Chief Executive Officer and
Group Chief Technology Officer
TT dotCom Sdn Bhd

Mr Thing Jiun holds professional certifications in networking, network design and information security.

He has over 22 years of experience leading technology and connectivity functions supporting large-scale and mission-critical operations in the United States and Malaysia.

Prior to joining the Time management team, he held senior technical and management roles at MicroStrategy, Inc. and Intelsat in the United States. His expertise spans global network operations, digital infrastructure and secure connectivity environments, supporting business continuity and international operations.

Date of Appointment: 1 April 2023	Nationality: Malaysian
Age: 47	Gender: Male

He currently holds directorships in TT dotCom Sdn Bhd and within some subsidiaries of Time dotCom Berhad. He has no family relationship with any Director and/or major shareholder nor any conflict or potential conflict of interest with the Company.

He has not been convicted of any offence (other than traffic offences) within the past five years and has no public sanction and/or penalty imposed by the relevant regulatory bodies during the financial year.

LEADERSHIP TEAM

Timur Umetayev

Retail Chief Executive Officer
TT dotCom Sdn Bhd

Mr Timur has 15 years of international experience in digital transformation, product development, analytics and consulting across telecommunications and financial services.

Prior to his current role, he was Head of Digital, Product and Coverage Expansion at Time, where he was a member of the Group's executive management committee and led transformation initiatives. He spent nine years at McKinsey & Company in Prague and Malaysia, where he held various leadership roles including Partner, focusing on digital, analytics and telecommunications across South-East Asia and Central Europe. He began his career at Accenture in the Czech Republic, delivering core banking transformations for European clients.

Date of Appointment:

1 May 2025

Nationality:

Kazakhstani

Age:

38

Gender:

Male

He does not hold any directorships in the Company or other public-listed companies. He has no family relationship with any Director and/or major shareholder nor any conflict or potential conflict of interest with the Company.

He has not been convicted of any offence (other than traffic offences) within the past five years and has no public sanction and/or penalty imposed by the relevant regulatory bodies during the financial year.

Ganesh John Sivasamboo

Wholesale Chief Executive Officer
TT dotCom Sdn Bhd

Mr Ganesh is a Fellow of CPA Australia (FCPA) and a member of the Malaysian Institute of Accountants (MIA).

He has close to 30 years of regional and international experience across product and business development, sales, financial management and audit, including senior roles in wholesale and finance across domestic and international markets.

Prior to his current role, Mr Ganesh served as Executive Vice President of Wholesale, guiding the division through a period of significant growth. He also held senior leadership positions at Telekom Malaysia, including General Manager of Finance for Global Business and General Manager of Regional and Alliance Sales. He began his career at Ernst & Young, where he spent over 11 years as Senior Manager, leading audits and advisory projects across multiple industries.

Date of Appointment:

3 September 2018

Nationality:

Malaysian

Age:

55

Gender:

Male

He currently holds directorships within subsidiaries of Time dotCom Berhad. He has no family relationship with any Director and/or major shareholder nor any conflict or potential conflict of interest with the Company.

He has not been convicted of any offence (other than traffic offences) within the past five years and has no public sanction and/or penalty imposed by the relevant regulatory bodies during the financial year.

LEADERSHIP TEAM

Azhar Bin Adnan

Enterprise and Public Sector Chief Executive Officer
TT dotCom Sdn Bhd

Mr Azhar is a member of the Board of Engineers Malaysia.

He has 30 years of experience in the telecommunications and IT sectors, with expertise in sales, marketing, product development and engineering.

Prior to his current role, Mr Azhar served as Head of Enterprise and Public Sector Business at Time, where he consolidated the Enterprise, SME, GLC and Government segments and managed overall business performance. He has also served as Chief Marketing Officer at CMC Telecom Vietnam, supporting strategic expansion in Vietnam as part of Time's investment in the business.

Earlier in his career, Mr Azhar held senior positions at AtlasOne, where he was Head of Product and represented the company on technical and regulatory matters with the

Date of Appointment:

1 December 2023

Nationality:

Malaysian

Age:

54

Gender:

Male

Malaysian Communications and Multimedia Commission. He also served at Frontline Technologies (now BT Frontline) as a Solution Architect, designing ICT solutions for major clients including telecommunications providers, universities, banks and government agencies. He began his career at Maxis as a Base Station System Design Engineer.

He does not hold any directorships in the Company or other public-listed companies. He has no family relationship with any Director and/or major shareholder nor any conflict or potential conflict of interest with the Company.

He has not been convicted of any offence (other than traffic offences) within the past five years and has no public sanction and/or penalty imposed by the relevant regulatory bodies during the financial year.

Arjun A/L M Thirunavakarasu

Chief Executive Officer
Time Energy Sdn Bhd

Mr Arjun has 30 years of experience across telecommunications, energy and advisory services, focusing on business transformation, sustainable growth strategies and operational resilience. His career includes senior leadership roles in Malaysia's leading corporations.

Prior to his current role, Mr Arjun served as Executive Director of XMT Technologies Sdn Bhd, where he spearheaded a business model revamp and expansion into new technology segments.

He also served as Consultant at Broadnet Networks Sdn Bhd, advising on strategic initiatives and operational improvements in the telecommunications sector. Earlier in his career, he was Chief Marketing Officer at Time, responsible for the company's commercial strategy and brand repositioning.

Date of Appointment:

27 September 2023

Nationality:

Malaysian

Age:

51

Gender:

Male

He was previously Head of Product Development at DiGi Telecommunications, where he was part of the leadership team during a period of market expansion and innovation. He began his career at PricewaterhouseCoopers (PwC) and Khairul Afrizan & Company, building a foundation in business advisory and financial management.

He currently holds directorships in TESB. He has no family relationship with any Director and/or major shareholder nor any conflict of interest or potential conflict of interest with the Company.

He has not been convicted of any offence (other than traffic offences) within the past five years and has no public sanction and/or penalty imposed by the relevant regulatory bodies during the financial year.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

This Corporate Governance Overview Statement of TIME dotCom Berhad (“Time” or the “Company”) is made pursuant to:

- (i) Paragraph 15.25(1) of Bursa Malaysia Securities Berhad (“Bursa Securities”) Main Market Listing Requirements (“Listing Requirements”), with guidance drawn from Practice Note 9 of the Listing Requirements;
- (ii) the Corporate Governance Guide (4th Edition) issued by Bursa Malaysia Berhad; and
- (iii) the Malaysian Code on Corporate Governance (“MCCG”) issued by the Securities Commission Malaysia on 28 April 2021.

The Board of Directors of the Company (“Board”) remains committed to upholding high standards of corporate governance across the Company and its subsidiaries (collectively, the “Group”). The Board views corporate governance disclosures as an opportunity to articulate its corporate governance agenda and demonstrate how the Group aligns with stakeholders’ expectations. This Corporate Governance Overview Statement outlines the Group’s corporate governance approach, summarises practices implemented during the financial year, and sets out key focus areas and future priorities.

This Corporate Governance Overview Statement is complemented by a Corporate Governance Report, prepared in the prescribed format under Paragraph 15.25(2) of the Listing Requirements, which provides a detailed articulation of the Group’s application and adoption of the corporate governance practices as recommended by the MCCG during the review period.

The Corporate Governance Report is available on the Company’s website at www.time.com.my, as well as in the announcement made to Bursa Securities and published on the website of Bursa Malaysia Berhad. This Corporate Governance Overview Statement should so be read in conjunction with other statements in the Annual Report, including the Directors’ Statement on Risk Management and Internal Control, the Audit Committee (“AC”) Report and the Sustainability Statement.

CORPORATE GOVERNANCE APPROACH

The Board is committed to ensuring that the Group remains resilient, viable and sustainable in delivering value to its stakeholders. Corporate governance within the Group is anchored on 4 key principles, namely transparency, integrity, accountability and corporate performance. These principles are embedded across the Group’s business operations and management practices.



The Group’s approach to corporate governance is to:

- **critically assess corporate governance requirements and determine the most appropriate and value-adding manner in which they may be implemented within the Group;**
- **emphasise the substance of good corporate governance over mere compliance, with the aim of enhancing stakeholder value; and**
- **align the interests of stakeholders with those of the Board and Management to drive effective corporate governance practices.**

The Board promotes meaningful application of corporate governance practices by monitoring both local and global developments in corporate governance and evaluating their implications for the Group.

Recognising that corporate governance is an evolving discipline, Time remains committed to continuing refining its governance framework, processes and standard operating procedures to uphold its role as a responsible corporate citizen.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

On 23 September 2025, the Board introduced a new governance framework under the Time 3.0 Organisational Rebuild initiative (“Time 3.0”), to reinforce the Group’s commitment to strong governance. The framework grants greater operational independence to business units to operate within the powers delegated under the approved Group Discretionary Authority Limits (“DAL”), enabling them to grow responsibly while maintaining clear accountability for their financial performance and upholding robust governance standards. Structured reporting, including updates and approvals, is channeled through the Group Management Committee (“GMC”), a Management-level committee chaired by the Group Chief Executive Officer (“Group CEO”). The GMC oversees the execution of the Group’s strategic direction, operational performance, and governance, in accordance with the mandate delegated by the Board. This governance structure enhances transparency, strengthens oversight and promotes efficiency in decision-making, allowing the Board to focus on strategic direction and long-term sustainability rather than operational matters. The key strategic guiding principles underpinning the new governance framework are:

- (i) statutory compliance and financial discipline;
- (ii) operational independence with accountability; and
- (iii) future proofing through strategic innovation.

SUMMARY OF CORPORATE GOVERNANCE PRACTICES

For the financial year ended 31 December 2025 (“FY2025”), Time applied the majority of the best practices, 41 out of 43, encapsulated in the MCCG, with departures noted only in limited areas as outlined below:

MCCG Practices	No. of Practices	No. of Practices Applied	Practices Not Applied/Adopted
Recommended	43	41	• Practice 8.2 - Disclosure of top 5 Senior Management’s remuneration in bands of RM50,000 on a named basis¹ • Practice 12.2 - Adoption of integrated reporting based on a globally recognised framework²

Notes:

- 1 The Board believes that such disclosure will not be in the Company’s best interests, given the highly competitive nature of the industry in which the Company operates.
- 2 The Company recognises the principles of integrated reporting as an effective means of communicating long-term value creation. While the Company has not formally adopted a globally recognised framework, it prioritises compliance with mandatory and emerging regulatory requirements.

Given current resource considerations, the Company has adopted a phased approach to strengthening its corporate reporting, focusing first on regulatory compliance and data readiness. The Company will continue to assess the appropriateness and timing of adopting integrated reporting in the coming years.



A detailed explanation of the above departures, together with alternative measures adopted to achieve the intended outcomes and the anticipated timeframe for future application, is set out in the **Corporate Governance Report**.

Additional details on Time’s application of each MCCG practice are also available in the Corporate Governance Report, which is accessible on the Company’s website and through the announcement made to Bursa Securities published on the website of Bursa Malaysia Berhad.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

A summary of Time's corporate governance practices with reference to the MCCG is described below.

BOARD RESPONSIBILITIES

The Board bears ultimate responsibility for the stewardship of the Group, ensuring that its business and affairs are managed in a manner that promotes sustainable growth, long-term shareholder value, and stakeholder trust. In fulfilling this mandate, the Board:

- (i) sets strategic direction by establishing clear short, medium and long-term business goals;
- (ii) provides effective leadership through rigorous oversight of management, performance monitoring, and adherence to regulatory and ethical standards;
- (iii) safeguards integrity by maintaining a robust risk management and internal control system framework; and
- (iv) encourages accountability by constructively challenging Management on strategy execution and operational performance.

This holistic approach ensures that the Group operates responsibly, ethically, and with resilience in a dynamic business environment.

To strengthen governance oversight, the Board has established 2 Board Committees:



The Board is kept apprised of the activities and proceedings of its Board Committees through the circulation of minutes of meetings of the Board Committees and updates on meeting deliberations and outcomes by the respective Chairmen during Board meetings. While authority is delegated to the Board Committees under their Terms of Reference ("TOR") and the Group's DAL, the Board retains collective accountability and ultimate oversight at all times.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board and its Committees meet regularly and allocate sufficient time to deliberate on matters under their purview. In addition to scheduled meetings, special meetings are convened as needed to address urgent matters or make decisions between scheduled meetings. During the year under review, the Board has deliberated on business strategies and critical issues concerning the Group, including the strategic business plan, Time 3.0 initiative, annual budget, financial results, and key performance indicators ("KPIs"). Additionally, the Board holds an annual retreat to review the long-term strategy and the annual operating plan to ensure its future readiness and continued value creation. During the year, 6 circular resolutions were passed to expedite urgent proposals. The attendance of individual Directors for the meetings of the Board and Board Committees held during the year under review is outlined below:

Directors	Board	AC	NRC	TC ⁵
Elakumari Kantilal	9/9			
Mark Guy Dioguardi ¹	9/9		8/8	2/2
Datuk Azailiza Mohd Ahad ²	9/9	4/4	8/8	
Low Kim Fui	9/9		8/8	
Kuan Li Li ³	9/9	4/4		
Ir. Dr. Mohd Shahreen Zainooreen Madros	9/9	4/4		2/2
Teoh Su Yin ⁴	9/9		8/8	
Afzal Abdul Rahim	9/9			
Patrick Corso	9/9			

 Board/Board Committee Chairman  Member

Notes:

1 Redesignated as a member of the NRC, effective 12 June 2025.

2 Appointed as the new Senior Independent Non-Executive Director, in place of Mark Guy Dioguardi, effective 12 June 2025.

3 Resigned as an Independent Non-Executive Director on 30 March 2026 and consequently ceased as AC Chairman on the same day.

4 Redesignated as the Chairman of the NRC, effective 12 June 2025.

5 The Tender Committee ("TC") has been dissolved, effective 23 September 2025, following the delegation of procurement responsibilities to the GMC under the Time 3.0 initiative. Procurement activities are reported quarterly to the Board, ensuring continued visibility and transparency at the Board level. Notwithstanding this, tender awards exceeding the pre-authorised limits are escalated directly to the Board for approval.

The responsibilities of the Board and Management are clearly demarcated to ensure effective checks and balances, supported by the distinct roles and accountability of the Chairman and Group CEO.

CHAIRMAN

- leads the Board and ensures effective interaction among Directors;
- facilitates consensus-driven decision-making; and
- provides leadership in governance deliberations.

GROUP CEO

- heads Management and drives execution of Board-approved strategies;
- accountable to the Board for operational and financial performance; and
- represents the Group externally with customers, employees, suppliers, and industry bodies.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

On 23 September 2025, Loh Jenkim, previously the Chief Commercial Officer, was appointed as the new Group CEO of the Company, succeeding Afzal Abdul Rahim, who was redesignated as Executive Vice Chairman as he transitioned from leading day-to-day operations as Group CEO to a more strategic, board-level role.

The Board is guided by a Board Charter, which delineates the roles and responsibilities of the Board, Board Committees and individual Directors, including the matters that are exclusively reserved for Board decision-making. The Board Charter also serves as an induction guide for newly appointed and existing Board members on the duties and functions of the Board and its Committees. It is periodically reviewed by the Board to ensure alignment with fast-changing market dynamics and the evolving needs of the Group. The Board Charter was last updated on 11 June 2025 and is publicly available on the Company's website.

In discharging its responsibilities, the Board is supported by a qualified Company Secretary, who ensures compliance and advises on governance matters. The Company Secretary attends all Board and Board Committee meetings and acts as counsel and resource support on corporate governance matters, while also coordinating information flow and meeting proceedings. Directors are provided with complete, adequate, and timely meeting materials and/or information prior to meetings, and on an ongoing basis to enable them to make informed decisions on pertinent matters. The Board is also regularly updated by the Company Secretary on new statutory and regulatory requirements concerning their duties and responsibilities.

The Board sets the "tone from the top" by embedding integrity and ethical conduct through:

- (i) Code of Conduct and Ethics, which establishes guiding principles for responsible behavior; and
- (ii) Whistleblowing Policy, which enables confidential reporting of malpractices without fear of reprisal.

Both policies are reviewed periodically by the Board and published on the Company's website for transparency.

BOARD COMPOSITION

In recognition of Time as an infrastructure investment Group and its primary business as a domestic fixed-line telecommunications service provider and an international bandwidth provider with a growing network footprint, the Board strives to maintain an appropriate mix of skills, experience, and diversity that reflects the Group's evolving business profile. Through the NRC, the Board periodically reviews its composition to identify areas of strength and opportunities for improvement, ensuring alignment with the Group's strategic direction and governance standards.

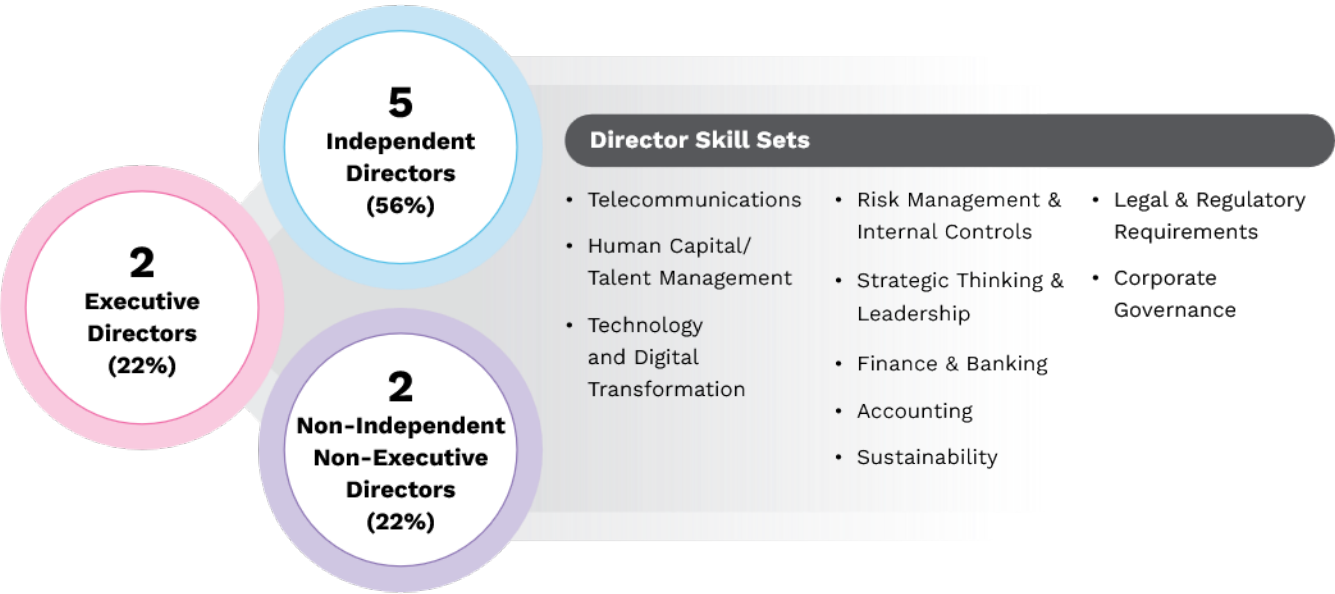
The Directors collectively channel their knowledge, professional expertise and industry insights to provide valuable perspectives on Time's business operations and strategies. This is further complemented by the expertise of Management and the Board's access to external professional advisors, thereby enhancing the Board's effectiveness. During the financial year under review, the Board comprised 9 members, structured as follows:

- 5 Independent Non-Executive Directors, including 1 Senior Independent Non-Executive Director;
- 2 Non-Independent Non-Executive Directors; and
- 2 Executive Directors.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Group and Board Overview at a Glance

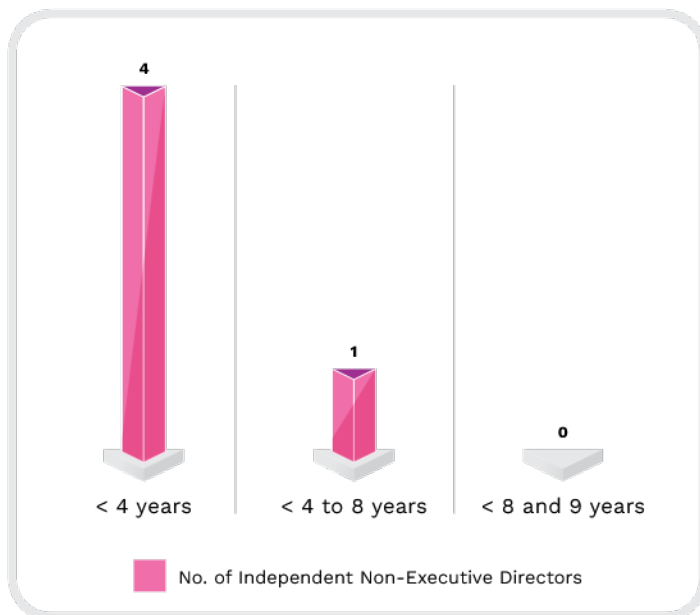
Business Segments				
Connectivity		Cloud & Co-location		Renewable Energy
Geographical Presence				
Malaysian			ASEAN	
Supporting Infrastructure				
Fibre Optics (Terrestrial)		Cloud & Co-location	Solar Panel	
Fibre Optics (Submarine)			EV Charging Points	
Customer Segments				
Enterprise		Wholesale		Retail
Services				
Home Broadband	Enterprise Solutions	Wholesale	Solar Energy	EV Charging



CORPORATE GOVERNANCE OVERVIEW STATEMENT

The predominance of Non-Executive Directors serves to mitigate potential COI between the policy-making and the day-to-day management of the Group. The composition of the Board Committees meets the independence criteria outlined in the Listing Requirements, with appropriate cross-memberships to promote balanced oversight and effectiveness.

In line with Practice 5.3 of the MCCG, the tenure of an Independent Director shall not exceed a cumulative term of 9 years. Upon completion of this tenure, an Independent Director may continue to serve on the Board as a Non-Independent Director. Where the Board intends to retain an Independent Director beyond 9 years, justifications must be provided and annual shareholders' approval sought through a two-tier voting process. During the financial year under review, one Independent Non-Executive Director, Mark Guy Dioguardi, reached the 9-year tenure and was redesignated from Senior Independent Non-Executive Director to Non-Independent Non-Executive Director, effective 12 June 2025. During the financial year under review, the tenure of the Independent Non-Executive Directors of the Company was as follows:



The NRC conducts an annual assessment of Independent Directors to ensure they continue to demonstrate impartiality, intellectual honesty, and moral courage, enabling them to advocate their views without fear or favour. The Board remains vigilant against risks of entrenchment among long-serving Independent Directors and actively monitors indicators of diminished independence.

The NRC also reviews the terms of office and performance of the Board Committees and their members annually to ensure their duties are carried out in accordance with their respective TOR. In addition, the NRC evaluates the performance of Senior Management, including the Executive Directors and the Group CEO, against agreed KPIs, and based on this assessment, approves the annual performance bonus and salary increment, reinforcing accountability and a performance-driven culture.

Appointments to the Board are made through a formal, rigorous and transparent process, premised on meritocracy and guided by the Policy on Nomination and Assessment Process of Board Members. Candidates undergo a structured evaluation by the NRC against selection criteria before being shortlisted for interview, ensuring that appointments are aligned with the Group's strategic needs.

The Board is committed to fostering diversity, with particular emphasis on gender representation. During the financial year under review, 4 female Directors serve on the Board, representing 44% of its composition, and exceeding the national target of at least 30% women representation on corporate boards in Malaysia. Beyond gender, the Board emphasises diversity in background, skills, experience and industry exposure. This breadth of perspectives strengthens deliberations, enhances the quality of decision-making and positions the Board to effectively manage a dynamic business environment. The Board also extends its diversity commitment to Senior Management, supported by a Gender Diversity Policy applicable to both the Board and Senior Management, in line with the MCCG recommendations.

In accordance with Rule 103 of the Company's Constitution, 1/3 of the Directors of the Company for the time being or the number nearest to 1/3 shall retire by rotation at each Annual General Meeting ("AGM"). Each Director shall retire from office at least once every 3 years and is eligible for re-election. At the forthcoming 29th AGM, Afzal Abdul Rahim, Low Kim Fui and Mark Guy Dioguardi will retire by rotation and, being eligible, have offered themselves for re-election. Following the NRC's review and favourable evaluation of their performance, contributions and fitness, the Board is satisfied that the retiring Directors continue to bring valuable knowledge, experience and skills to the Board's discussion, deliberations and decisions. Accordingly, the Board recommends and supports the re-election of the retiring Directors who have abstained from participating in deliberations and decisions regarding their own eligibility and suitability to stand for re-election at the relevant Board and Board Committee meetings.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

To attract, retain, and motivate Directors in advancing the Group's long-term growth objectives, the Board has established the Remuneration Policy governing the remuneration of Non-Executive Directors. The NRC reviews appropriate remuneration levels and submits recommendations to the Board for approval, ensuring that remuneration remains fair, competitive, and aligned with the responsibilities undertaken by the Non-Executive Directors.

EVALUATION OF BOARD, BOARD COMMITTEES AND INDIVIDUAL DIRECTORS

The Board, through the NRC, undertakes a comprehensive annual performance evaluation to assess the performance and effectiveness of the Board, Board Committees, and individual Directors. This structured process ensures that the Board continues to operate at a high standard of governance and strategic oversight. The evaluation encompasses a review of the desired mix of competencies, qualifications, knowledge, experience, skills, expertise, and personal attributes of the Directors, with the objective of identifying gaps, strengthening collective capabilities, and highlighting areas for continuous improvement. As part of this process, the NRC also acknowledges and records the annual independence confirmations from Independent Non-Executive Directors. These confirmations affirm compliance with the independence criteria set out in the Listing Requirements and reinforce the Independent Directors' commitment to act objectively and in the best interest of the Company and its stakeholders.

In FY2025, the NRC conducted the Board Effectiveness Evaluation ("BEE") exercise internally, facilitated by the Company Secretary. The detailed evaluation report was presented to the NRC and subsequently tabled to the Board in February 2026 for deliberation, including consideration of potential areas for enhancement. The evaluation concluded that the Board had effectively fulfilled its governance, fiduciary, and strategic roles, while efficiently discharging its statutory responsibilities. Peer reviews further affirmed that each Board member had performed their role diligently and constructively, contributing valuable insights, ideas, and perspectives during deliberations at Board and Board Committees meetings. The evaluation also confirmed that all Board Committees effectively discharged their roles and responsibilities in accordance with their approved TORs.

In line with Practice 6.1 of the MCCG, the Board is committed to undertaking an externally facilitated evaluation of the Board, Board Committees and individual Directors at least once every 3 years. Engaging an independent expert ensures objectivity, candid and benchmarking against best practices, thereby strengthening the Board's accountability and reinforcing its commitment to continuous improvement in governance. The most recent externally facilitated evaluation was conducted by Towers Watson (Malaysia) Sdn Bhd for the financial year ended 31 December 2024 ("FY2024").

REMUNERATION

The Board recognises that fair and competitive remuneration is critical to attracting, retaining and motivating the Directors and Senior Management. To this end, the Board has adopted a remuneration policy and respective procedures to provide a structured framework for determining remuneration, ensuring that practices are transparent, equitable, and aligned with the long-term interests of the Company and its stakeholders.

The Board seeks to ensure that the remuneration of the Group is adequate to attract and retain high-calibre Directors and Senior Management who are essential for the successful operation of the business. In determining remuneration, the Board considers all relevant factors, including the functions, workload, responsibilities, and performance expectations associated with each role.

The remuneration packages for Executive Directors and Senior Management are structured with performance-linked components to align rewards with both corporate and individual achievements. For Non-Executive Directors, remuneration is designed to reflect their contributions, responsibilities, and time commitment, while maintaining independence and objectivity.

To uphold fairness and competitiveness, the NRC undertakes periodic reviews of the Directors' and Senior Management's remuneration, benchmarking against peer companies of similar size and within comparable industries. Any proposed changes are reviewed by the NRC before being recommended to the Board for approval. In accordance with the statutory requirements, Directors' remuneration is subject to the shareholders' approval at the AGM.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

During the financial year under review, the NRC convened 8 meetings to deliberate on the following matters before making appropriate recommendations to the Board for decision:

- (i) the annual performance bonus for FY2024 and salary increment for 2025 for eligible employees;
- (ii) the appointment of Group Chief Financial Officer (“CFO”), who previously served as Acting CFO, and the associated remuneration package;
- (iii) the annual Directors’ fees and benefits for the Non-Executive Directors;
- (iv) the review and endorsement of the NRC Statement for inclusion in the Corporate Governance Overview Statement of the Company’s Annual Report 2024;
- (v) the Board and Board Committees’ effectiveness evaluation for FY2024 facilitated by Towers Watson (Malaysia) Sdn Bhd, an independent expert;
- (vi) the consideration of the retirement and re-election of the Directors in accordance with Rules 103 and 107 of the Company’s Constitution;
- (vii) the annual performance bonuses for FY2024 and salary increment for 2025 for the Senior Management, including Executive Directors;
- (viii) the review of the Group’s long-term incentive plan (“LTIP”) Framework and the proposed LTIP for the operating units (“OPU”);
- (ix) the appointment of Datuk Azailiza Mohd Ahad as the Senior Independent Non-Executive Director of the Company, the appointment of Teoh Su Yin as the Chairman of both the NRC and the Scheme Committee, and the retention of Mark Guy Dioguardi as a member of the NRC;
- (x) the appointment of a new Group CEO, and the associated remuneration package;
- (xi) the redesignation of the existing Group CEO to Executive Vice Chairman, and the revised remuneration package;
- (xii) the updated Mutual Separation Scheme policy; and
- (xiii) the appointments of Chairpersons for the Retail, Wholesale, and Enterprise & Public Sector OPU Boards.

In addition, the NRC received updates and deliberated on:

- (i) the succession planning and appointments of Key Senior Management positions;
- (ii) the Group’s top executive total rewards strategy and compensation benchmarking; and
- (iii) the outcome of the 2025 remuneration benchmarking exercise for Group CEO and top executive compensation.

AUDIT COMMITTEE

The AC plays a pivotal role in supporting the Board’s oversight responsibilities. The AC is entrusted to provide independent advice and assurance in key areas, including financial and accounting reporting, external audit, internal control environment, internal audit process, related party transactions, COI situations, compliance, and ethics-related matters. This ensures that the Group’s governance, internal controls, and compliance practices remain robust and effective.

During the financial year under review, the AC was chaired by an Independent Non-Executive Director who is a Certified Public Accountant, thereby ensuring professional competence and independence. The AC Chair is distinct from the Chairman of the Board, reinforcing the principle of separation of powers and safeguarding objectivity. All members of the AC demonstrate sound financial literacy and possess a sound understanding of the Group’s business, enabling them to discharge their responsibilities effectively and with due diligence. The AC’s TOR provides, among other requirements, that any former partner of the Company’s external audit firm or its affiliate firm must observe a minimum cooling-off period of 3 years before being eligible for appointment as an AC Member. In adherence to this requirement, none of the AC members has previously been a partner subject to such restrictions, thereby upholding independence and avoiding potential COI.

The AC maintains full and unrestricted access to both the internal and external auditors, who, in turn, have direct access at all times to the AC Chairman. Formal and transparent arrangements have been established to ensure an appropriate professional relationship with the Company’s external auditors. These arrangements include policies and procedures to assess the suitability, independence, and objectivity of the external auditors on an annual basis.

The AC meets regularly with the external auditors to review their audit plan, discuss audit findings, and deliberate on observations arising from the Company’s annual financial results. To further strengthen independence and candour, the AC also holds private sessions with the external auditors at least twice annually, without the presence of the Senior Management. These sessions provide a platform for open dialogue and candid discussions, ensuring that any concerns are raised and addressed without undue influence.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Through these practices, the AC reinforces its commitment to transparency, accountability, and independence, thereby safeguarding the integrity of the Company's financial reporting and strengthening stakeholder confidence in the governance framework.

During the year under review, the external auditors provided formal confirmation to the AC that they had maintained independence throughout the audit engagement. This confirmation was made in accordance with the independence criteria prescribed by the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) and the Malaysian Institute of Accountants' By-Laws (On Professional Ethics, Conduct and Practice). The AC's review of this confirmation reinforced its confidence in the integrity, objectivity, and impartiality of the external audit process.

In relation to related party transactions, the Group adopts a structured and transparent process to ensure proper identification and monitoring. A comprehensive list of related parties is disseminated to the Group's business units to facilitate the identification of the value and nature of related party transactions. All related party transactions are collated and presented to the AC on a quarterly basis for review and notation, ensuring continuous oversight and accountability. To safeguard against COI, Directors with a vested interest in any related party transactions abstain from all deliberations and voting on the matter at both the AC and Board levels, in strict adherence to governance requirements. This practice underscores the Board's commitment to impartiality, fairness, and the protection of shareholder interests. Through these measures, the AC reinforces its role in upholding independence, transparency, and ethical conduct, thereby strengthening stakeholder confidence in the Company's governance framework.

RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

The Board recognises that a robust risk management and internal control framework is fundamental to upholding good corporate governance and ensuring sustainable value-creation for stakeholders. A sound and comprehensive risk management and internal control framework enables the

Group to identify, assess, and manage risks effectively, thereby supporting informed strategic decision-making and safeguarding the Group's long-term resilience. The Group's risk management and internal control framework encompasses both financial and non-financial controls, including operational, compliance and strategic controls. This holistic approach ensures that risk management practices extend beyond financial reporting to cover broader aspects of governance, ethics, and sustainability.

Oversight of risk management is entrusted to the Risk Management Steering Committee ("RMSC"), a Management-level committee that builds upon established structures and mechanisms to implement the processes for risk identification, evaluation, monitoring and reporting. The RMSC ensures that corrective actions are taken promptly and appropriately, reinforcing accountability and responsiveness across the Group.

The Enterprise Risk Management ("ERM") Framework adopted by Time formalises the risk oversight process, involving the Board, Risk Coordinators, Divisional Heads, the Risk Management division, and the RMSC. This framework is aligned with the MCCG and international best practices, thereby strengthening transparency, consistency, and integrity in risk oversight.

The Group's independent in-house internal audit department, reporting directly to the AC, provides objective assurance on the adequacy and effectiveness of risk management, governance, and internal control systems. Independence from operational units ensures impartiality, while regular reporting to the AC and the Board enhances accountability and reinforces the integrity of the governance structure.



Further details on the Group's risk management and internal control framework are disclosed in the **Statement on Risk Management and Internal Control** of this Annual Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

COMMUNICATION WITH STAKEHOLDERS

The Board is committed to upholding high standards of corporate governance by ensuring transparent, timely, and equitable communication with all stakeholders. Recognising that effective communication is essential to building trust and sustaining long-term stakeholder confidence, the Board ensures that material business developments and events impacting the Group are disclosed promptly and responsibly.

To achieve this, the Board maintains continuous disclosure practices through announcements to Bursa Securities and updates on the Company's website. The Company's website serves as a central repository of information, providing stakeholders with access to recent announcements, historical and current reports to shareholders, key financial data, operational and financial briefing presentations as well as notices and minutes of general meetings. The Annual Report complements these disclosures by offering comprehensive insights into the Group's business activities, governance practices and financial performance for the financial year.

Whilst striving to provide stakeholders with meaningful and relevant information, the Board remains mindful of its obligations under the legal and regulatory framework governing the release of material and price-sensitive information. The Board has designated the Senior Independent Non-Executive Director as the primary conduit for minority shareholders, ensuring their concerns are heard and addressed in a fair and transparent manner.

The Group also places strong emphasis on proactive investor relations. During the year under review, the Group actively engaged with various investor groups through a range of platforms, including virtual and in-person meetings, investor conferences, and site visits. In addition, the Group maintains a dedicated investor relations channel to facilitate communication with all investors. These engagements provided stakeholders with regular updates on the Group's performance, strategic direction, regulatory landscape, and industry trends, supporting ongoing dialogue.

The Board demonstrates its commitment to transparency and accountability, ensuring that stakeholder communication remains an integral part of the Group's governance framework and a driver of sustainable value creation.

CONDUCT OF GENERAL MEETING

The AGM serves as the Company's principal platform for transparent engagement with shareholders and investors. It provides updates on the Group's current developments and offers an avenue for open dialogue, enabling shareholders to express their views, raise concerns and seek clarification on governance, strategy and operational matters. This reinforces the Board's commitment to accountability and inclusivity.

The 28th AGM held on 12 June 2025 was conducted in a hybrid format, combining physical attendance at Grand Ballroom, Level 3D, Sheraton Petaling Jaya Hotel, Lorong Utara C, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia (Main Venue) with virtual participation via live streaming and electronic voting (RPEV) facilities through the meeting platform at <https://meeting.boardroomlimited.my>. This hybrid approach reflects the Group's commitment to accessibility and inclusivity, ensuring broader participation and that shareholders, regardless of location, were able to participate meaningfully in the proceedings. To encourage engagement between the Company, the Board and shareholders, shareholders who participated in the 28th AGM physically or via live webcast were invited to submit questions, which were duly addressed by the Executive Directors and the Chairman of the 28th AGM, fostering constructive dialogue and strengthening trust between the Board and shareholders.

In determining the date and time of general meetings, the Board considers the need to provide shareholders with sufficient notice and flexibility to review the resolutions to be discussed and decided, and to decide whether to attend in person, participate virtually, or appoint a corporate representative or proxy. Each item of special business in the notice of general meetings is accompanied by a clear and comprehensive explanation of the rationale and effects of the proposed resolutions, thereby promoting informed decision-making.

CORPORATE GOVERNANCE OVERVIEW STATEMENT



Consistent with the MCCG, the notice to the 28th AGM alongside relevant accompanying materials were disseminated more than 28 days prior to the meeting. This practice underscores the Company's commitment to transparency and empowers shareholders with adequate time to prepare and engage effectively.

In accordance with Paragraph 8.29A(1) of the Listing Requirements, all resolutions at general meetings are decided by way of poll voting, ensuring fairness and equality in the exercise of shareholder rights. The poll results, independently verified by an appointed scrutineer, are announced promptly after the meeting and disclosed to Bursa Securities via Bursa LINK.

FOCUS AREAS ON CORPORATE GOVERNANCE

The Board remains steadfast in its commitment to strengthening corporate governance practices, recognising that robust governance is essential to safeguarding stakeholder interests, enhancing accountability, and supporting long-term value creation. During the year under review, the following areas were at the forefront of the Board's focus:



Review of Corporate Governance Policies and Procedures

The Board is committed to ensuring that its governance framework remains current, relevant, and aligned with evolving regulatory requirements, shareholder expectations, and operational realities. To this end, the Board Charter and TOR of each Board Committee are reviewed periodically, with amendments made to reflect best practices and regulatory developments.

Key initiatives undertaken during the year include:

- amendments to the Board Charter and NRC TOR. Authority for the appointment of the OPU Chairperson was formally assigned to the NRC, reinforcing accountability and independence in leadership appointments. A quarterly reporting requirement on major procurement decision was also introduced to strengthen transparency and oversight. Further clarification was provided to ensure consistency in governance application across the Group;
- establishment of the GMC. A new GMC TOR was adopted, empowering the GMC to oversee operational decision-making within the mandates approved by the Board, thereby enhancing efficiency while maintaining Board oversight; and
- amendments to the AC TOR. Existing practices were formalised to ensure clarity, consistency, and transparency in the AC's responsibilities, further reinforcing its role in safeguarding financial integrity and internal controls.

CORPORATE GOVERNANCE OVERVIEW STATEMENT



Business Integrity and Anti-Bribery & Corruption Policy

The Company continuously strives to maintain a high standard of integrity and good governance in our business conduct and adopts a zero-tolerance approach towards bribery and corruption, consistent with our key principle of **“Integrity Above All Else”** as enunciated in our Anti-Bribery & Corruption (“ABC”) Policy. This principle is embedded in every employee of the Group with the intention to foster a culture where all internal and external stakeholders act with integrity and honesty in all situations. Continuous communications, training and awareness programmes are important to upholding the Company’s ABC Policy. The Company ensures that employees and external stakeholders are well informed about its ABC standards. Employees undergo regular training, submit and complete mandatory declarations and assessments to support their adherence to the ABC Policy. Additionally, the Company provides tailored trainings aligned with employees’ specific roles and responsibilities to enable them to uphold the ABC Policy within their specific functions.

The Board and Management recognise the importance of continuous learning to ensure that they are well equipped with the necessary skills and knowledge. During FY2025, all Board members and the Management team attended training on ISO 37001 Anti-Bribery and Management System (“ABMS”) in preparation for ABMS certification, aimed at strengthening governance practices. The training emphasised the Directors’ and Management’s responsibilities in setting the tone from the top, while enhancing their understanding of anti-corruption measures and the ABMS ISO 37001 requirements.

The Company is committed to strengthening its ABC governance framework. A comprehensive corruption and bribery risk assessment, along with a gap analysis, was conducted to evaluate the effectiveness of existing controls and identify opportunities for improvement to ensure corruption risks are effectively managed and compliance with the ISO standard is maintained.

The Company cultivates a culture of integrity through its Code of Conduct, robust policies, and mandating ethical business conduct. This commitment is operationalised through practical measures such as mandatory integrity screenings during vendor onboarding, secure and anonymous whistleblowing channels, leadership communications, and integrity reminders. The Company ensures that the ABC Policy is understood and accessible at all levels by publishing it in dual languages. This policy is subject to periodic review to maintain alignment with regulatory requirements and evolving best practices.

CORPORATE GOVERNANCE OVERVIEW STATEMENT



Human Capital

The Company recognises Human Capital as a key driver of sustainable performance and long-term value creation. People-related matters are governed through structured policies and practices designed to build a capable, engaged, and future-ready workforce aligned with the Group's strategic objectives.

The Company is committed to attracting and retaining individuals of the right calibre to support business needs and future growth. Recruitment is conducted through structured, objective, and competency-based processes, supported by appropriate employment screening to ensure capability, integrity, and cultural alignment.

Continuous workforce development remains a priority. The Company invests in targeted talent development, upskilling, and reskilling initiatives delivered through a blended approach comprising digital learning, in-person training, coaching, mentoring, and on-the-job development to build the technical, digital, and leadership capabilities required to support the Company's evolving business needs.

A structured performance management framework is in place to assess employees' contribution and capability against business objectives. The remuneration framework is designed to be competitive, fair, and performance-linked, supporting talent retention while reinforcing a performance-driven and accountable culture.

The Human Resources Centre of Excellence ("CoE") serves as a key enabler for Human Resources Business Partners ("HRBPs"), empowering them to work closely with business leaders to translate business strategies into people initiatives, strengthen operational priorities, and drive sustainable long-term growth.

A succession planning process is in place for senior leadership roles, supported by regular talent reviews and targeted development actions to ensure leadership continuity and a strong internal leadership bench. In addition to leadership and Board succession planning, the Board recognises that diversity within the Board and Senior Management is essential to effective leadership and sound corporate governance, and remains committed to balanced representation to strengthen decision-making and organisational effectiveness.

Human Capital matters, including workforce capability, leadership development, succession planning, and key people-related risks, are overseen through established governance and management oversight mechanisms to ensure alignment with the Group's strategic direction and long-term objectives.

CORPORATE GOVERNANCE OVERVIEW STATEMENT



Risk Management and Internal Control Framework

The Group recognises that inherent risks are present in the Group's core business, presenting both opportunities and threats. As part of ongoing ERM enhancements in 2025, the Risk Management Division introduced a quantitative risk impact definition by assigning financial value parameters for each risk impact category to improve assessment rigour, prioritisation, and management decision-making.



For details on the initiatives undertaken in FY2025, please refer to the **Statement on Risk Management and Internal Control** of this Annual Report.

In relation to internal audit, any observations noted will be addressed on a Group-wide basis covering the process under consideration. Improvement opportunities identified in relation to internal audit will also be subjected to a root-cause analysis.

The internal audit function, which reports directly to the AC, is primarily responsible for providing independent assurance that the Group's risk management, governance, and internal control processes are operating effectively. Meanwhile, the Risk Management function reports risk matters directly to the Board, rather than through the AC, ensuring that key risk issues receive appropriate visibility and oversight at the highest level.



Business Continuity Management ("BCM")

The Company recognises BCM as a critical governance capability to protect operations and uphold commitments to customers, stakeholders, and employees. BCM is embedded within the corporate governance framework, reinforcing transparency, accountability, and organisational resilience.

The Group's BCM guiding principles provide a structured approach to anticipating, preparing for, and responding to disruptions, while ensuring effective risk management and continuity of critical services. The BCM function supports the Group in sustaining operations during emergencies and disruptive events.

To ensure readiness and continual improvement, regular exercises are conducted to validate Disaster Recovery, Crisis Communication, and Emergency Response plans. These exercises enable early identification and remediation of gaps before real incidents occur, thereby minimising operational and customer impact.

As part of its assurance strategy, the Company has benchmarked its Business Continuity and Disaster Recovery programmes against ISO 9001, ISO/IEC 27001, and CSA STAR standards within defined and critical operational scopes. These certified scopes represent key business functions and systems, providing strong assurance of maturity and effectiveness while supporting the Group's broader, ongoing enterprise-wide resilience objectives. The Company successfully achieved recertification in the fourth quarter of 2025.

CORPORATE GOVERNANCE OVERVIEW STATEMENT



Professional Development of Directors

During the year under review, Directors were provided with opportunities to enhance their skills and knowledge through participation in training programmes covering legislative and regulatory updates, new accounting standards and financial reporting requirements, industry developments, emerging technologies, best practices in corporate governance and sustainability.

All Directors successfully completed Parts I and II of the Mandatory Accreditation Programme, underscoring their commitment to fulfilling their fiduciary duties with competence and integrity.

The list of training programmes attended by the Board members in FY2025 is outlined below, reflecting the Group's emphasis on continuous learning and Board effectiveness:

Name	Programme	Date
Independent Non-Executive Directors		
Datuk Azailiza Mohd Ahad	Enhanced COI Framework	21 January 2025
	Resolving Boardroom and Shareholders Disputes	9 July 2025
	ISO 37001 ABMS: Enhancing Anti-Bribery Governance	26 August 2025
Low Kim Fui	Beyond Firewalls: A Director's Guide to Cybersecurity in an Uncertain World	18 February 2025
	Building Sustainable Credibility: Assurance, Greenwashing and The Rise of Green-hushing	28 April 2025
	ISO 37001 ABMS: Enhancing Anti-Bribery Governance	26 August 2025
	Khazanah Megatrends Forum 2025	6 & 7 October 2025

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Name	Programme	Date
Independent Non-Executive Directors		
Kuan Li Li	(i) Singapore Exchange's (SGX) Values - Driven Leadership (ii) Singapore Budget Seminar 2025	7 March 2025
	SheXO Forum 2025 – The Leadership Imperative: Bridging Vision and Action	14 March 2025
	Leading for Impact (LIP) Alumni Networking Session #1	22 May 2025
	The 15 th QED Changemaker Forum: The New World Disorder: Managing Risks across Cyber & Technology, Climate & Conflict	30 May 2025
	CFO Connect Symposium 2025	11 July 2025
	Listed Entity Director Programme 6 – Board Risk Committee Essentials (As a panelist)	22 July 2025
	BCA Macro Outlook Breakfast	25 July 2025
	ISO 37001 ABMS: Enhancing Anti-Bribery Governance	26 August 2025
	Directors Conference 2025: Transformational Directorship: Purpose, Practice, Performance and Progress	12 September 2025
	Audit Oversight Board's Conversation with Audit Committees	25 November 2025
Ir. Dr. Mohd Shahreen Zainooreen Madros	Mergers & Acquisitions Mastery 2025: Cracking the Code of Corporate Power Plays in a Shifting Global Landscape	6 March 2025
	Building Sustainable Credibility: Assurance, Greenwashing and The Rise of Green-hushing	28 April 2025
	ISO 37001 ABMS: Enhancing Anti-Bribery Governance	26 August 2025
Teoh Su Yin	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	29 & 30 April 2025
	ISO 37001 ABMS: Enhancing Anti-Bribery Governance	26 August 2025
Non-Independent Non-Executive Directors		
Elakumari Kantilal	The Journey into the AI Age: Game Changer for Your Digital Transformation Era Programme	17 June 2025
	ISO 37001 ABMS: Enhancing Anti-Bribery Governance	26 August 2025
	Khazanah Megatrends Forum 2025	6 & 7 October 2025
Mark Guy Dioguardi	ISO 37001 ABMS: Enhancing Anti-Bribery Governance	26 August 2025
Executive Directors		
Afzal Abdul Rahim	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	21 & 22 April 2025
	ISO 37001 ABMS: Enhancing Anti-Bribery Governance	26 August 2025
Patrick Corso	ISO 37001 ABMS: Enhancing Anti-Bribery Governance	26 August 2025
	Personal Liabilities of Directors	19 September 2025

CORPORATE GOVERNANCE OVERVIEW STATEMENT

CORPORATE GOVERNANCE PRIORITIES (2025 AND BEYOND)

The Board acknowledges that strengthening corporate governance is a continuous journey, akin to a “marathon and not a sprint”. In recognition of this ongoing process, the Board has identified forward-looking priorities designed to reinforce governance excellence, safeguard stakeholder interests, and ensure sustainable value creation.

Short and Medium-Term Plan (1 to 3 Years)

Boardroom Independence and Board Committees

The Board remains committed to preserving independence and ensuring effective oversight through a balanced Board composition and robust committee structures. Key developments during the year include:

- (i) redesignation of Mark Guy Dioguardi from Senior Independent Non-Executive Director to Non-Independent Non-Executive Director, with the relinquishment of his positions as the Chairman of the NRC in accordance with Practice 5.8 of the MCGG, and the Scheme Committee;
- (ii) continuation of Mark Guy Dioguardi on the NRC to ensure continuity during the transition period;
- (iii) appointment of Datuk Azailiza Mohd Ahad as the new Senior Independent Non-Executive Director of the Company, serving as the primary conduit for minority shareholders’ concerns, in accordance with the Board Charter;
- (iv) appointment of Teoh Su Yin as the Chairman of the NRC and the Scheme Committee, reinforcing leadership continuity and governance oversight; and
- (v) redesignation of Afzal Abdul Rahim as the Executive Vice Chairman of the Company on 23 September 2025, assuming a more strategic, board-level role.

The Board has assessed and confirmed that all Independent Non-Executive Directors continue to exercise unfettered judgement, free from relationships or circumstances that could compromise their independence or ability to act in the best interests of the Group.

Governance Culture

To strengthen ethical values and embed governance culture across the Group, the following initiatives were undertaken:

- **New Governance Framework, Board Charter, and TOR**

On 23 September 2025, the Board approved Time’s new governance framework under Time 3.0, amendments to the Board Charter and NRC TOR, and the adoption of the new GMC TOR as part of the Time 3.0 initiative. The Board Charter and NRC TOR are publicly available on the Company’s website, reinforcing transparency, accountability, and good governance practices. The primary objective of the changes was to provide more empowerment on operational decisions to Management whilst implementing stronger accountability and transparency. The GMC serves as the highest level of decision-making for management of the Group, driving the Group’s overall strategic direction, guiding the OPU’s in their strategic execution, and supervising the OPU’s business performance.

- **Sustainability Framework**

On 12 March 2025, the Board approved the updated Sustainability Framework, the establishment of the Sustainability Steering Committee, and its TOR. This initiative underscores the Group’s commitment to sustainability reporting in compliance with the Listing Requirements and alignment with the National Sustainability Reporting Framework (NSRF).

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Long-Term Plan (3 to 5 Years)

Integrated Reporting

The Group has plans for a structured transition towards Integrated Reporting, reflecting the Board's commitment to progressively enhancing the quality, connectivity, and transparency of corporate disclosures.

Over the medium term, the Group intends to:

- (i) progressively strengthen reporting practices towards a more mature and robust form of integrated reporting;
- (ii) enhance alignment across financial reporting, management reporting, business analysis, and internal decision-making processes to support greater transparency, accountability, and informed decision-making;
- (iii) broaden and clarify disclosures to address evolving regulatory requirements, market expectations, and stakeholder information needs; and
- (iv) establish processes, systems, and infrastructure to ensure the availability and reliability of non-financial data, supporting meaningful disclosure on sustainability, governance, and long-term value creation.

The Board will continue to provide appropriate oversight and strategic direction to Management in fostering integrated thinking across the Group, with reporting practices evolving in line with organisational readiness, global best practices and stakeholder expectations.

ADDITIONAL COMPLIANCE INFORMATION

1. MATERIAL CONTRACTS INVOLVING DIRECTORS' AND MAJOR SHAREHOLDERS' INTERESTS

Save as disclosed below, there were no other material contracts entered by the Company and/or its subsidiaries involving Directors' and major shareholders' interests either subsisting as at 31 December 2025 or entered since the end of the previous financial year.

Wayleave and Right of Use Agreement ("Agreement") dated 8 May 2017 between Projek Lebuhraya Usahasama Berhad ("PLUS") and TT dotCom Sdn Bhd ("TTDC"). This Agreement grants a wayleave and right of use to TTDC to use the telecommunications infrastructure in or along the Applicable Expressways including the North-South Expressway ("NSE"), New Klang Valley Expressway ("NKVE"), North-South Expressway Central Link ("ELITE"), Malaysia-Singapore Second Crossing ("LINKEDUA"), Butterworth-Kulim Expressway ("BKE") and Penang Bridge.

This Agreement shall expire upon the lapse of the Concession granted by the Government of Malaysia ("GOM") to PLUS, which currently ending on 31 December 2038, or in the event the GOM expropriates PLUS.

On 27 October 2017, the GOM made an announcement of the abolishment of toll collection at Batu Tiga and Sungai Rasau toll plazas on the Federal Highway Route 2 and at the Bukit Kayu Hitam toll plaza on the North-South Expressway, effective from 1 January 2018. On 12 February 2018, PLUS and TTDC entered into a Supplemental Agreement to address this matter.

PLUS is a wholly-owned subsidiary of PLUS Malaysia Berhad ("PLUS Malaysia") and PLUS Malaysia is jointly controlled by UEM Group Berhad ("UEMG") and Employees Provident Fund Board, which owns 51% and 49% of PLUS Malaysia's equity respectively. UEMG is a wholly-owned subsidiary of Khazanah Nasional Berhad.

2. AUDIT AND NON-AUDIT FEES

During the financial year ended 31 December 2025 ("FY2025"), the total audit and non-audit fees paid or payable to the external auditors, PricewaterhouseCoopers PLT ("PwC") or a firm affiliated to PwC, for services rendered to the Company and the Group are as follows:

	Company (RM)	Group (RM)
Audit fees	260,130	783,700
Non-audit fees	47,800	343,500
Total	307,930	1,127,200

In order to maintain the independence of the external auditors, the Audit Committee has determined guidelines and pre-concurred services for non-audit services which can be provided by external auditors of the Group and the approval processes related to them. Under these policies and guidelines, non-audit services can be offered by the external auditors of the Group if there are clear efficiencies and value-added benefits to the Group.

ADDITIONAL COMPLIANCE INFORMATION

3. RECURRENT RELATED PARTY TRANSACTIONS OF REVENUE OR TRADING NATURE (“RRPT”)

At the 28th Annual General Meeting (“28th AGM”) held on 12 June 2025, the Company had obtained a general mandate from its shareholders for the Company and its subsidiaries to enter into the RRPT as set out in Section 2.3 of the Circular to Shareholders dated 30 April 2025 with the related parties (“RRPT Mandate”).

The details of the RRPT entered into during FY2025 pursuant to the RRPT Mandate are as follows:

No.	Related Party	Nature of RRPT	Aggregate Value (RM'000)
1.	Khazanah Nasional Berhad (“KNB”) and its subsidiaries (collectively referred to as “KNB Group”)	<u>Revenue:</u>	
		Provision of Information Technology (“IT”) services by our Group to KNB Group.	130
		Provision of telecommunications services by our Group to KNB Group.	14,284
		<u>Cost:</u>	
		Provision of leased line services by KNB Group to our Group.	12,165
2.	CIMB Group Holdings Berhad (“CIMB”) and its subsidiaries (collectively referred to as “CIMB Group”)	<u>Revenue:</u>	
		Provision of IT and data centre services by our Group to CIMB Group.	1,830
		Provision of telecommunications services by our Group to CIMB Group.	6,523
		<u>Cost:</u>	
		Provision of advisory services and marketing products by CIMB Group to our Group.	206
		Provision of equipment room rental services by CIMB Group to our Group.	4

ADDITIONAL COMPLIANCE INFORMATION

3. RECURRENT RELATED PARTY TRANSACTIONS OF REVENUE OR TRADING NATURE (“RRPT”) (continued)

No.	Related Party	Nature of RRPT	Aggregate Value (RM'000)
3.	Tenaga Nasional Berhad (“TNB”) and its subsidiaries (collectively referred to as “TNB Group”)	<u>Revenue:</u> Provision of IT services by our Group to TNB Group.	15,247
		Provision of telecommunications services by our Group to TNB Group.	133
		<u>Cost:</u> Provision of leased line and infrastructure services by TNB Group to our Group.	12,136
4.	Telekom Group Berhad (“Telekom”) and its subsidiaries (collectively referred to as “Telekom Group”)	<u>Revenue:</u> Provision of IT and data centre services by our Group to Telekom Group.	1,839
		Provision of telecommunications services by our Group to Telekom Group.	11,183
		<u>Cost:</u> Provision of leased line, network maintenance and interconnect services by Telekom Group to our Group.	17,191
5.	Axiata Group Berhad (“Axiata”) and its subsidiaries (collectively referred to as “Axiata Group”)	<u>Revenue:</u> Provision of IT and data centre services by our Group to Axiata Group.	2,155
		Provision of telecommunications services by our Group to Axiata Group.	21,038
		<u>Cost:</u> Provision of leased line, network maintenance and interconnect services by Axiata Group to our Group.	2,443

ADDITIONAL COMPLIANCE INFORMATION

4. DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the Main Market Listing Requirements, below are the financial data that are relevant for the purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(a) Group Total Income and Total Assets

	Group	
	2025 (RM'000)	2024 (RM'000)
Total Income		
Revenue	1,792,820	1,690,195
Other income	1,729	1,987
Interest income	20,595	43,816
Share of profit from associates and jointly controlled entity	43,423	65,446
Total	1,858,567	1,801,444

(b) Business Activities

	Group	
	2025 (RM'000)	2024 (RM'000)
Shariah Non-Compliant Activities		
Interest income	14,916	34,150
Total	14,916	34,150

(c) Component of Financial Position

(i) Cash Component

	Group	
	2025 (RM'000)	2024 (RM'000)
Islamic Account/Instruments		
Cash and bank balances (exclude cash in hand)	48,367	65,840
Deposit with licensed bank	55,729	173,857
Total	104,096	239,697

	Group	
	2025 (RM'000)	2024 (RM'000)
Conventional Account/Instruments		
Cash and bank balances (exclude cash in hand)	218,647	329,313
Deposit with licensed bank	153,098	668,305
Total	371,745	997,618

ADDITIONAL COMPLIANCE INFORMATION

4. DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (continued)

(c) Component of Financial Position (continued)

(ii) Debt Component

Islamic Account/Instruments - Nil

Conventional Account/Instruments	Group	
	2025 (RM'000)	2024 (RM'000)
Current		
Borrowings	2,874	958
Lease Liabilities	15,061	11,904
Non-Current		
Borrowings	-	2,874
Lease Liabilities	46,174	57,000
Total	64,109	72,736

5. SHARE GRANT PLAN ("SGP")

The SGP is designed to serve as an incentive and to recognise and retain selected employees who contribute to the continued performance and growth of the Group during their employment and throughout the SGP period. By granting SGP shares, eligible employees are provided with an opportunity to hold a personal equity interest in the Company, thereby aligning their interests with the shareholders of the Company.

The maximum number of shares available under the SGP shall not exceed, in aggregate, 10% of the total issued shares of the Company (excluding treasury shares, if any) at any point in time during the SGP period. Further information on the SGP is stated in the Directors' Report and Audited Financial Statements for FY2025 of the Company.

Details of shares granted, vested and outstanding under the SGP in respect of the FY2025 are as follows:

- a total of 2,981,722 ordinary shares of the Company had been allocated in 2025 for the performance year 2024 share grant;
- a total of 433 (31%) out of 1,414 employees were granted for the performance year 2024 share grant;
- a total of 3,223,197 ordinary shares of the Company had been vested on 31 July 2025;
- a total of 608 (43%) out of 1,414 employees were awarded with ordinary shares of the Company for the share vesting exercise in FY2025;
- estimated a total of 2,703,062 ordinary shares of the Company outstanding from the remaining grant granted;
- the date of offer or grant was on 2 January 2024; and
- the share price on vesting date of 31 July 2025 was RM5.19.

The Non-Executive Directors are not eligible to participate in the SGP. This plan is restricted to selected employees who meet performance and contribution criteria set by the Company.

AUDIT COMMITTEE REPORT

The Board of Directors is pleased to present the Report of the Audit Committee (the “Committee”) for the financial year ended 31 December 2025.

COMPOSITION

During the financial year under review, the Committee comprised three (3) members, all of whom were Independent Non-Executive Directors.

The members of the Committee during the financial year ended 31 December 2025 are as follows:

Kuan Li Li (Chairman)*	Independent Non-Executive Director
Datuk Azailiza Mohd Ahad	Senior Independent Non-Executive Director
Ir. Dr. Mohd Shahreen Zainooreen Madros	Independent Non-Executive Director

Note:

* Resigned as an Independent Non-Executive Director on 30 March 2026 and consequently ceased as the Committee Chairman on the same day.

The profiles of the Committee members are contained in the “Board of Directors’ Profile” set out on pages 71 to 74.

MEETINGS

The Committee convened four (4) meetings during the financial year ended 31 December 2025. The details of attendance are as follows:

Name	Attendance	Percentage of attendance
Kuan Li Li (Chairman)*	4/4	100%
Datuk Azailiza Mohd Ahad	4/4	100%
Ir. Dr. Mohd Shahreen Zainooreen Madros	4/4	100%

Note:

* Resigned as an Independent Non-Executive Director on 30 March 2026 and consequently ceased as the Committee Chairman on the same day.

The Chief Executive Officer, Executive Director, Senior Management members, Regional Head, and Internal Audit attended these meetings upon invitation to brief the Committee on specific issues. The Company Secretary being the secretary of the Committee was present at all the meetings. The Committee had also met with the external auditors twice without the presence of Management.

Minutes of meetings of the Committee are circulated to all members of the Board and significant issues are discussed at the Board meetings.

AUDIT COMMITTEE REPORT

PRINCIPAL ACTIVITIES IN THIS FINANCIAL YEAR

The Committee carried out its duties in accordance with its terms of reference during the year. The principal activities of the Committee were as follows:

(a) Financial Statements

- (i) The Committee reviewed the audited statutory financial statements, and quarterly financial results of the Group for 2025 and discussed significant issues before recommending them to the Board of Directors for approval prior to the announcement to Bursa Malaysia.
- (ii) Additionally, the Committee also reviewed the annual, interim, and any other related financial statements and announcements of the Group for quality of disclosure, and compliance with the Listing Requirements of Bursa Malaysia, approved accounting standards, and other relevant legal and regulatory requirements.

(b) Internal Audit

- (i) The Group Internal Audit Division (“GIAD”) conducted audit activities as per the 2025 Audit Plan approved by the Committee on 25 November 2024. The Chief Internal Audit presented the status of audit plan and audit reports at every AC meeting during the year, for the Committee to review and discuss on the following:
 - a) Results of the internal audit reports, findings and recommendations and action taken on the recommendations;
 - b) Key audit issues identified by Internal Audit in the current period and proposed action plans by Management;
 - c) Major findings of internal investigation reported through the whistleblowing channel; and
 - d) Status of completion of Audit Plan 2025.
- (ii) The 2025 Audit Plan was reviewed on a quarterly basis or as required, for example when required to include unplanned audit assignments to be carried out on an ad-hoc basis upon Management’s request or arising from corporate significant events. A total of 40 audit assignments were completed in 2025, categorised as follows:
 - a) IT Audits: Information Technology related audits, including Retail Pinkblock System, IT Billing Management, and Active Directory Management;
 - b) Strategic and Operational Audits: Audits of core operations within the Group such as Retail Sales, SME Sales and support services such as Revenue Assurance and Region Management;
 - c) Regional Audit: Audit of Symphony Communication Public Company Limited, which includes Active Directory Management;
 - d) Subsidiary Audits: Audits of subsidiaries within the Group such as AVM Active Directory, Time Energy Management and Charge N Go Management;
 - e) Fraud Investigation: Ad-hoc/unplanned investigation based on complaint or report made via whistleblowing channel; and
 - f) Recurring Audit: Recurring audit assignments conducted on annual basis such as Periodic Stocktake, Sales Incentive, and Information Security Management System.

AUDIT COMMITTEE REPORT

PRINCIPAL ACTIVITIES IN THIS FINANCIAL YEAR (continued)

(b) Internal Audit (continued)

The Audit Committee assesses the performance, adequacy and competency of the Group Internal Audit Division on an annual basis, or as necessary.

The Audit Committee appraises the Chief Internal Audit.

(c) Related Party Transactions

The Committee reviewed the related party transactions presented by Management to ensure that the transactions were not more favourable to the related parties than those generally available to the public and not detrimental to minority shareholders.

(d) Risk Management

Reports on key operational risks were presented to the Committee for their review to ensure the risks identified are being managed effectively and actively overseen, in order to ensure the effectiveness of the process for identifying, evaluating and managing risks.

(e) External Audit

- (i) The Committee reviewed the reappointment of the external auditors and the annual audit fee, together with the engagement letter confirming their independence and objectivity and their scope of work as follows:
 - a. Annual audit plan and scope of audit prior to its implementation;
 - b. Annual audit report and accompanying reports to the Committee and Management;
 - c. The Management Letters together with Management's responses, in order to be satisfied that appropriate actions are being taken; and
 - d. Provision of non-audit services by the external auditors for recommendation to the Board for approval.
- (ii) The Committee held two (2) private meetings with the external auditors without Management to ensure there were no restrictions on the scope of their audit and to discuss any items that the auditors did not wish to raise in the presence of Management.
- (iii) The Committee also reviewed and approved the policy established to assess suitability and independence of external auditors, and methodology in assessing the assessment tools of suitability and independence of external auditors.

The Chairman of the Committee reported regularly to the Board on the activities of the Committee.

(f) Training

The training attended by the Committee members during the financial year is reported under the Corporate Governance Overview Statement on page 94 to 95.

AUDIT COMMITTEE REPORT

PRINCIPAL ACTIVITIES IN THIS FINANCIAL YEAR (continued)

(g) Conflict of Interest

There were no situations of conflict of interest or potential conflict of interest reported to the Committee.

(h) Anti-Bribery and Corruption Program

The Audit Committee serves as the Governing Body responsible for overseeing the Anti-Bribery and Corruption Program ("ABC Program") and ensuring its effectiveness in accordance with adequate procedure requirements and best practices. The Committee has ensured the establishment of an Anti-Bribery and Corruption Program under the Compliance function for continuous improvement and providing assurance to the Board on its effectiveness. Key initiatives undertaken by Audit Committee in FY2025 include:

1. Provided oversight of the compliance and ethics function, ensuring adequacy and effectiveness of the ABC Program to detect and prevent bribery and corruption;
2. Reviewed and tested the ABC Policy compliance level of Time staff in regards to Gifts, Meals, Entertainment and Travel (GMET), donations, sponsorships, and corporate social responsibilities with completion of all identified gaps.
3. Appointed a third party consultant to evaluate Time's ABC framework against the ISO 37001:2025 Anti Bribery Management System (ABMS) standard and thereafter reviewed and deliberated the gap analysis report for necessary implementation.
4. Attended a 2-hour virtual training session on the ABMS ISO 37001:2025 to enhance their understanding on the requirement of the laws and international standard;
5. Received regular updates on various ABC Program and related activities including Anti-Bribery and Corruption risk assessment and updated risk register, targeted training and awareness programs for leaders, employees and third-party providers, mandatory employee declarations and assessments, e-integrity pledge by leaders, ABC Policy translation in Bahasa, system enhancement to GMET process, updated ABC training policy, ongoing communication with employees through compliance bulletins, videos and corporate website reinforcing the importance of integrity and adherence to internal ABC policy and relevant law.

The Audit Committee remains committed to ensuring that the Company maintains a strong Anti-Bribery and Corruption framework in line with legal and ethical standards.

(i) Whistleblowing

The Committee received 4 cases and deliberated on whistleblowing reports and appropriate actions have been taken accordingly.

AUDIT COMMITTEE REPORT

INTERNAL AUDIT FUNCTION

The Board of Directors is committed to maintaining an effective and efficient Internal Audit function that is able to function independently to obtain sufficient assurance of regular review and appraisal of the effectiveness of the Group's system of internal controls.

The Internal Audit function is sufficiently resourced and performed by a group of 14 internal auditors who are independent of any conflict of interests, which could impair their objectivity and independence. The function is headed by Syed Abdul Qader bin Mohd Ansari, who has more than 20 years of internal auditing experience in the telecommunications, airlines, and the banking industry. The internal auditors are encouraged to maintain professional competence through the attainment of relevant certifications and qualifications. As of 31 December 2025, 9 internal auditors collectively held 14 professional certifications and qualifications, including, among others, Association of Chartered Certified Accountants (ACCA), Certified Information Systems Auditor (CISA), Certified Information Security Manager (CISM), and Information Security Management System (ISMS).

The total costs incurred for the Internal Audit function for the financial year ended 31 December 2025 amounted to RM3,323,602.14.

The Internal Audit function is guided by its' Audit Charter and reports to the Committee. Its primary role is to assist the Committee to discharge its duties and responsibilities by independently reviewing and reporting on the adequacy and integrity of the Group's system of internal controls.

In 2025, Internal Audit executed a range of audit reviews covering financial, operational, fraud investigation and information systems audit. Other reviews were also performed to ensure that the Group's resources are utilised effectively and efficiently. The internal audit reports were issued for the audited division's comments and for their response on the action plans and implementation date. Internal Audit also coordinated the follow up reviews on the resolutions of internal audit issues and reported the status to the Committee.

Findings and recommendations for improvements were communicated to Senior Management and the Committee. The Internal Audit function adopts a risk-based approach in the review of internal controls based on an annual audit plan approved by the Committee. The Internal Audit function also adopts the COSO framework in assessing internal controls related to areas of review.

DIRECTORS' STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Statement on Risk Management and Internal Control - Guidelines for Directors of Listed Issuers issued by Bursa Malaysia serves as guidance to the Board in making disclosures concerning risk management and internal control system of the Group.

BOARD RESPONSIBILITY

The Board sets the tone from the top and is responsible for the Company's standards, policies and strategic directions. Management is responsible for implementing the necessary control frameworks and systems to ensure that the standards and policies are adhered to in the running of its' day-to-day business.

The Board recognises that, due to the inherent limitations, risk management and internal control systems, are designed to manage rather than eliminate the risk of failure to achieve the Group's business objectives. Accordingly, the systems can only provide a reasonable and not absolute assurance against the occurrence of any material misstatement, loss, or fraud. The Enterprise Risk Management system covers inter alia, strategic, operational, financial, project/investment, technology & innovation, supply chain, governance & integrity, sustainability, legal & regulatory and people risks. The Company utilises the three (3) lines of defence model to clearly define roles, responsibilities and accountabilities. These three (3) lines of defence in their respective roles are designed to reinforce each other in the implementation and strengthening of Time's risk management framework.

The Board ensures that Management implements the necessary control framework for identifying, evaluating, monitoring and managing the significant risks that may materially affect the achievement of corporate objectives. Management reports the significant risk to the Board on a quarterly basis. This process has been in place throughout the year under review and remains effective up to the date of this statement. Besides that, the Company has also conducted periodic testing of the internal control procedures and processes to assess their effectiveness and efficiency.

CONTROL ENVIRONMENT AND STRUCTURE

The key elements of internal control, among others, comprise the following:

(a) Control Environment

- (i) **A Formal Organisational Structure and Discretionary Authority Limits for the Group and operating units** are in place with defined lines of reporting, to align with business and operational requirements. The structure facilitates the segregation of duties and accountability. Formal limits of authority delegation are implemented for planning, executing, controlling, and monitoring business operations.
- (ii) **Board Committees** are constituted by the Board to uphold the highest standards of ethical and corporate governance in specific areas of responsibility and make informed decisions within the authority delegated to each of the Committees as set out in their specific Terms of Reference. The Board Committees comprise of the Audit Committee, and the Nomination and Remuneration Committee. These Committees report directly to the Board and provide appropriate recommendations to support informed decision-making.
- (iii) **The Audit Committee**, which comprised solely of Independent Non-Executive Directors, during the financial year under review, plays a pivotal role in ensuring the integrity of the Group's financial reporting and governance processes. It convenes meetings at least once every quarter, and discusses amongst others the financial performance and results, internal audit findings and recommendations, conflict of interest situations and, related party transactions, as well as the suitability, objectivity and independence of the external auditors and the annual external audit plan and audit findings. The Audit Committee reviews and approves the internal audit plan on an annual basis and oversees the Group Internal Audit Division's functions, scope of work, competency and adequacy of resources. Further details of the activities undertaken by the Audit Committee are set out in the Audit Committee Report.

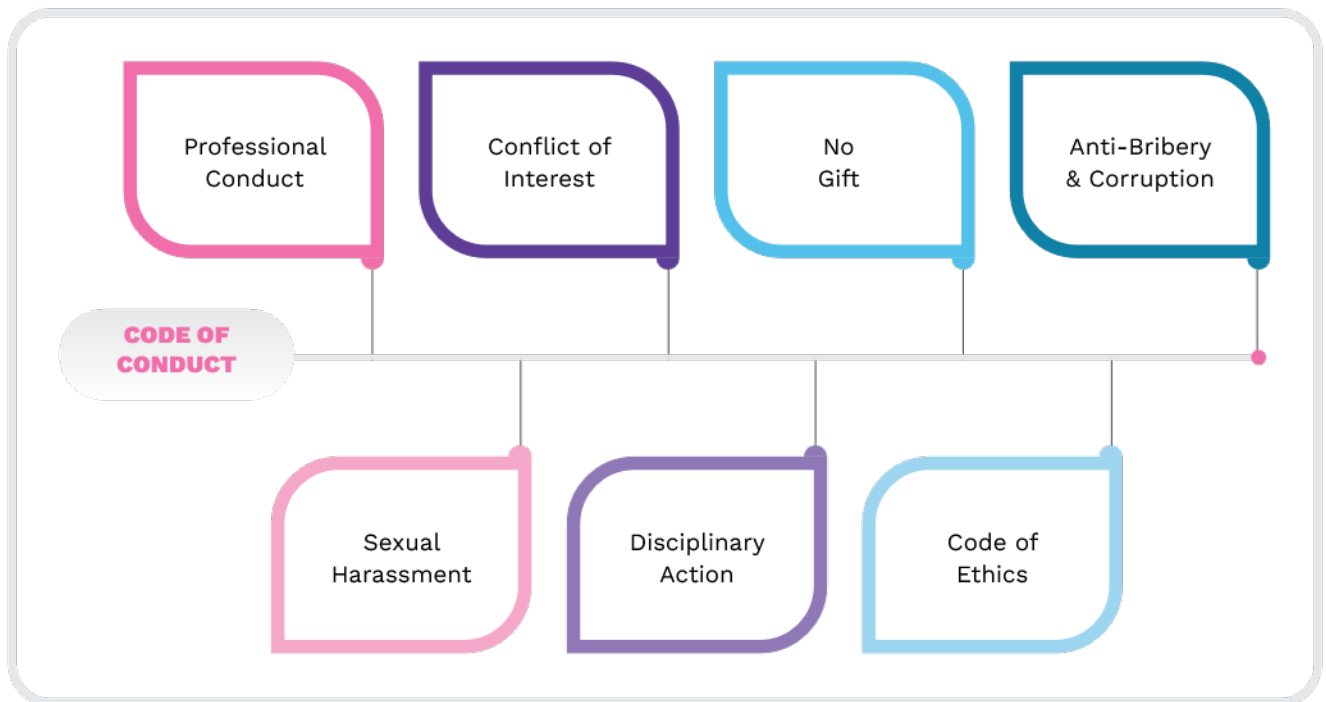
DIRECTORS' STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

CONTROL ENVIRONMENT AND STRUCTURE (continued)

(a) Control Environment (continued)

- (iv) The Board undertakes oversight of risk matters collectively, with risk management included as a standing agenda item at quarterly Board meetings. This enables the Board to maintain oversight over the Group's key risks and mitigation efforts and to provide guidance, while Management retains primary responsibility for the identification, assessment, and day-to-day management of risks.
- (v) The Group provides an **Employee Handbook and Code of Conduct** accessible to all employees via the Intranet to ensure clarity and consistency in workplace standards. Upon appointment, all employees are required to sign and adhere to the Confidentiality Agreement and Declaration of Non-Conflict of Interest, with the latter reaffirmed annually.

The Code of Conduct serves as the foundation of the Group's commitment to ethical behaviour, integrity, and professionalism. It outlines the expectations for all employees in carrying out their duties responsibly and in accordance with the Company's values and legal obligations. As illustrated in the diagram below, the Code of Conduct encompasses the following key areas:



To foster a safe, respectful, and professional work environment, the Code of Conduct is introduced to new hires through the "Time to Know Time" onboarding program and reinforced via Time Loop, the internal communication channel. All employees are required to complete the annual Anti-Bribery and Corruption (ABC) assessment and submit their declaration of Acceptance & Compliance with Time's Business Integrity and Anti-Bribery and Corruption Policy, ensuring adherence to ethical standards and regulatory requirements.

DIRECTORS' STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

CONTROL ENVIRONMENT AND STRUCTURE (continued)

(a) Control Environment (continued)

- (vi) The Group applies clear, structured HR policies and procedures across recruitment, termination, performance appraisal, and learning and development to ensure fairness, compliance, and strong talent quality.

Selection & Recruitment is guided by business needs and competency-based assessments, using standardised tools and approvals to ensure consistent, merit-based hiring.

Termination & Resignation steps are conducted in full compliance with Malaysian employment laws, following documented due-process steps and a structured exit and handover process.

Performance Appraisal is managed through a web-based system with measurable KPIs and competency reviews at Company, Divisional, and Individual levels, supported by regular performance dialogues and calibration.

Learning & Development is driven by annual development planning focused on managerial, functional, technical, and behavioural skills to build capability and support strategic priorities. This includes the focus on newer skills such as Digital & technology skills such as Cloud computing, Artificial Intelligence & Machine Learning, Data & Analytics skills.

Each employee is given a LinkedIn learning access to ensure learning and development happens at real time, anywhere.

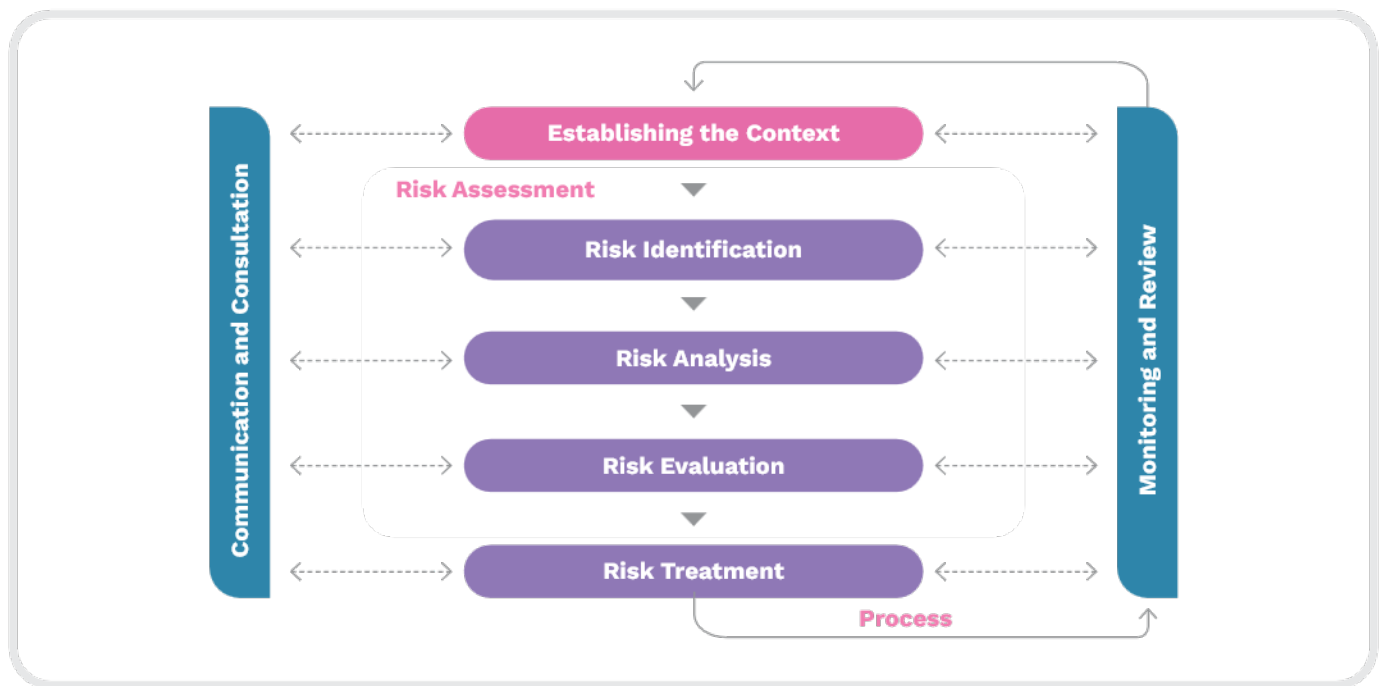
- (vii) Supplier Conduct Principles have been established which outlines the standard for ethical and business conduct expected from contractors and suppliers in their relationship with the Group. These principles are incorporated in vendor code of conduct documents.

DIRECTORS' STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

CONTROL ENVIRONMENT AND STRUCTURE (continued)

(b) Risk Assessment

The Group faces various risks and uncertainties which are assessed, prioritised and reported to the Board by Risk Management Division (RMD). RMD tracks the risks identified to enable Management to either mitigate or accept the risks identified and manage the exposures through identified risk treatment plans and measures. Time's Enterprise Risk Management ("ERM") process involves a systematic application of the risk management framework based on the ISO 31000: 2018 as described below:



- (i) **The Risk Management Steering Committee ("RMSC")** has developed and is tasked with maintaining the risk management framework within the Group. Formal risk policies and guidelines have been established as part of the risk management framework. The RMSC reviews the risks and management's action plan on risk areas on a quarterly basis.
- (ii) **The Risk Management Division** reports to the RMSC to assist it in the undertaking of its functions. The Risk Management Division works with risk owners across all divisions to facilitate the implementation and monitoring of risk treatment plans. The risks in Time and its related entities are identified based on quarterly environmental scans and the potential impact of internal (within Time) and external factors (including Political, Economic, Social, Technological, and Industry) on the Group's customers, financials and operations. The risk owners are accountable for their risks and respective mitigation strategies.
- (iii) Key risks are identified, tracked and reported to the Board on a quarterly basis by the Risk Management Division.

An overview of risks faced by the Group is listed in Appendix 1 of this statement.

DIRECTORS' STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

CONTROL ENVIRONMENT AND STRUCTURE (continued)

(c) Control Activities

- (i) **The Whistleblowing Policy** provides clear procedure and framework by which employees, directors, shareholders, consultants, vendors, contractors, agency, customers or anyone within or outside Time Group can confidently, and anonymously if they wish, voice concerns or complaints regarding any act or conduct that is in violation of the rules of conduct and laws, actual or suspected misconduct, illegal or unethical behaviour without fear of potential discrimination against them.
- (ii) The Group Compliance Division organised the Ethics and Compliance Awareness Week 2025 in November 2025 for all employees within the Group to raise awareness on the matters of Anti-Bribery & Corruption ("ABC") and other relevant compliance matters. The activities conducted during the Awareness Week included dissemination of ABC related messages through ABC pamphlets, short quizzes, distribution of integrity pins, et cetera.
- (iii) Time continues to strengthen its Business Continuity and Crisis Management capabilities to ensure organisational resilience and uninterrupted delivery of critical telecommunication services. In 2025, we refined our crisis escalation thresholds, clarified governance roles, and enhanced cross-functional coordination across our network, cloud, IT, facilities, legal, regulatory, and communications functions. The Crisis Management Team ("CMT"), led by the Group CEO, provides strategic direction during high-impact events, supported by the Business Continuity Management ("BCM") Team as Crisis Secretariat to ensure effective activation, documentation, and response alignment.

Going forward, Time will continue enhancing its crisis readiness through more structured planning, scenario validation, and strengthened communication protocols with customers, regulators, and stakeholders. These ongoing improvements are aimed at reinforcing timely decision-making, operational stability, and transparent stakeholder assurance during major disruptions, ensuring the organisation remains prepared to manage crises that could affect our services, reputation, or regulatory obligations.

- (iv) **Financial and Operational Information** is prepared and presented to the Board on a quarterly basis. Annual budgets and business plans are prepared by all operating units and consolidated for the Board's review and approval. Operating results are monitored against budget on a monthly basis and presented to the Board at least on a quarterly basis. The Audit Committee and Board review the results on a quarterly basis to enable it to track the Group's achievement against its annual targets.
- (v) **Board Meetings** are convened at least once every quarter. A comprehensive set of electronic meeting materials containing relevant, complete, adequate and accurate information are distributed to the Directors prior to the meetings, to allow Directors to prepare for the meetings. The Board members have full and unrestricted access to information, records and documents of the Group. Decisions are made only after the necessary information has been presented, discussed and deliberated, thereby enabling the Board to exercise appropriate oversight and discharge its responsibility in guiding the direction of the Group.
- (vi) **Management** is accountable to the Board and responsible for implementing the control framework and the processes of identifying, evaluating, monitoring and reporting of risks and the effectiveness of internal control systems, taking appropriate and timely corrective actions as required and for providing assurance to the Board that the processes have been carried out.

DIRECTORS' STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

CONTROL ENVIRONMENT AND STRUCTURE (continued)

(d) Monitoring

- (i) **Internal Audit Function** reports to the Audit Committee at least quarterly and is guided by the Audit Charter. Findings and improvement recommendations are communicated to both Senior Management and the Audit Committee. The Internal Audit function adopts a risk-based approach in the review of internal control based on an annual audit plan approved by the Audit Committee. The Internal Audit function assesses the adequacy and effectiveness of the verification, recording and disclosure procedures for related party transactions, recurrent or otherwise, in conformance with Bursa Securities Listing Requirements on related party transactions on an annual basis. The function is also the custodian of the whistleblowing policy whose role is to identify and investigate the complaints received via the various whistleblowing channels available in Time. On a yearly basis, Internal Audit conducts Fraud Awareness session in both English and Bahasa Malaysia to educate employees about common fraud schemes, warning signs, and preventive measures. During the year, Internal Audit has led a group-wide Fraud Risk Assessment, engaging all Heads of Departments and Divisions to identify, consolidate, and raise awareness of potential vulnerabilities and weaknesses within Time Group that could lead to fraudulent activities. The resulting Fraud Risk Register provides a comprehensive overview of fraud exposure and serves as a guide to develop strategies for mitigating these risks. In addition, Internal Audit has also contributed to the Ethics and Compliance Awareness Program by hosting a quiz session aimed at reinforcing ethical conduct and enhancing employees' awareness of common fraud red flags.
- (ii) **Fraud Monitoring** and **Credit Management** functions are in place to ensure that subscriber usage patterns are continuously monitored, appropriate actions taken for suspected fraud and credit management procedures are adhered to.
- (iii) **Revenue Assurance** function monitors potential revenue leakages that may arise from daily operations. Identified revenue leakage issues with recommendations for mitigation are circulated to the relevant departments for action. Action plans and status are reported to management in periodic management meetings.
- (iv) **Regulatory and Government Relations Department** disseminates the requirements for governance and compliance as outlined through relevant telecommunications laws, its supporting regulations and guidelines as well as requirements as stated in license conditions and consolidates responses from internal stakeholders as relevant.

Regulatory and Government Relations also participates in inter government industry forums and consultations and other industry development activities conducted by regulatory agencies.

REVIEW OF THIS STATEMENT

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 Control. Their limited assurance review was performed in accordance with Audit and Assurance Practice Guide ("AAPG") 3 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.

DIRECTORS' STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

CONCLUSION

The Board had received assurance from the Group Chief Executive Officer and the Group Chief Financial Officer that the Group's risk management and internal control system is operating adequately and effectively.

For the financial year under review and up to the date of this report, the Board is satisfied with the adequacy and integrity of the Group's system of risk management and internal control and remains committed to continuous review and enhancement of these systems to ensure they remain effective in safeguarding the Group's assets and supporting sustainable performance. The SORMIC has not dealt with or included the state of risk management and internal control of the Group's associates and jointly controlled entity. The Board is not aware of material losses, contingencies, or uncertainties that have arisen from any inadequacy or failure of the Group's system of risk management and internal control that would require separate disclosure in the Annual Report.

APPENDIX 1 – OVERVIEW OF RISKS FACED BY THE GROUP

1. Strategic Risk

As a fixed-line telecommunications provider, Time operates across retail, wholesale, and enterprise segments, each subject to evolving competitive, pricing, and technology dynamics. Industry players continue to adjust pricing structures, service bundles, and network investments to capture market share across these segments. While competition remains an ongoing industry feature, Time continues to strengthen its commercial execution, expand fibre reach, and enhance its integrated value proposition across customer segment while progressively developing growth areas such as its energy business to diversify revenue streams.

The Group is also optimising its core and access network capabilities, leveraging its domestic backbone and submarine infrastructure to differentiate its offerings in both domestic and regional markets. At the same time, Time remains focused on cost discipline, capital efficiency, and maintaining agility in responding to market developments, in order to sustain revenue growth, margin resilience, and long-term competitiveness.

2. Operational Risk

Operational resilience remains an important consideration as the telecommunications industry continues to expand coverage and upgrade infrastructure. To mitigate these exposures, Time remains committed to strengthening its network reliability through ongoing infrastructure reinvestment, improved redundancy, and enhanced capacity planning. The Group continues to reinforce its business continuity processes to ensure timely response to incidents and service restoration. Operational processes are also being refined to support customer experience and meet increasing demand for high-capacity connectivity.

3. Financial Risk

Time recognises the inherent uncertainties in the global financial landscape and could impact our overall financial stability. To manage these challenges, Time has optimised our financial resources to align with operational needs and ensure proactive management of our cash and credit positions. Despite the evolving market conditions, Time is committed to protect our financial health by maintaining a strong balance sheet and monitoring financial risks proactively.

DIRECTORS' STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

APPENDIX 1 – OVERVIEW OF RISKS FACED BY THE GROUP (continued)

4. Investment Risk

Time's long-term growth strategy includes continuous investment in fibre infrastructure and its regional subsidiaries and associates in Cambodia, Thailand and Vietnam. Investments in regional telecommunications markets are influenced by factors such as regulatory developments, competitive dynamics, geopolitical developments including border-related tensions, and operating environments. As part of risk mitigation efforts, the Group adopts a disciplined approach to capital allocation and investment planning, supported by active portfolio monitoring on its regional operations. TIME continues to review its financial exposures and adjust its strategies to support sustainable growth and long-term value creation.

5. Technology & Innovation Risk

Time continues to strengthen the resilience and reliability of its network and technology infrastructure through proactive monitoring, scheduled maintenance, and continuous upgrades to minimise service disruptions and support operational performance. In response to the increasing complexity of cyber threats, Time enhanced its cybersecurity posture by strengthening access controls, improving threat detection capabilities, and addressing legacy system risks. To further support responsible data and technology management, Time formalised its Data Governance Policy and introduced an AI Acceptable Use Policy, establishing stronger foundations for data protection, ethical AI usage, and regulatory readiness. Implementation activities such as data classification and AI governance processes are currently underway. As part of the Cyber Security Maturity Enhancement Programme, Time also engaged an external consultant to provide independent consultancy and advisory support in strengthening the Group's cyber defences. Regular reviews, assessments, and control enhancements are conducted to ensure Time's IT and Network security measures remain effective and aligned with recognised industry standards. Time continues to maintain its ISO/IEC 27001, CSA Star, and PCI-DSS 4.0.1 certification as part of its commitment to safeguarding data, ensuring service reliability, and upholding stakeholder trust.

6. Governance & Integrity Risk

Time cultivates a culture where integrity and strong governance is a collective responsibility. This commitment is embedded in Time's Anti-Bribery and Corruption (ABC) Policy, which upholds the principle of "Integrity Above All Else" and reflects our zero-tolerance stance towards bribery and corruption. To strengthen this commitment, Time continuously improves its ABC program and promotes ethical behaviour through numerous initiatives including proactively identifying and addressing corruption and bribery risks, conducting regular compliance review, enhancing policies and processes, undertaking an annual integrity pledge, facilitating continuous learning through trainings and awareness campaigns. The Ethics and Compliance Awareness Program 2025 elevates our compliance standards through a series of interactive games, contents and exhibition on fraud, bribery and corruption. Each activity is designed to raise awareness and educate our workforce on the significance of adhering to ethical standards.

Time has implemented adequate procedure principles and framework in compliance with MACC Act 2009 and progressing toward the ISO 37001 Anti-Bribery Management System (ABMS) standard. To achieve this, Time has conducted a comprehensive bribery and corruption risk assessment across all functions and departments, identifying and addressing gaps through enhanced controls and documentation. The process involved facts gathering vide departmental interviews, documents review, system walkthrough and the management's endorsement of an updated risk register which directly reinforcing our commitment to integrity and compliance.

DIRECTORS' STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

APPENDIX 1 – OVERVIEW OF RISKS FACED BY THE GROUP (continued)

7. Sustainability Risk

Time recognises sustainability as an increasingly important risk area impacting operational resilience and stakeholder expectations. In 2025, we strengthened our management of climate risks by advancing alignment with the National Sustainability Reporting Framework (NSRF) and IFRS S1 and S2 disclosure standards. We also implemented initiatives to reduce our carbon footprint, including fleet decarbonisation and improving energy efficiency. Additionally, we set a target to reduce our Scope 1 and Scope 2 emissions by 45% by 2030. These actions reflect our commitment to mitigating climate risks and supporting a low-carbon future.

8. Regulatory Risk

Regulatory risk arises when there's a change to the laws or regulations governing the telecommunication industry. Non-compliance may result in reputational damage, financial penalties or suspension of license. With the changing regulatory landscape, particularly highlighted by the introduction of the Cyber Security Act 2024, Time recognises the importance of adapting our policies and procedures to align with new regulations and mitigate potential compliance risks. Time strives to ensure that we not only meet current regulations but also anticipate future changes that may impact our operations. This is managed through continuous monitoring of the regulatory landscape and active engagement with related regulatory bodies.

9. People Risk

People risk remains a significant focus in 2025 as talent scarcity, shifting skill requirements, and heightened employee expectations continue to shape the operating environment. Time is addressing these challenges through enhanced workforce planning, strengthened talent acquisition and retention efforts, and targeted leadership and capability development programmes. We also continue to invest in a positive and inclusive workplace culture, reinforce employee wellbeing, and improve HR governance and oversight. These actions help ensure that our workforce remains engaged, future-ready, and aligned with organisational objectives, supporting sustainable business performance.

The risks listed are not ranked by importance or priority. The risks are presented to highlight key areas across different categories of risk.

GROUP FINANCIAL HIGHLIGHTS

	FY2021	FY2022 Restated	FY2023	FY2024	FY2025
Revenue (RM'000)	1,396,362	1,454,834	1,590,950	1,690,195	1,792,820
Revenue Growth (%)	14%	4%	9%	6%	6%
EBITDA (RM'000)	689,220	652,112	567,351	634,968	705,803
Operating Profit (RM'000)	526,003	502,572	384,123	440,892	501,545
Profit After Tax (RM'000)	396,778	453,610	2,574,905	385,480	427,149
Return on Equity (%)	13%	15%	62%	10%	13%
Basic Earnings per Ordinary Share (sen)	21.63	24.58	139.47	20.71	23.16
Financial Position					
Total Shareholders' Equity (RM'000)	3,163,544	3,127,730	4,175,583	3,932,102	3,241,909
Total Assets (RM'000)	4,121,339	4,189,389	5,314,868	5,037,966	4,372,788
NTA per Share (RM)	1.59	1.63	2.19	2.05	1.68
Return on Assets (%)	10%	11%	48%	8%	10%

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Revenue Growth (%)	14%	4%	9%	6%	6%
EBITDA (RM'000)	689,220	652,112	567,351	634,968	705,803
Operating Profit (RM'000)	526,003	502,572	384,123	440,892	501,545
Profit After Tax (RM'000)	396,778	453,610	2,574,905	385,480	427,149
Return on Equity (%)	13%	15%	62%	10%	13%
Basic Earnings per Ordinary Share (sen)	21.63	24.58	139.47	20.71	23.16
Financial Position					
Total Shareholders' Equity (RM'000)	3,163,544	3,127,730	4,175,583	3,932,102	3,241,909
Total Assets (RM'000)	4,121,339	4,189,389	5,314,868	5,037,966	4,372,788
NTA per Share (RM)	1.59	1.63	2.19	2.05	1.68
Return on Assets (%)	10%	11%	48%	8%	10%

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	FY2021	FY2022 Restated	FY2023	FY2024	FY2025
Revenue (RM'000)	1,396,362	1,454,834	1,590,950	1,690,195	1,792,820
Revenue Growth (%)	14%	4%	9%	6%	6%
EBITDA (RM'000)	689,220	652,112	567,351	634,968	705,803
Operating Profit (RM'000)	526,003	502,572	384,123	440,892	501,545
Profit After Tax (RM'000)	396,778	453,610	2,574,905	385,480	427,149
Return on Equity (%)	13%	15%	62%	10%	13%
Basic Earnings per Ordinary Share (sen)	21.63	24.58	139.47	20.71	23.16
Financial Position					
Total Shareholders' Equity (RM'000)	3,163,544	3,127,730	4,175,583	3,932,102	3,241,909
Total Assets (RM'000)	4,121,339	4,189,389	5,314,868	5,037,966	4,372,788
NTA per Share (RM)	1.59	1.63	2.19	2.05	1.68
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Return on Assets (%)	10%	11%	48%	8%	10%

GROUP FINANCIAL HIGHLIGHTS

	FY2021	FY2022 Restated	FY2023	FY2024	FY2025
Revenue (RM'000)	1,396,362	1,454,834	1,590,950	1,690,195	1,792,820
Revenue Growth (%)	14%	4%	9%	6%	6%
EBITDA (RM'000)	689,220	652,112	567,351	634,968	705,803
Operating Profit (RM'000)	526,003	502,572	384,123	440,892	501,545
Profit After Tax (RM'000)	396,778	453,610	2,574,905	385,480	427,149
Return on Equity (%)	13%	15%	62%	10%	13%
Basic Earnings per Ordinary Share (sen)	21.63	24.58	139.47	20.71	23.16
Financial Position					
Total Shareholders' Equity (RM'000)	3,163,544	3,127,730	4,175,583	3,932,102	3,241,909
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Total Assets (RM'000)	4,121,339	4,189,389	5,314,868	5,037,966	4,372,788
NTA per Share (RM)	1.59	1.63	2.19	2.05	1.68
Return on Assets (%)	10%	11%	48%	8%	10%

GROUP FINANCIAL HIGHLIGHTS

	FY2021	FY2022 Restated	FY2023	FY2024	FY2025
Revenue (RM'000)	1,396,362	1,454,834	1,590,950	1,690,195	1,792,820
Revenue Growth (%)	14%	4%	9%	6%	6%
EBITDA (RM'000)	689,220	652,112	567,351	634,968	705,803
Operating Profit (RM'000)	526,003	502,572	384,123	440,892	501,545
Profit After Tax (RM'000)	396,778	453,610	2,574,905	385,480	427,149
Return on Equity (%)	13%	15%	62%	10%	13%
Basic Earnings per Ordinary Share (sen)	21.63	24.58	139.47	20.71	23.16
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Financial Position					
Total Shareholders' Equity (RM'000)	3,163,544	3,127,730	4,175,583	3,932,102	3,241,909
Total Assets (RM'000)	4,121,339	4,189,389	5,314,868	5,037,966	4,372,788
NTA per Share (RM)	1.59	1.63	2.19	2.05	1.68
Return on Assets (%)	10%	11%	48%	8%	10%

GROUP FINANCIAL HIGHLIGHTS

	FY2021	FY2022 Restated	FY2023	FY2024	FY2025
Revenue (RM'000)	1,396,362	1,454,834	1,590,950	1,690,195	1,792,820
Revenue Growth (%)	14%	4%	9%	6%	6%
EBITDA (RM'000)	689,220	652,112	567,351	634,968	705,803
Operating Profit (RM'000)	526,003	502,572	384,123	440,892	501,545
Profit After Tax (RM'000)	396,778	453,610	2,574,905	385,480	427,149
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Return on Equity (%)	13%	15%	62%	10%	13%
Basic Earnings per Ordinary Share (sen)	21.63	24.58	139.47	20.71	23.16
Financial Position					
Total Shareholders' Equity (RM'000)	3,163,544	3,127,730	4,175,583	3,932,102	3,241,909
Total Assets (RM'000)	4,121,339	4,189,389	5,314,868	5,037,966	4,372,788
NTA per Share (RM)	1.59	1.63	2.19	2.05	1.68
Return on Assets (%)	10%	11%	48%	8%	10%

GROUP FINANCIAL HIGHLIGHTS

	FY2021	FY2022 Restated	FY2023	FY2024	FY2025
Revenue (RM'000)	1,396,362	1,454,834	1,590,950	1,690,195	1,792,820
Revenue Growth (%)	14%	4%	9%	6%	6%
EBITDA (RM'000)	689,220	652,112	567,351	634,968	705,803
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Operating Profit (RM'000)	526,003	502,572	384,123	440,892	501,545
Profit After Tax (RM'000)	396,778	453,610	2,574,905	385,480	427,149
Return on Equity (%)	13%	15%	62%	10%	13%
Basic Earnings per Ordinary Share (sen)	21.63	24.58	139.47	20.71	23.16
Financial Position					
Total Shareholders' Equity (RM'000)	3,163,544	3,127,730	4,175,583	3,932,102	3,241,909
Total Assets (RM'000)	4,121,339	4,189,389	5,314,868	5,037,966	4,372,788
NTA per Share (RM)	1.59	1.63	2.19	2.05	1.68
Return on Assets (%)	10%	11%	48%	8%	10%

GROUP FINANCIAL HIGHLIGHTS

	FY2021	FY2022 Restated	FY2023	FY2024	FY2025
Revenue (RM'000)	1,396,362	1,454,834	1,590,950	1,690,195	1,792,820
Revenue Growth (%)	14%	4%	9%	6%	6%
EBITDA (RM'000)	689,220	652,112	567,351	634,968	705,803
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