

**LIST OF QUESTIONS AND RESPONSES AT THE 39<sup>TH</sup> ANNUAL GENERAL MEETING (AGM) OF TELEKOM MALAYSIA BERHAD (TM)  
HELD ON 30 MAY 2024**

Minority Shareholders Watch Group (MSWG)		Total: 7 Questions												
No.	Question	Answer												
1.	<p>The growing demand for carbon-efficient products and services presents some opportunities for the Group. (Page 41 of Integrated Annual Report 2023 "IAR2023")</p> <p>How does the Company plan to innovate and adapt its product and service offerings to meet the growing demands?</p>	<ul style="list-style-type: none"> <li>TM has launched TM One Innovation Lab and Enterprise 5G Lab on 20 February 2024, as the platform to co-create industry focused solutions which includes helping our customers in their decarbonisation journey.</li> <li>In 2023, we had introduced several solutions to cater for the growing demand in carbon-efficient products i.e. Smart Traffic Management powered by AI and sensor-based Smart Street Light. Please refer to Page 101 of IAR 2023 for the list of solutions.</li> <li>We have also enhanced the renewable energy usage in data centres by 7% to 40% in 2023, and secured Leadership in Energy and Environmental Design (LEED) and Green Building Index (GBI) certifications for our 2 data centres i.e. KVDC and IPDC.</li> </ul>												
2.	<p>The table below set forth the revenue contribution by key customer-facing business unit:</p> <table border="1"> <thead> <tr> <th>RM' million</th> <th>FY 2022</th> <th>FY 2023</th> </tr> </thead> <tbody> <tr> <td>Unifi</td> <td>5,648.1</td> <td>5,664.0</td> </tr> <tr> <td>TM One</td> <td>3,470.0</td> <td>3,141.8</td> </tr> <tr> <td>TM Wholesale</td> <td>2,851.8</td> <td>3,098.5</td> </tr> </tbody> </table> <p>With the increasing adoption of AI, quantum computing, edge computing and IOT is expected to pent up the demand for the wholesale bandwidth. On the other hand, the mobile market is near saturation, not to mention the increased competition.</p> <p>(a) Premised on the above, does the Group anticipate a shift in its primary revenue drivers?</p> <p>(b) How is the Company planning to allocate capital expenditures to support the pent-up demand?</p>	RM' million	FY 2022	FY 2023	Unifi	5,648.1	5,664.0	TM One	3,470.0	3,141.8	TM Wholesale	2,851.8	3,098.5	<p>(a) Revenue drivers</p> <p>We do not anticipate any significant shift in the revenue drivers as retail is still a key revenue generator and contributing positively with the ramp-up of convergence products and services.</p> <p>For the medium to long term, we foresee a higher wholesale contribution to the revenue mix with increased demand in bandwidth and high adoption of new technologies i.e. AI, IoT, platforms and edge computing.</p> <p>(b) Capital Expenditures</p> <p>The total capital expenditure is aligned to our CAPEX guidance (18%-20% of revenue). Apart from the new growth areas, priority will also be given to strategic investments that support our core network expansion especially to cater for increase in bandwidth demand.</p>
RM' million	FY 2022	FY 2023												
Unifi	5,648.1	5,664.0												
TM One	3,470.0	3,141.8												
TM Wholesale	2,851.8	3,098.5												

Minority Shareholders Watch Group (MSWG)		Total: 7 Questions
No.	Question	Answer
3.	<p><i>We achieved sustained revenue growth exceeding the revenue guidance for the financial year and continued to optimise expenditures, resulting in a higher than market guidance EBIT.”</i> (Page 27 of IAR2023)</p> <p>How does the Group balance optimising expenditures and maintaining service quality?</p>	<ul style="list-style-type: none"> <li>• Customer remains our utmost priority and we will continue to improve the customer experience by providing superior and personalised experiences as elaborated on page 103 – 107 of IAR 2023. Our cost optimisation initiatives remain balanced and not in any way adversely affect our customer experience.</li> <li>• Our improved NPS score from 39 to 46 is testament to our relentless effort in delighting our customers towards achieving our aspiration to be a world-class company.</li> </ul>
4.	<p>The Company to departs from Practice 5.2 of the Malaysian Code on Corporate Governance (“MCCG”), which states that at least half of the board should comprise independent directors. For large companies, the board comprises a majority of independent directors. Telekom’s board composition as at December 2023 and at the issuance of the CG Report consists twelve (12) Directors excluding Alternate Director as follows:</p> <ol style="list-style-type: none"> <li>a) One Non-Independent and Non-Executive Chairman;</li> <li>b) One Non-Independent Executive Director or MD/GCEO;</li> <li>c) Four Non-Independent and Non-Executive Directors; and</li> <li>d) Six Independent and Non-Executive Directors (INED).</li> </ol> <p>The composition reflects an equal number of non-independent directors and INEDs.</p> <p>The Company is currently actively seeking suitable qualified candidate(s) for appointment as INED of the Company. (Page 28 of Corporate Governance Report 2023 “CG Report 2023”). Having served as Directors for nearly eight years, Tunku Afwida Tunku Dato’ A. Malek and Balasingham A. Namasiwayam have expressed their intention not to seek for re-election at the forthcoming 39th AGM. (Page 177 of CG Report 2023).</p>	<p>Board Succession Planning is an important agenda for the Board Nomination and Remuneration Committee (NRC) and TM Board. The Board has taken cognisance of the directors’ retirement and board composition post-AGM, and has deliberated on the succession plan for the retiring directors. TM will be announcing the new INEDs appointments soon.</p> <p>Concurrently, the Board will continue to assess the composition of INED to ensure compliance to the MCCG Practise 5.2 and will be making the necessary announcements in due course.</p> <p>TM Board is committed to enhance the composition to ensure adherence to MCCG Practice 5.2 on majority independent directors for large companies and diversity in accordance with the Fit and Proper criteria.</p>

Minority Shareholders Watch Group (MSWG)		Total: 7 Questions
No.	Question	Answer
4.	<p>Upon retirement of Tunku Afwida Tunku Dato' A. Malek and Balasingham A. Namasiwayam, the Board will only have 4 INEDs on the Board.</p> <p>(a) What are the interim measures being considered to enhance the independence of the board while new INEDs are being sought?</p> <p>(b) Please provide an update on the progress regarding the appointment of Independent Non Executive Directors (INED) so far?</p>	
5.	<p>As part of the effort to reduce carbon emissions of its operations, Telekom intensified efforts towards energy efficiency including network modernisation. (Page 41 of IAR 2023)</p> <p>(a) What is the anticipated total capex required for the modernisation of the networks?</p> <p>(b) What percentage of the networks has been modernised to date?</p> <p>(c) How substantial is the enhancement in energy efficiency within the network subsequent to modernisation?</p>	<p>(a) Network modernisation is essential for TM to stay competitive, resilient and efficient in the rapidly evolving digital landscape. The invested CAPEX amount will form part of our 18-20% CAPEX percentage to revenue guidance.</p> <p>(b) Modernising our network is a continuous journey. To-date, most of our Core network has been modernised and is able to support new technologies. We will continue to enhance our network as per the Network Modernisation Plan approved by the Board.</p> <p>(c) We have achieved 14% reduction in our 2023 power utilisation as compared to our 2019 baseline. Further details on our energy efficiency efforts and performance are outlined on pages 128-130 of the IAR.</p>
6.	<p><i>'We are committed to leveraging digitalisation as a tool for sustainable growth across various sectors. By integrating sustainability into our digital initiatives, we aim to foster the nation's economic development while minimising environmental impact.'</i> (Page 66 of AR2023)</p> <p>Has the Group conducted any assessments on the environmental impact of its digitalisation efforts?</p>	<p>TM assesses its carbon emissions and several other environmental metrics as reported on Page 123-131 of the IAR2023.</p> <p>These metrics provide an understanding of the environmental impact of our digitalisation efforts, as they cover TM's key enablers for digitalisation, namely the environmental impact of our network and data centres.</p>

Minority Shareholders Watch Group (MSWG)		Total: 7 Questions
No.	Question	Answer
7.	<p><i>'As a leading digital company with an extensive network of stakeholders and a vast repository of data, we shoulder a significant responsibility to safeguard these assets against evolving cyber threats. Our cyber security strategy is meticulously designed to protect our stakeholders' interests and ensure the integrity and confidentiality of our data.'</i> (Page 158 of AR2023)</p> <p>How is Telekom preparing for future cyber security challenges, such as those posed by the Internet of Things (IoT) and 5G technology?</p>	<ul style="list-style-type: none"> <li>• TM is committed to protecting our stakeholders' interests by putting in place strategies to ensure cyber resilience and enhanced data protection.</li> <li>• We have a dedicated cybersecurity team led by a Chief Information Security Officer (CISO) as well as a Security Operations Centre (SOC) to monitor and prevent cyber threats. TM continues to invest, uplift and optimise cyber security measures including response playbooks and periodic exercises.</li> <li>• We also work closely with government agencies including Majlis Keselamatan Negara (MKN), Malaysia's National Cyber Security Agency (NACSA), MCMC and ministries to further strengthen our control measures to face the ever-growing threat of cyber attacks.</li> <li>• We continuously engage our customers to better understand their needs in order to deliver solutions, including IoT and 5G technology, and embed with relevant cyber security measures.</li> <li>• More information on our approach to cybersecurity is available on Page 158-160 of the annual report.</li> </ul>

PRE-AGM			Total: 13
No.	Question	From	Answer
<b>Category: Door Gift</b>			<b>Total: 2</b>
1.	<p>Is the company giving any door gift to shareholders attending this AGM</p> <p>Please reconsider giving door gift as token of appreciation.</p>	<ol style="list-style-type: none"> <li>1. Lee Chew Foong</li> <li>2. Yong Joon Fah</li> <li>3. Loo Yeo Ming</li> <li>4. Jama'iah binti Sabilan</li> <li>5. Fong Lee Yong</li> <li>6. Kong Tun Na @ Kong Toon Nan</li> <li>7. Riduan bin Toani Mydin</li> <li>8. Kow Lih Shi</li> </ol>	<p>We thank you for your queries and feedback on the provisioning of door gifts for shareholders attending the virtual 39<sup>th</sup> AGM.</p> <p>In line with the administration guide of the AGM, there will be no distribution of door gifts for members/proxies who join or participate in this virtual AGM. The Company continues to believe that the most equitable way to reward shareholders is in the form of dividends to be declared yearly and TM has always been committed to the announced Dividend Policy.</p>
<b>Category: Annual Report</b>			<b>Total: 1</b>
1.	Can I have a copy of current year financial report? Thank you.	<ol style="list-style-type: none"> <li>1. Heng Sau Wah</li> <li>2. Loo Yeo Ming</li> <li>3. Fong Lee Yong</li> <li>4. Kong Tun Na @ Kong Toon Nan</li> </ol>	Our share registrar has mailed the physical copies accordingly. Having said that, we urged everyone to utilise the digital version available on our website.
<b>Category: Strategy &amp; Business</b>			<b>Total: 3</b>
1.	<p>TM has played a key role in Malaysia's digital infrastructure. With the evolving technological landscape, could you elaborate on the company's investment plans for the next few years?</p> <p>Specifically, are there areas like 5G expansion, fiber optic network upgrades, or emerging technologies like cloud computing that will see a significant focus?</p>	Mohd Khairul Naziri bin Abdul Nashir	<p>TM continues to play a key role in growing Malaysia's digitalisation infrastructure and this is aligned with the government initiatives such as JENDELA, DNB 5Gs and others. We are not only focusing on all areas as mentioned in the question, but also including other new technologies such as AI, IoT, Edge computing and others.</p> <p>Apart from areas mentioned in the question we are also exploring other new technologies such as AI, IoT, data centers, smart services, edge computing and other digital services.</p>
2.	It was recently announced that Singtel aims to recycle up to 6 billion worth of assets. Does TM have any capital recycling pipeline/targets to share with shareholders in this AGM.	Teo Cher Ming	Asset recycling or monetization is a continuous evaluation process which we continue to undertake throughout the organization during the financial year. We will announce any material transactions through Bursa Malaysia as per the Listing Requirement.

PRE-AGM		Total: 13	
No.	Question	From	Answer
<b>Category: Business Strategy &amp; Outlook (Cont'd)</b>			<b>Total: 3</b>
3.	Has the data centre and AI hype benefited TM?	Teo Cher Ming	<p>Data Centre and AI have presented a positive impact to TM.</p> <p>We are are expanding our current capacity to cater the continuous high demand, especially from Hyperscalers.</p> <p>AI is a continuous journey for us and we have embarked on AI capabilities (Machine Learning and Deep Learning) in our network ecosystem for proactive troubleshooting and service restoration.</p> <p>Our ambition is to embrace Generative AI to improve internal efficiency, enrich customer experience and offer personalised products.</p>
<b>Category: Manpower</b>			<b>Total: 3</b>
1.	Kindly recommend a salary increase for staff who have been paid the maximum scale (ceiling salary) for non-executives.	Jama'iah binti Sabilan	<p>We would like to highlight that our salary ranges for non-executives are competitive with the market.</p> <p>Employees who have reached the maximum salary scale receive ex-gratia payments as one-off compensation, where applicable.</p>
2.	Percentage and number of staffs who are not entitle for issuance of bonus in 2023 (level 1 achievement- non performers).	Ishak bin Nordin	<p>For 2023, lesser than 5% of our employees were not eligible for bonus, due to performance, exits from the company or disciplinary reasons.</p> <p>This aligns with our commitment to a high performance culture, and we ensure that our processes are fair, transparent and supportive.</p>
3.	Effectiveness of online training system under LinkedIn? Contract value for subscribing to LinkedIn services?	Ishak bin Nordin	<p>In 2023, 100% of employees that were given access to LinkedIn Learning have activated their account. Utilisation of our LinkedIn Learning subscription is among the highest in the LinkedIn Learning community.</p> <p>Through our investment in LinkedIn Learning, we are taking employee learning to the next level by adopting digital learning that is self-paced and on-demand.</p>

PRE-AGM		Total: 13	
No.	Question	From	Answer
<b>Category: Customer Experience</b>			<b>Total: 2</b>
1.	<p>Customers often face long delays in resolving problems. Here's an example of TNB's efficient approach:</p> <p>9:00 AM: Customer calls the helpline (15454).</p> <p>11:00 AM: A technician arrives to assess the situation and provide recommendations.</p> <p>3:00 PM: An action team arrives to resolve the problem.</p> <p>This quick action results in satisfied customers. TM should emulate TNB's approach.</p> <p>Sometimes TM sends a repair vendor, but the work is not even done at the owner's house, and they claim it was resolved. TM needs to improve this to ensure customer satisfaction.</p>	Jama'iah binti Sabilan	At TM, we take customer satisfaction very seriously. We appreciate bringing the efficient approach of TNB to our attention and we continue to improve our processes. We have now implemented stricter quality control and improve the verification process to ensure repairs are completed on site.
2.	I am very concerned with the deterioration of TM's Unifi Network for both Home Broadband and Unifi Mobile services. I am a long term subscriber of both and am noticing a steady deterioration of the network connectivity. Constant buffering, cutoff of service for home broadband and consistent drop calls and lack of mobile internet connectivity in many areas has become the standard norm. What is happening to the quality TM's broadband network services?? Please take note that this is a serious ground issue in light of other competitive service providers available.	Vinodan A/L C Sreedharan Nair	We understand the frustration with recent connectivity issues. We are pleased to report that we have resolved the Wifi issue on 23 <sup>rd</sup> May 2024.

PRE-AGM			Total: 13
No.	Question	From	Answer
<b>Category: Financials</b>			<b>Total: 1</b>
1.	Can pay dividend 30 – 50 sens?	Kow Lih Shi	The dividend payout is depending on our business performance. We are committed to our dividend policy of 40 60% from our reported PATAMI.
<b>Category: Others</b>			<b>Total: 1</b>
1.	Number of fire incidents involving TM's buildings nationwide in 2023? Quantum of lost (revenue, asset) due to fire incidents?	Ishak bin Nordin	We are happy to report that there were no fire incidences involving any TM building in 2023. As such, there are no losses due to fire incident in 2023.



LIVE Q&A		Grand Total: 17	
No.	Question	From	Answer
1.	<p>What is the cost of holding this virtual AGM?</p> <p>Does the Company intend to conduct the future AGM/EGM physically?</p>	<p>Chew Yean Loon Liew Chee Meng Lee Tuck Keong</p>	<p>CEO: The cost of holding this virtual AGM is lower compared to a physical session. We believe that these savings can be better translated to enhance shareholder value.</p> <p>TM continues to conduct its AGM virtually in order to leverage on technology to enable shareholders easier and more efficient access to attend the AGM and facilitate greater shareholder's participation. We will continue to assess and consider future AGMs based on prevailing regulatory guidelines.</p>
2.	<p>Can the AGM be scheduled in a period that is away from peak month in order to avoid overlaps with competing obligations and the accompanying potential non-attendance by shareholders?</p>	<p>Lim San Kim</p>	<p>CEO: As much as we want to have the AGM on a non-peak month, we are required to comply with the various statutory requirements for the release of financial statements and to conduct general meetings as stipulated in the Companies Act 2016 and the Bursa Main Market Listing Requirements.</p>
3.	<p>When does TM intend to pay dividends and distribute treasury shares?</p>	<p>Lim San Kim</p>	<p>CEO: Our dividend policy is between 40 to 60% of Reported PATAMI and normally paid twice annually. At the current juncture, the Group has no treasury shares.</p>
4.	<p>We can witness continuous changes in TM but TM is still having monopolistic advantages.</p> <p>What is the strategy of TM to ensure that the products and services are on par?</p>	<p>Sia Cheng Loong</p>	<p>CEO: As a Public Listed Company (PLC), we are committed to sustainable business growth, and spur the nation's advancement. TM's strategy is to continue our leadership in the connectivity space, expand digital business solutions and deliver customer service excellence for consumers, businesses, industries and the Government.</p> <p>We continue to make investments to position Malaysia as ASEAN's digital hub.</p>

LIVE Q&A (Con't)			Grand Total: 17
5.	Is TM current share price reflective of the underlying value of the Company's earnings? If not, what are the efforts undertaken by TM to attract more investors to consider the Company's share price and accordingly, move up the share price.	Chew Hiap Hong	<p>CEO: TM shares are publicly traded and its share price is a function of the demand and supply by market participants.</p> <p>TM consistently engages with investors by conducting briefings, both physically and virtually to communicate on the Company's strategies and operations.</p>
6.	Does TM have any plans in place to take TM private (similar to Malaysian Airports Holdings Berhad)?	Thavarajan A/L Muthiah Pillai	Dato' Chairman: We have no plans to take TM private.
7.	Can TM consider distributing dividends on a quarterly basis instead of semi-annual basis as it may enhance the Company's share trading volume and eventually its market value?	Jaswant Singh	CEO: At TM, we continue to assess the frequency of our dividend distribution, in line with the best interest for our shareholders and the Company.
8.	Can TM increase the dividend payout while reducing directors' fee and allowance?	Fong Lee Yong	Dato' Chairman: It is our goal to have dividend as much as we can, that is why we strive to be the best in term of operations. As for directors' fees, I can understand the shareholders' sentiment but we are a company that want to attract the best talent as our board members and the current Board members are all people of experienced and we value their contribution by at least putting them at the market value based on their levels.
9.	In the face of economic downturn and regional political instability, what new policies will TM adopt to face these challenges?	Tan Tee Kheng	CEO: It is important for TM to be successful and to understand various challenges and market dynamics. Therefore, our business policies are all aligned to our strategy to deliver our commitments, superior customer experience and continuous value to our shareholders by several initiatives and plans moving forward.
10.	Is quality assurance carried out for TM's network?	Mohamad Faizan Bin Shari	CEO: Yes definitely. Network quality has always been our utmost priority because customers are very important to us.

LIVE Q&A (Con't)			Grand Total: 17
			Further details are disclosed in pages 108 to 110 of the 2023 Annual Report.
11.	Has TM right sized and professionalised its workforce?	Lee Tuck Keong	<p>CEO: At TM, we continue to increase the productivity of our employees through automation, digitalisation, adoption of AI, continuous upskilling and certification. This is to determine the right size of workforce and our strategies moving forward.</p> <p>Please refer to pages 146 to 150 of our IAR for further details on this.</p>
12.	Can please elaborate on Resolution 12 which involves Petroliam Nasional Bhd?	Lim San Kim	<p>Dato' Chairman: In general, RRPT is related to the provision of connectivity, customer and smart services, digital service solutions and purchases of fuel.</p> <p>Further details of the RRPT with PETRONAS can be referred to on page 13 - Appendix One of the Circular to shareholders.</p>
13.	<p>In the Managing Director's presentation, there were mentions of Warga TM.</p> <p>Does TM have any plans to provide some forms of welfare (e.g. discount on services) to the former Warga TM, akin to the good example of the government in providing welfare to the retired civil servants?</p>	Chew Hiap Hong	<p>CEO: Yes, TM has in place special retiree packages as part of "Pakej Jalur Lebar Pesara TM" and we will continue to endeavour to provide more benefits and well beings for our employees.</p> <p>Therefore, TM retirees are eligible to enjoy this special broadband packages.</p>
14.	Is there a typographical error on Resolution 10?	Usha Devi A/P A.Ramalingam	<p>Dato' Chairman: We can confirm that there is no error on Resolution 10 in any of the printed and online copies of the AGM Notice.</p> <p>However, we note the typo on the said resolution appearing on Lumi Voting Page. Thank you for highlighting that.</p>

LIVE Q&A (Con't)		Grand Total: 17	
15.	<p>(i) Why did TM stop sponsoring the Malaysian Football League as it was supposed to sponsor until 2025?</p> <p>(ii) Can we know the sponsorship amount and the return on investment for sponsoring the Malaysian Super League?</p> <p>(iii) Is there a possibility that TM will be a sponsor for the Malaysian Football League again?</p>	Rozanna binti Mohd Ariff	<p>CEO: The sponsorship of the Malaysian Football League is still on-going.</p> <p>We will surely evaluate any sponsorship proposals and assess its benefits to our business and stakeholders.</p>
16.	Should there be demarcation of Directors' fee by gender and performance? There should not be any female Directors unless they perform.	Lim San Kim	<p>Dato' Chairman: TM embraces equality and diversity in the selection and remuneration of TM Board members.</p> <p>All appointments are based on respective directors' capabilities, experience and performance. We do not want to discriminate between genders or any reason as their performances are what we are looking for.</p> <p>Please refer to pages 176-177 of our 2023 Integrated Annual Report (IAR) on Board Diversity.</p>
17.	What are the plans for TM's customer service centers? Are there plans to expand or reduce them in the future?	Chong Saw Twan	<p>CEO: TM's Unifi Store coverage is continuously being assessed based on market and customer demand.</p> <p>So we began our Unifi Store Transformation in 2023, introducing a new retail concept to the store. This is to elevate the in-store experience and enhance discovery of Unifi converged products and services for both consumers and SMEs. And of course we will continue to assess the reachability of our centres to ensure we are close to the customers.</p>