

# Additional Compliance Information

In accordance with Appendix 9C of the Main Market Listing Requirements (Main LR) of Bursa Malaysia Securities Berhad (Bursa Securities)

The following information is provided in compliance with the Main LR of Bursa Securities:

## 1.0 UTILISATION OF PROCEEDS FROM CORPORATE PROPOSALS

In 2015, the Company issued several Islamic Commercial Papers (ICP) and Islamic Medium Term Notes (IMTN) as part of the ICP/IMTN programmes approved in 2013. A summary of the transactions and utilisation of the proceeds is tabled below:

Issuance Date	Type	Nominal Value (RM million)	Maturity Date	Proceeds Utilisation
13 April 2015	ICP	150	12 June 2015	For capital expenditure and business operating requirements
12 June 2015	IMTN	300	10 June 2022	For full repayment of the previous ICP, capital expenditure and business operating requirements
2 July 2015	ICP	200	2 September 2015	For capital expenditure and business operating requirements
30 November 2015	IMTN	300	28 November 2025	For capital expenditure and business operating requirements

*[Disclosed in accordance with Appendix 9C, Part A, item 13 of the Main LR]*

## 2.0 SHARE BUY-BACK

The Company did not propose any share buy-back during the financial year.

*[Disclosed in accordance with Appendix 9C, Part A, item 14 and Appendix 12D of paragraph 12.23 of the Main LR]*

## 3.0 OPTIONS OR CONVERTIBLE SECURITIES

The Company did not issue any options or convertible securities during the financial year.

*[Disclosed in accordance with Appendix 9C, Part A, item 15 of the Main LR]*

## 4.0 DEPOSITORY RECEIPT PROGRAMME

The Company did not sponsor any depository receipt programme during the financial year.

*[Disclosed in accordance with Appendix 9C, Part A, item 16 of the Main LR]*

## 5.0 IMPOSITION OF SANCTIONS/ PENALTIES

There were no material public sanctions and/or penalties imposed on the Company or its subsidiaries, Directors or Management by the relevant regulatory bodies during the financial year.

*[Disclosed in accordance with Appendix 9C, Part A, item 17 of the Main LR]*

## 6.0 NON-AUDIT FEES

The amount of non-audit fees incurred by the Group for services rendered by the external auditor, PricewaterhouseCoopers (PwC), and its affiliates during the financial year amounted to RM900,900. Details are as provided in the Board Audit Committee (BAC) Report on page 139 of this annual report

Services rendered by PwC are not prohibited by regulatory or other professional requirements, and are based on globally practised guidelines on auditor independence. PwC was engaged due to its expertise and experience, as well as its existing knowledge of TM Group's businesses.

Its appointment is consistent with the Group's governance and policy, taking into consideration the process and requirements stipulated in the Board Charter in relation to the terms of reference of the BAC. In addition, the appointment is made in the best interest of the Group's stakeholders in terms of quality, price and efficiency.

*[Disclosed in accordance with Appendix 9C, Part A, item 18 of the Main LR]*

## 7.0 VARIATION IN RESULTS

The Company did not make or release any profit estimates, forecasts or projections during the financial year.

*[Disclosed in accordance with Appendix 9C, Part A, item 19 of the Main LR]*

## 8.0 PROFIT GUARANTEE

The Company did not give any profit guarantee during the financial year.

*[Disclosed in accordance with Appendix 9C, Part A, item 20 of the Main LR]*

## Additional Compliance Information

In accordance with Appendix 9C of the Main Market Listing Requirements (Main LR) of Bursa Malaysia Securities Berhad (Bursa Securities)

### 9.0 MATERIAL CONTRACTS INVOLVING INTERESTS OF DIRECTORS AND MAJOR SHAREHOLDERS

There were no material contracts or any contracts in relation to loans entered into by the Company and/or its subsidiaries involving interests of Directors or major shareholders either subsisting as at 31 December 2015 or entered into since the end of the previous financial year ended 31 December 2014.

*[Disclosed in accordance with Appendix 9C, Part A, items 21 and 22 of the Main LR]*

### 10.0 LISTING OF PROPERTIES

The Company had on 3 May 2002 obtained a waiver from Bursa Securities from having to disclose detailed particulars of its properties in the Company's 2001 Annual Report and subsequent annual reports. The waiver is still subsisting to date.

The net book value of land and buildings, and usage of properties for the financial year ended 31 December 2015 is disclosed on pages 389 to 390 of this Annual Report.

*[Disclosed in accordance with Appendix 9C, Part A, item 25 of the Main LR]*

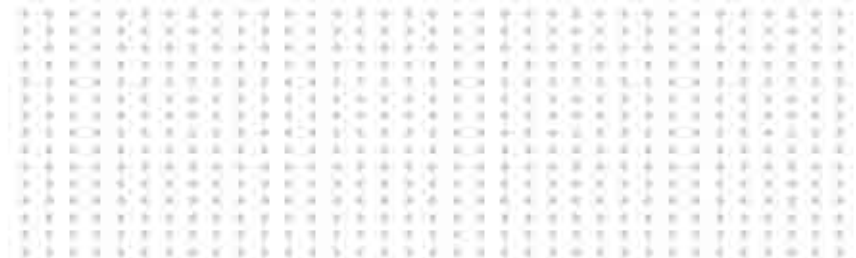
### 11.0 RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE (RRPT)

At the 30<sup>th</sup> Annual General Meeting (AGM) held on 30 April 2015, the Company had obtained a general mandate from its shareholders on the RRPT entered into by the Company and/or its subsidiaries (RRPT Mandate). This RRPT Mandate is valid until the conclusion of the forthcoming 31<sup>st</sup> AGM of the Company to be held on 28 April 2016.

Pursuant to Paragraph 10.09(2)(b) and Paragraph 3.1.5 of Practice Note 12 of the Main LR, details of the RRPT entered into during the financial year ended 31 December 2015 pursuant to the said RRPT Mandate are as follows:

Transacting Companies in our Group	Transacting Related Parties	Interested Major Shareholder/ Director	Nature of Relationship	Nature of RRPT	Value of Transactions (RM'000)
Our Company and/or our subsidiaries	Axiata Group Berhad (Axiata) and/or its subsidiaries (Axiata Group)	Minister of Finance (Incorporated) (MoF (Inc.)), Khazanah Nasional Berhad (Khazanah), Dato' Sri Dr Mohmad Isa Hussain, Asri Hamidin @ Hamidon, Tunku Dato' Mahmood Fawzy Tunku Muhiyiddin, Nik Rizal Kamil Tan Sri Nik Ibrahim Kamil, Dato' Fauziah Yaacob and Dato' Siti Zauyah Md Desa	In addition to their shareholdings in our Company, MoF (Inc.) and Khazanah have direct and indirect shareholdings of 38.23% in Axiata. Dato' Sri Dr Mohmad Isa and his Alternate, Asri, are representatives of MoF (Inc.) on our Board. Tunku Dato' Mahmood Fawzy and his Alternate, Nik Rizal Kamil, are representatives of Khazanah on our Board.	<u>Revenue</u>	
				– Interconnect revenue from Axiata Group	70,056
				– Provision of Voice over Internet Protocol (VoIP) related services to Axiata Group	17,567
				– Provision of leased-line services to Axiata Group	14,883
				– Provision of data and bandwidth related services to Axiata Group	56,927
				– Site rental for telecommunications infrastructure, equipment and related charges by TM Group to Celcom Axiata Berhad (Celcom)	39,765
– Provision of internet access and broadband services to Celcom	79				
– Provision of contact centre and business process outsourcing services by VADS Berhad (VADS) to Axiata Group	55,989				

Transacting Companies in our Group	Transacting Related Parties	Interested Major Shareholder/ Director	Nature of Relationship	Nature of RRPT	Value of Transactions (RM'000)
<i>Cont'd.</i>					
			Dato' Fauziah and her Alternate, Dato' Siti Zauyah, were previously representatives of MoF (Inc.) on our Board. They resigned on 30 October 2015.	– Provision of fibre optic core and bandwidth services by Fiberail Sdn Bhd to Celcom	4,643
				– Provision of dark fibre, bandwidth, space and facility by Fibrecomm Network (M) Sdn Bhd (Fibrecomm) to Celcom	5,573
				– Rental of office premises to Axiata Group	15,218
				<u>Cost</u>	
				– Interconnect charges by Axiata Group	75,900
				– Leased line charges by Axiata Group	2,359
				– Dark fibre and leased line charges by Celcom to Fibrecomm	1,122
				– VoIP related services by Axiata Group	21,434
				– Core rental and mobile services from Celcom to TM Group	2,493
				– Site rental for telecommunications infrastructure, equipment and related charges by Axiata Group to TM Group	718
<b>TOTAL</b>					<b>384,726</b>
Our Company and/or our subsidiaries	Astro Malaysia Holdings Berhad (AMH) and its subsidiaries (AMH Group)	Khazanah, Tunku Dato' Mahmood Fawzy and Nik Rizal Kamil	In addition to its shareholding in our Company, Khazanah is a major shareholder of AMH with deemed interest of 20.72%.  Tunku Dato' Mahmood Fawzy and his Alternate, Nik Rizal Kamil, are representatives of Khazanah on our Board.	<u>Revenue</u>	
				– Provision of data centre services by VADS to AMH	3,726
				– Provision of internet access, broadband and fibre circuit services to AMH	7,424
				– Provision of ICT products, radio transmission and connectivity services to AMH	20,521
			<u>Cost</u>		
			– Provision of content by AMH to TM Group	56,756	
<b>TOTAL</b>					<b>88,427</b>



TM HAS OVER THE YEARS BUILT A STRONG CORPORATE REPUTATION BASED NOT ONLY ON THE PRODUCTS AND SERVICES THAT WE PROVIDE BUT, PERHAPS EVEN MORE IMPORTANTLY, ON SOUND PRINCIPLES OF ETHICS AND INTEGRITY. THE COMPANY HAS PROGRESSED IN IMPLEMENTING AN ETHICAL WORK ENVIRONMENT FRAMED BY POLICIES AND PROCEDURES, ALL OF WHICH ARE INTEGRAL TO THE VIABILITY AND SUSTAINABILITY OF OUR BUSINESS SINCE THE INTRODUCTION OF OUR GUIDING VALUES KRISTAL IN 2002. THE SIGNING OF THE CORPORATE INTEGRITY PLEDGE IN 2011 HAS FURTHER SHOWCASED TM'S FULLEST COMMITMENT, IN PROMOTING VALUES OF INTEGRITY, TRANSPARENCY, ACCOUNTABILITY AND GOOD CORPORATE GOVERNANCE.

Recognising that it requires constant effort to maintain the highest level of integrity, in 2015 we further enhanced our ethical work environment via the following initiatives:

## **1. AMENDMENT OF TM CODE OF BUSINESS ETHICS**

TM Code of Business Ethics (CBE) was launched on 23 October 2004, laying down guiding principles for TM and our business partners and reinforcing our Kristal core values of Total Commitment to Customers, Uncompromising Integrity and Respect and Care.

Since then, we have updated the CBE to keep it relevant to the local and international climate. The CBE was first revised in 2010, and underwent a second revision in 2015. Among the salient provisions in the latest revision are: Understanding the Rules about Gifts, Entertainment and Corporate Hospitality; and Fighting Bribery & Corruption. These new provisions underline our zero tolerance to corruption, and will help employees to make the right decisions when providing or accepting gifts, hospitality, entertainment or travel in the course of work. The new CBE also requires employees to make certain disclosures to the Company to ensure transparency in all their actions and relationships.

## **2. ENHANCEMENT OF THE WHISTLEBLOWING CHANNEL**

TM provided additional features on ethical queries and reporting through the enhancement of our Whistleblowing channel. With the new development we will be able to

provide reports and audit trails on the number of calls that comes in. The process is now strengthened whereby calls are now routed to the dedicated authorised Management personnel including grievances against the Board of Directors. The aim is to increase the level of trust in the whistleblowing system among employees and external parties and to ensure better understanding of ethics and integrity and also that concerns are handled discreetly and thoroughly.

## **3. CONFLICT OF INTEREST & CONFIDENTIALITY UNDERTAKING**

We ensure the confidentiality of all information communicated through our Ethics Line as well as its documentation. Members of the Ethics & Integrity Management Committee (EIMC) and its secretariat, persons in charge, designated personnel of TM Ethics Line, the respective secretaries of the EIMC and staff from Enterprise Ethics & Integrity Unit and the Special Affairs Unit are fully apprised of our Conflict of Interest (COI) and Confidentiality Undertaking (CU) policies. Among others, the COI and CU provide that all information received via the Ethics Line, emails and documentation received will be used strictly for the purpose of investigation, reporting and updating to the BOD and/or Management, and circulation shall be restricted to authorised personnel only.

## **4. ETHICS & INTEGRITY E-LEARNING**

In 2015, in our effort to reinforce employees' knowledge, awareness and understanding of ethics and integrity, we have re-launched the e-Learning module now named as Ethics & Integrity e-Learning. This marked our continuous commitment in internalising integrity among the employees ever since 2010 where TM has been acknowledged as being the first GLC to provide Code of Business Ethics training via the e-Learning platform.

## **5. DECLARATION OF ASSETS & INTEREST (DOA)**

In 2015, we migrated the DOA to a new system. The declaration form has been simplified to ease the declaration process at all level of employees. The new form is now aligned with the current investment style which involves but is not limited to gold investment, Unit Trust and foreign investment. It also provides easy tracking and monitoring of completed declarations, as well as auto-generated email reminders to all employees.

## **6. INTEGRITY PACT IMPLEMENTATION FOR TM EMPLOYEES**

To fulfil the requirement of TM's Integrity Pact, all employees are now required to make on-line annual declaration that they

will refrain from being involved in any corrupt practices with any of TM's Business Partners including the prohibition of unauthorised use of TM's proprietary information. It is TM's aspiration that this initiative will assist to reduce and eradicate corrupt practices and enhance transparency in TM procurement approach.

**7. REQUIREMENT TO OBTAIN STATEMENT OF DISCLAIMER FOR CORPORATE HOSPITALITY OFFERED TO TM CUSTOMERS AND BUSINESS PARTNERS**

Events and trips are sometimes organised by TM for customers and/or business partners in order to build relationships, promote sales, increase our stakeholders' exposure to TM products and services, maximise publicity or build brand affinity. To ensure integrity in these undertakings, we require the authorised signatory of the company accepting our invitation to sign a Corporate Hospitality Disclaimer Letter to ensure non-violation of the organisation's internal rules and procedures or local laws.

**INTEGRITY BEST PRACTICES**

Our efforts to promote the highest ethical values have been recognised by independent parties. Our policies and framework were showcased in the Government Transformation Plan (GTP) Annual Report 2014 as a benchmark on ethics and integrity best practices. We were also named among the 10 most transparent companies in Malaysia by the Minority Shareholder Watchdog Group (MSWG).

We place great emphasis on communicating and embedding good corporate practices among our employees. In 2015, this was underlined by the following initiatives:

**REACHING OUT PROGRAMMES**

Throughout the year, we conducted various sessions to train and educate our employees on corporate integrity nation-wide. These saw the participation of employees across our lines of business, state operations and subsidiaries, as well as key business partners. We also arranged for a former magistrate who was convicted for bribery under the MACC Act 2009 to share his experiences.

Over a series of 12 sessions, our guest spoke candidly about how he got embroiled in corruption and abused his power, his time in prison and subsequent stigma as an ex-convict. He emphasised the importance of religion in providing a strong foundation to keep individuals on the path of honesty and integrity.

**INCULCATION OF INTEGRITY THROUGH RELIGION**

In Islam, work is considered an act of worshipping the Almighty (*Ibadah*) and trust (*Amanah*), provided it is in line with Shari'ah (Islamic law). Trust is a psychological contract which carries an important responsibility and accountability. Such responsibility and accountability are important in the life of a Muslim in order to receive forgiveness (*Maghfirah*) from the Almighty and attain true success (*Falah*). To stress the importance of integrity at work, a talk entitled '*Bagaimana Menjadi Mukmin Profesional Yang Berjaya*' (How to Become a Successful Professional Believer) was held. The audiences were reminded that employees should do good without seeking reward or recognition. Work should not be seen simply as a means of making a living but more as a means to do good.

**8. RECOGNITION ON ETHICS AND**



Integrity@Heart & OSHE week 2015.

**LEADERS SET THE TONE – MANAGEMENT MESSAGES**

TM's leadership has always strived to serve as models of integrity for all employees to emulate. In 2015, the leadership bench further reinforced principles of integrity via their engagement programmes with the employees held at the headquarters and states. Integrity goes beyond compliance with the law; it includes improving the internal customer experience, treatment of customers and business partners, productivity, transparency in communication to staff, and defining critical areas for improvement to ensure TM succeeds as an organisation.





# PERFORMANCE REVIEW

- 158 Statement by Group Chief  
Financial Officer
- 160 Financial Calendar
- 162 Group Financial Highlights
- 164 Investor Relations
- 168 Stock Performance
- 170 Simplified Group Statement of Financial  
Position & Segmental Analysis
- 172 Group Quarterly Financial Performance
- 173 Group Financial Review
- 178 Statement of Value Added
- 179 Distribution of Value Added
- 180 TM Group Products & Services

FOCUSED ON  
PERFORMANCE

S T A T E M E N T B Y



GROUP  
CHIEF  
FINANCIAL  
OFFICER

FOR THE CURRENT FY2015, TM DELIVERED A HEALTHY SET OF FINANCIAL RESULTS, SIGNIFYING STRENGTH IN OUR CURRENT BUSINESS, DESPITE THE CHALLENGING ENVIRONMENT. WE WERE KEPT BUSY OVER 2015 WITH THE ROLLOUT OF OUR HSBB2, SUBB AND LTE NETWORK ALONGSIDE THE CONTINUED IMPROVEMENT OF OUR PRODUCTS AND SERVICES IN ORDER TO PROVIDE THE BEST DIGITAL EXPERIENCE FOR OUR CUSTOMERS.

D A T U K B A Z L A N O S M A N

Group Chief Financial Officer

Our operating revenue grew by 4.3% in FY2015 to RM11.72 billion as compared to RM11.24 billion in FY2014. Our reported EBIT was RM1.26 billion, whilst our normalised EBIT was RM1.24 billion, 2.9% and 10.6% lower, respectively, against 2014. Our operating revenue growth was driven by Internet and multimedia revenue, which grew by 12.4% against FY2014. This strong performance was mainly due to higher cumulative broadband customers, particularly UniFi, as well as strong traction from our upselling activities over the course of the year. This was followed by 2.4% growth in data revenue.



Excluding P1, our operating revenue grew by 3.0% to RM11.52 billion, whilst our reported EBIT was 13.7% higher against 2014, at RM1.53 billion, whilst Normalised EBIT stood at RM1.52 billion.

However, due to the impact of the depreciating Ringgit as well as a higher tax impact, our reported Group PATAMI was lower by 15.8%, at RM700.3 million, whilst on a normalised basis, it was 4.9% lower, at RM894.9 million.

2015 is the first full-year of consolidation of P1, which had some impact on TM in terms of cost and profitability, as we head towards the launch of our converged services. Notwithstanding, we have put in place numerous initiatives to mitigate costs and improve asset productivity to increase profitability.

In our current business, we recorded higher cost in certain areas, which were in line with higher revenue across our business clusters/ Lines of Business. The currency depreciation also impacted our international trade settlements and long terms loans, where we saw some unrealised forex losses in relation to our long term loans. Of our total debt, we have hedged a large part of our foreign currency exposure, and only 13.1% of the same is unhedged.

In 2015, capital expenditure was higher at RM2.51 billion, or 21.4% of revenue. This was driven by the rollout of the HSBB2 and SUBB projects. These projects will increase high speed broadband coverage on both the fiber and DSL technologies, enabling us to provide a better customer experience across a wider coverage of the population.

We remain committed in maintaining the strength of our financial position and managing our balance sheet optimally. Our cash position was stable in 2015, with our gross debt/EBITDA ratio of 1.90x well within our credit rating headroom of 2.0-2.5x. We closed 2015 with a healthy cash balance of RM3.51 billion.

To demonstrate our commitment to grow TM's value creation and sustainable returns for our investors, we declared a 2nd interim dividend of 12.1 sen per share, or RM454.7 million. Together with the 1st interim dividend paid on 23rd September 2015, this brings to a total dividend payout of 21.4 sen per share, or RM804.2 million for FY2015.

The coming year will see higher capex intensity, with the peak of our HSBB2 and SUBB rollout planned for 2016, in tandem with our other initiatives aimed at strengthening the core business and enhancing customers experience, whilst investing for the future, in line with our transformation into the Convergence Champion.

We have announced our 2016 Headline KPI's, two of which are financial targets, namely revenue growth of 3-3.5% whilst we target our EBIT to remain at the same level as 2015. This takes into account our impending entry into the mobility space, and the renewed approach to Managed Accounts planned for 2016, in addition to the higher intensity of the HSBB2 and SUBB rollout over the coming months.



**Datuk Bazlan Osman**  
Group Chief Financial Officer

closed 2015 with a healthy cash balance

**RM3.51** billion

total dividend payout of

**21.4** sen

per share or

**RM804.2** million  
for FY2015

# C F A L A N

## 26 FEBRUARY 2015

Announcement of the audited consolidated results and declaration of final single-tier dividend of 13.4 sen per share for the financial year ended 31 December 2014, of which Dividend Reinvestment Scheme (DRS) was applied.

## 6 APRIL 2015

Issuance of the 30<sup>th</sup> Annual General Meeting (AGM) Notice together with the 2014 Annual Report, 2014 Sustainability Report and Circular to Shareholders.

## 30 APRIL 2015

30<sup>th</sup> AGM of the Company.

## 19 MAY 2015

Date of entitlement for the final single-tier dividend of 13.4 sen per share for the financial year ended 31 December 2014, of which DRS was applied.

## 29 MAY 2015

Announcement of the unaudited consolidated results for the 1<sup>st</sup> quarter ended 31 March 2015.

## 18 JUNE 2015

Date of payment of the final single-tier dividend of 13.4 sen per share for the financial year ended 31 December 2014, of which DRS was applied.

## 19 JUNE 2015

Additional listing of 38,565,824 new ordinary shares of RM0.70 each pursuant to the DRS.

## 25 AUGUST 2015

Announcement of the unaudited consolidated results for the 2<sup>nd</sup> quarter ended 30 June 2015 and declaration of an interim single-tier dividend of 9.3 sen per share for the financial year ended 31 December 2015.

## 9 SEPTEMBER 2015

Date of entitlement for the interim single-tier dividend of 9.3 sen per share for the financial year ended 31 December 2015.

# DIARY

## 23 SEPTEMBER 2015

Date of payment of the interim single-tier dividend of 9.3 sen per share for the financial year ended 31 December 2015.

## 26 NOVEMBER 2015

Announcement of the unaudited consolidated results for the 3<sup>rd</sup> quarter ended 30 September 2015.

## 24 FEBRUARY 2016

Announcement of the audited consolidated results and declaration of second interim single-tier dividend of 12.1 sen per share for the financial year ended 31 December 2015.

## 10 MARCH 2016

Date of entitlement for the second interim single-tier dividend of 12.1 sen per share for the financial year ended 31 December 2015.

## 24 MARCH 2016

Date of payment of the second interim single-tier dividend of 12.1 sen per share for the financial year ended 31 December 2015.

## 4 APRIL 2016

Issuance of the 31<sup>st</sup> AGM Notice, 2015 Annual Report and 2015 Sustainability Report.

## 28 APRIL 2016

31<sup>st</sup> AGM of the Company.

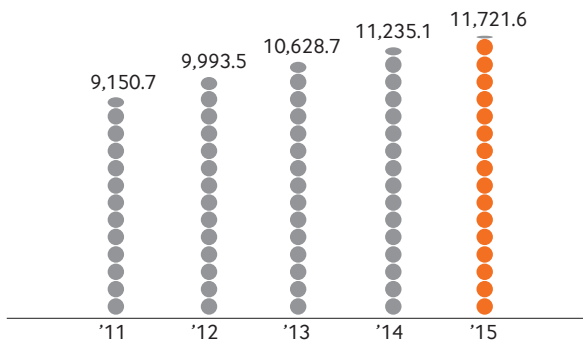


# GROUP FINANCIAL HIGHLIGHTS

In RM Million	2011	2012	2013	2014	2015
<b>OPERATING RESULTS</b>					
1. Operating revenue	9,150.7	9,993.5	10,628.7	11,235.1	<b>11,721.6</b>
2. Profit before taxation and zakat	1,001.2	1,069.6	1,046.0	1,105.5	<b>911.8</b>
3. Profit for the financial year	1,237.1	1,305.9	1,047.8	842.5	<b>591.8</b>
4. Profit attributable to equity holders of the Company	1,191.0	1,263.7	1,012.2	831.8	<b>700.3</b>
<b>KEY DATA OF FINANCIAL POSITION</b>					
1. Total shareholders' equity	7,424.0	6,894.8	7,136.7	7,571.1	<b>7,780.6</b>
2. Total assets	22,252.3	22,195.9	21,146.5	22,623.2	<b>24,413.1</b>
3. Total borrowings	6,410.4	7,140.4	6,455.2	6,448.4	<b>7,583.7</b>
<b>SHARE INFORMATION</b>					
1. Per share					
Earnings (basic)	33.3 sen	35.3 sen	28.3 sen	22.9 sen	<b>18.7 sen</b>
Gross dividend	19.6 sen	22.0 sen	26.1 sen	22.9 sen	<b>21.4 sen</b>
Net assets	207.5 sen	192.7 sen	199.5 sen	203.6 sen	<b>207.0 sen</b>
2. Share price information					
High	RM5.09	RM6.40	RM6.00	RM7.57	<b>RM7.79</b>
Low	RM3.50	RM4.71	RM5.05	RM5.28	<b>RM6.00</b>
<b>FINANCIAL RATIOS</b>					
1. Return on shareholders' equity	15.8%	17.7%	14.4%	11.3%	<b>9.1%</b>
2. Return on total assets	5.6%	5.9%	5.0%	3.7%	<b>2.4%</b>
3. Debt equity ratio	0.9	1.0	0.9	0.9	<b>1.0</b>
4. Dividend cover	1.7	1.6	1.1	1.0	<b>0.9</b>

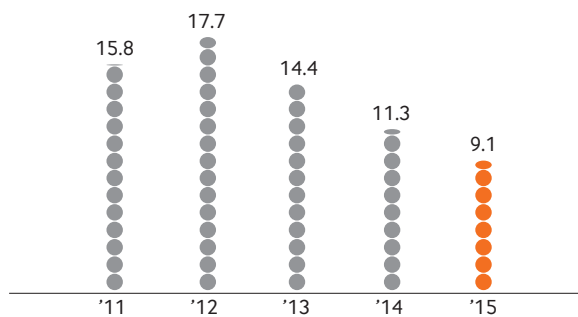
### Operating Revenue

(RM Million)



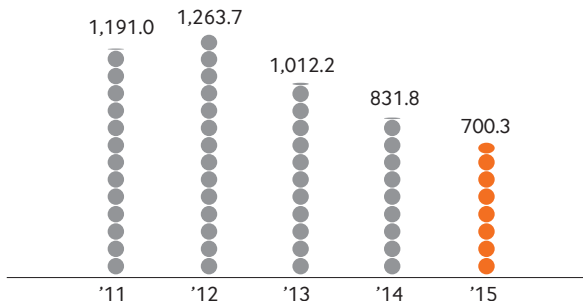
### Return on Shareholders' Equity

(%)



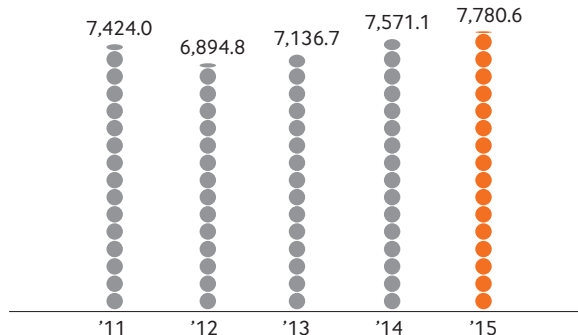
### Profit Attributable to Equity Holders of the Company

(RM Million)



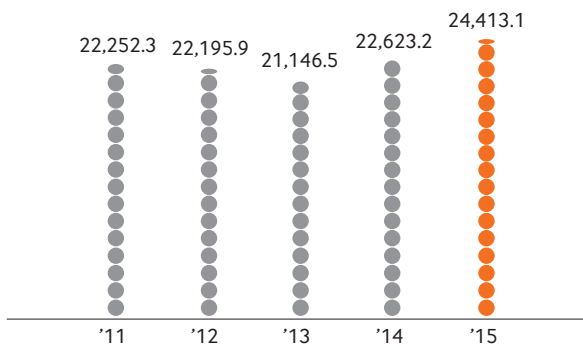
### Total Shareholders' Equity

(RM Million)



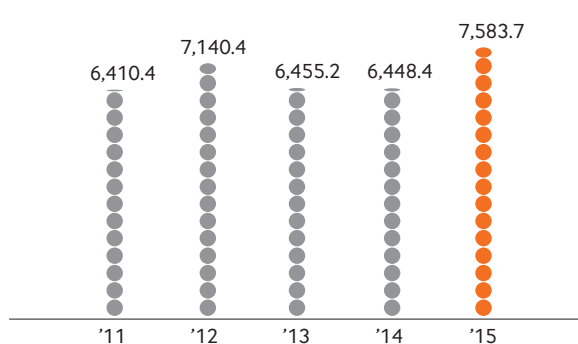
### Total Assets

(RM Million)



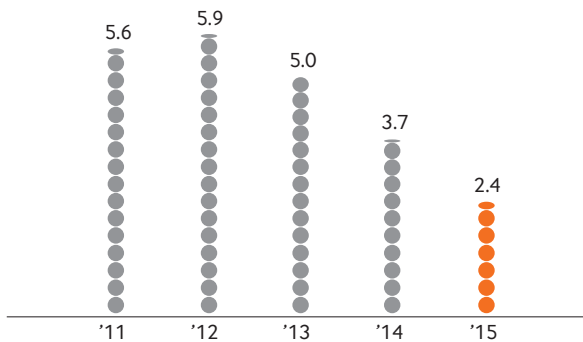
### Total Borrowings

(RM Million)

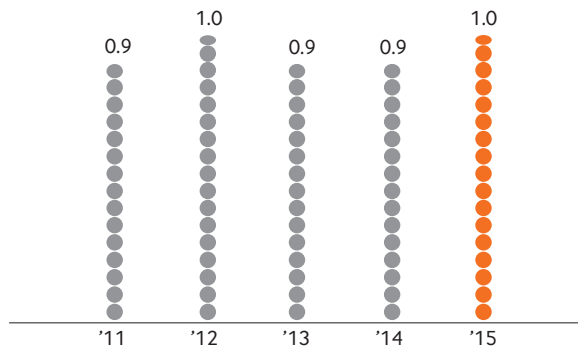


### Return on Total Assets

(%)



### Debt Equity Ratio



# Investor Relations

## COMMITMENT TO SHAREHOLDERS

In our quest to make life and business easier for a better Malaysia, we remain committed to our responsibility to create long term value for our shareholders. This is demonstrated by through our relentless focus on the key pillars of PIP3.0, and providing high total shareholder return.

For the financial year 2015, we paid a total net dividend payout of RM804.2 million to our shareholders, comprising:

- An interim dividend of 9.3 sen per share amounting to RM349.5 million, paid on 23 September 2015; and
- A second interim dividend of 12.1 sen per share amounting to RM454.7 million, paid on 24 March 2016.

## Shareholder Base

Our shareholder base as at 31 January 2016 comprised 22,717 institutional and private/retail shareholders. Among our substantial shareholders are Khazanah Nasional Berhad, the Employees Provident Fund (EPF) and AmanahRaya Trustees Berhad – Skim Amanah Saham Bumiputera, which together account for 56.46% holding of the Group as at 31 December 2015. Meanwhile, our foreign shareholding stood at 11.34%.

## Transparency

We continue to maintain a high level of transparency in our financial reporting, and are equally stringent in our corporate governance. Our operations are guided by the Malaysian Code on Corporate Governance, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (Bursa Securities) as well as international best practices.

TM continued to receive recognition for its corporate governance and disclosure in 2015. ASEAN Corporate Governance (CG) Awards, we were listed in the Top 50 Publicly Listed Companies from ASEAN and Top 3 Public Listed Companies in Malaysia. We were also awarded the Top CG Overall Recognition, Top 10 CG Disclosure Merit Recognition, Long term value creation (10 years), Exemplary AGM Conduct & Minutes and Industry Excellence - Telecommunications & Media at the ASEAN Corporate Governance Transparency Index, Findings and Recognition (The Malaysian Chapter) 2015. At the Annual Corporate Report Awards (NACRA 2015), we received the Overall Excellence Award – Gold, Trading & Services Sector Award, Best Design – Platinum, and Best CSR – Gold.

## SHAREHOLDER RETURNS (2011-2015)

**Dividend Payout Policy of RM700 million or up to 90.0% of Normalised PATAMI whichever is higher**





## DIVIDEND POLICY

We reiterate our dividend commitment as stated in our dividend policy statement:

*"In determining the dividend payout ratio in respect of any financial year after the Proposed Demerger, our Company intends to adopt a progressive dividend policy which enables us to provide stable and sustainable dividends to our shareholders while maintaining an efficient capital structure and ensuring sufficiency of funding for future growth.*

*Our Company intends to distribute yearly dividends of RM700 million or up to 90.0% of our normalised PATAMI, whichever is higher.*

*Dividends will be paid only if approved by our Board out of funds available for such distribution. The actual amount and timing of dividend payments will depend upon our level of cash and retained earnings, results of operations, business prospects, monetisation of non-core assets, projected levels of capital expenditure and other investment plans, current and expected obligations and such other matters as our Board may deem relevant."*

## TM CREDIT RATING

TM continues to exhibit strong fundamentals and a sound balance sheet. This is evident from the credit ratings accorded by both local and international rating agencies, as indicated below:

- Rating Agency of Malaysia      AAA
- Moody's Investors Service      A3 (with a baseline credit assessment of "a3")
- Standard & Poor's      A- (with a standalone credit profile of "a-")
- Fitch      A-

We are dedicated to maintaining our investment grade credit ratings and will continue with our prudent approach to financial and capital management and positive engagements with the rating agencies in order for them to have transparent and fair access to our key information.

### Local Currency Debt

	TMISIS B
Coupon	4.870%
Maturity Date	28 Dec 2018
Principal (RM)	925,000,000

**Note:**  
TMISIS is an abbreviation for TM Islamic Stapled Income Securities

	IMTN 001	IMTN 002	IMTN 003	IMTN 004	IMTN 005	IMTN 006	IMTN 007	IMTN 008	IMTN 009	IMTN 010	IMTN 011	IMTN 012	IMTN 013	IMTN 014
Coupon	4.50%	4.20%	4.20%	4.00%	3.95%	3.95%	3.93%	4.30%	4.82%	4.738%	4.55%	4.55%	4.23%	4.88%
Maturity Date	25 Jun 2021	13 Sep 2021	10 Dec 2021	13 May 2022	19 Dec 2022	28 Apr 2023	23 Jun 2023	18 Dec 2020	21 Mar 2024	27 Jun 2024	7 Oct 2024	20 Dec 2024	10 Jun 2022	28 Nov 2025
Principal (RM)	300,000,000	300,000,000	200,000,000	250,000,000	300,000,000	400,000,000	250,000,000	200,000,000	300,000,000	300,000,000	300,000,000	300,000,000	300,000,000	300,000,000

**Note:**

- (i) ICP is an abbreviation for Islamic Commercial Paper and IMTN is an abbreviation for Islamic Medium Term Note
- (ii) IMTN 001 to IMTN 007 were issued under the ICP/IMTN programme of up to RM2.0 billion
- (iii) IMTN 008 to IMTN 014 were issued under ICP/IMTN programme of up to RM3.0 billion

**Foreign Currency Debt**

	Yankee Bond
Coupon	7.875%
Maturity Date	1 Aug 2025
Principal (USD)	300,000,000

	JPY Term Loan	USD Term Loan
Interest Rate	0.91375%	3mLibor + 0.91%
Maturity Date	20 Nov 2017	30 Oct 2020
Principal	7,800,000,000	100,000,000

**Note:**

- (i) The JPY term loan was swapped to RM exposure with an interest rate of 3.62%
- (ii) The USD term loan was swapped to RM exposure with an average interest rate of 4.01%

**INVESTOR RELATIONS**

TM is committed to maintaining open and transparent communication with our shareholders and investors in order to nurture a strong relationship with them. To keep them abreast of our strategies, performance and key business activities, we have a well-planned investor relations programme which includes conferences, non-deal roadshows and one-on-one meetings. We have a designated Investor Relations unit whose key role is to be proactive in disseminating relevant and timely information to the investing community.

Ensuring compliance with best practices, all communication with the capital market is governed by our Investor Relations Policy and Guidelines and is in line with Bursa Malaysia's Corporate Disclosure Guide 2011.

## Quarterly Financial Results Announcement and Briefing

Subsequent to disclosing our quarterly earnings to Bursa Securities, briefings are held for analysts and fund managers/investors via teleconferencing. These sessions are chaired by the Group CEO together with the Group CFO and attended by Senior Management representing our key Lines of Business. The objective is to ensure clear understanding of the Group’s financial and operational performance.

## Financial Results Presentations

Presentation slides of our results are prepared in an investor-friendly manner to aid understanding of the Group’s performance. These are made available on the Company’s website following the release of information to Bursa Securities. Copies of the presentation slides are also distributed by e-mail to analysts and investors who are on the distribution list of our Investor Relations unit.

## Investor Engagement

- **One-on-one Meetings, Conference Calls and Investor Conferences**

The Group CEO, Group CFO and Investor Relations team regularly hold meetings and conference calls with fund managers, financial analysts, rating agencies and other stakeholders in Malaysia and abroad. Senior Management and the Board of Directors also lend their support by participating in some of these activities.

In 2015, we reached out to a wider investor audience by mounting non-deal roadshows as well as attending conferences locally and internationally, to meet with both fixed income and equity investors.

Throughout the year, more than 300 meetings and engagements with investors and analysts were conducted.

The key areas of interest in our discussions during our engagements include our Convergence aspirations and upcoming launch of LTE services, the competitive and regulatory landscape, as well as our financial and operational performance and outlook.

- **Investor Relations Portal**

The Investor Relations unit maintains a portal on TM’s corporate website, <https://www.tm.com.my/AboutTM/InvestorRelations/Pages/Introduction.aspx>, which serves as an excellent communication platform and source of information for shareholders and the general public. The portal contains the Group’s annual reports, financial results, investor presentations, capital structure information, press releases and disclosures to Bursa Securities, and is updated in a comprehensive and timely manner.

- **Feedback**

TM highly values feedback from the investing community, as it allows us to keep improving our relationship with this stakeholder group. To further enhance our Investor Relations function, we continuously seek constructive ideas through ongoing engagement with stakeholders as well as provide an avenue through which they may communicate with the team at [investor@tm.com.my](mailto:investor@tm.com.my).

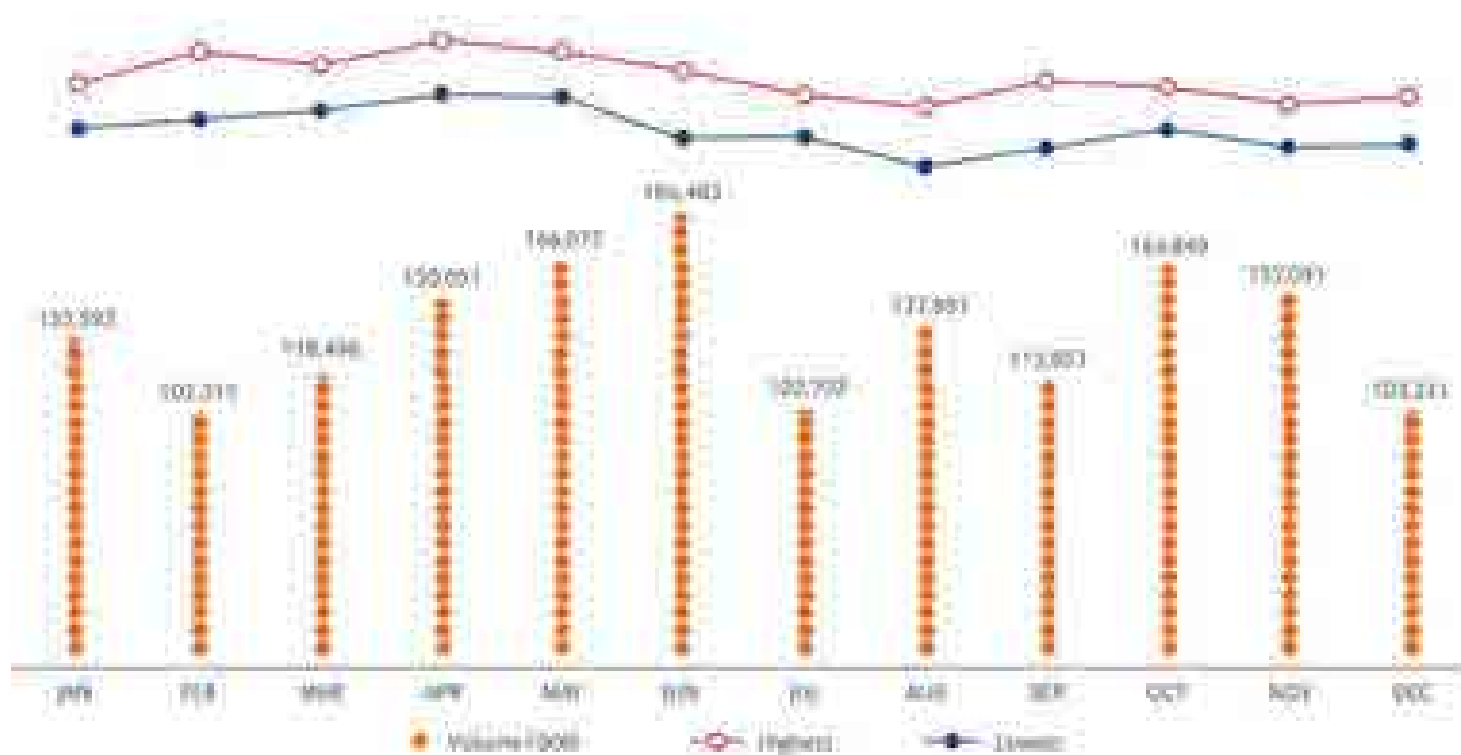
# Stock Performance

We have been listed on Bursa Malaysia since 1990. In 2015, we recorded a total shares turnover of RM11,228 million with 1,630 million shares traded as compared to a total turnover of RM10,997 million with 1,766 million shares traded in 2014.

Our share price reached a record post-demerger high on 7 April 2015, at RM7.79 per share.

## SHARE PRICE & VOLUME TRADED

2015 Monthly Trading Volume & Highest-Lowest Share Price



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Volume ('000)	133,592	102,315	118,498	150,051	166,072	186,483	103,703	137,851	115,857	164,849	152,051	103,221
Highest (RM)	7.05	7.60	7.37	7.79	7.60	7.27	6.86	6.66	7.10	7.00	6.70	6.82
Lowest (RM)	6.64	6.80	6.94	7.23	7.18	6.48	6.49	6.00	6.31	6.63	6.31	6.38

**TM SHARE PRICE VS. FBM KLCI INDEX 2015**



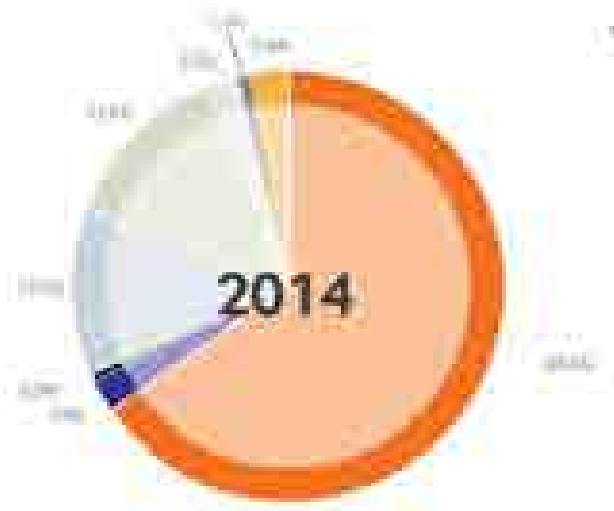
**MARKET CAPITALISATION/SHARE PRICE**



<sup>1</sup> Closing share price at year end

# Simplified Group Statement of Financial Position & Segmental Analysis

**Total Assets**

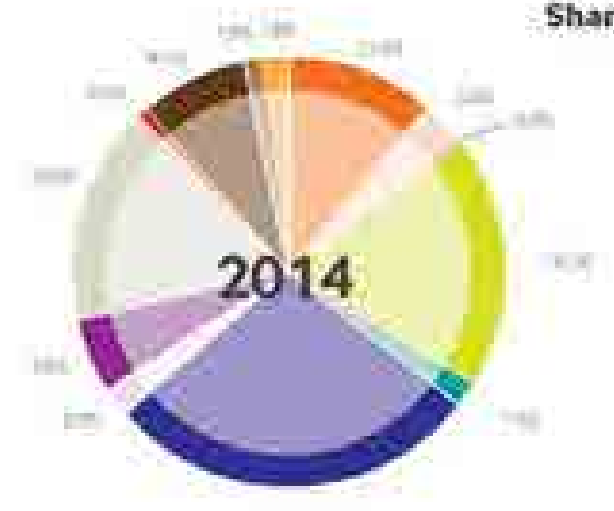


- Intangible assets
- Property, plant and equipment
- Available-for-sale investments
- Investments
- Cash and other receivables



- Intangible assets
- Property, plant and equipment
- Available-for-sale investments
- Investments
- Cash and other receivables
- Other assets

**Total Liabilities & Shareholders' Equity**



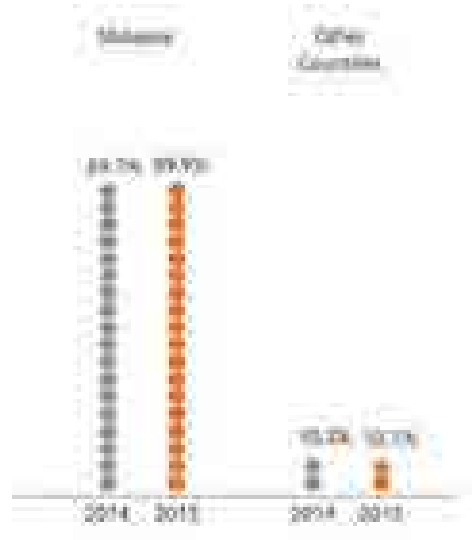
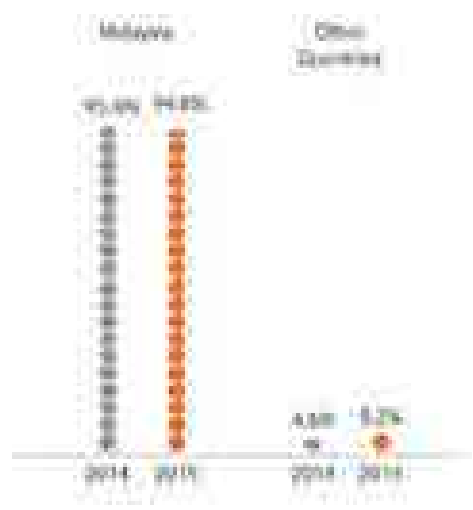
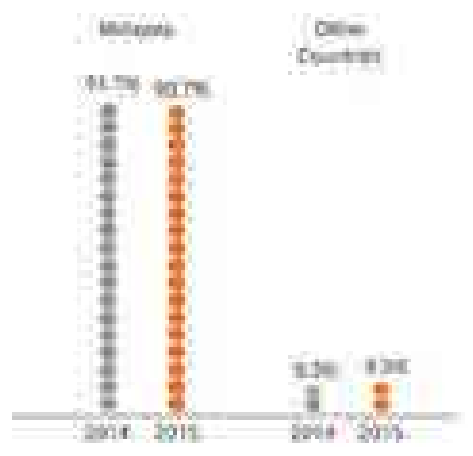
- Share premium
- Other reserves
- Retained profits
- Noncontrolling interests
- Borrowings
- Customer deposits
- Deferred tax liabilities
- Trade and other payables
- Treasury and capital



- Share premium
- Other reserves
- Retained profits
- Noncontrolling interests
- Borrowings
- Customer deposits
- Deferred tax liabilities
- Trade and other payables
- Treasury and capital
- Deferred income



BY GEOGRAPHICAL LOCATION



**Segment Operating Revenue**  
in RM (Amounts are in RM Billion)



**Segment Results**  
in RM (Amounts are in RM Billion)



**Segment Assets**  
in RM (Amounts are in RM Billion)



BY BUSINESS

# Group Quarterly Financial Performance

## 2015

In RM Million	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Year 2015
Operating revenue	2,774.1	2,840.6	2,922.5	3,184.4	<b>11,721.6</b>
Operating profit before finance cost	242.8	304.7	448.5	234.5	<b>1,230.5</b>
Profit before taxation and zakat	172.1	256.1	259.0	224.6	<b>911.8</b>
Profit attributable to equity holders of the Company	128.9	212.1	166.8	192.5	<b>700.3</b>
Basic earnings per share (sen)	3.5	5.7	4.4	5.1	<b>18.7</b>
Dividend per share (sen)	–	9.3	–	12.1	<b>21.4</b>

## 2014

In RM Million	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Year 2014
Operating revenue	2,620.0	2,821.8	2,636.0	3,157.3	<b>11,235.1</b>
Operating profit before finance cost	316.3	337.7	317.4	327.7	<b>1,299.1</b>
Profit before taxation and zakat	279.6	309.4	262.8	253.7	<b>1,105.5</b>
Profit attributable to equity holders of the Company	210.6	214.1	188.8	218.3	<b>831.8</b>
Basic earnings per share (sen)	5.9	6.0	5.1	5.9	<b>22.9</b>
Dividend per share (sen)	–	9.5	–	13.4	<b>22.9</b>

# Group Financial Review

## OPERATING REVENUE

TM Group revenue grew by 4.3% in 2015, from RM11,235.1 million in 2014 to RM11,721.6 million driven mainly by the increase in revenue for Internet and multimedia, data, voice and other telecommunications related services, which collectively represent 97.5% of the Group's revenue.

### Internet and multimedia services

Maintaining its position as the nation's Broadband Champion, on track to become Malaysia's true Convergence Champion, the Group's broadband customer base grew by 4.9% to 2.34 million customers, driven by UniFi which continues to see a healthy year-on-year growth of 15.1% in customer base, with more than 839,000 customers as at 31 December 2015. With the launch of the all new UniFi and the UniFi Advance package in October 2015, 46.0% of UniFi customers are now on packages of 10Mbps and above. The higher customer base has also led to the increase in number of buys for Premium Channels and Video on Demand (VOD). A full year consolidation of Packet One Networks (Malaysia) Sdn Bhd (P1) Group in 2015 also contributed to the higher broadband revenue for 2015. Combined, these factors have contributed to the healthy 12.4% growth in Internet and multimedia services from RM2,995.1 million in 2014 to RM3,367.5 million in 2015. In line with this, Internet and multimedia services contributed 28.7% to the Group's operating revenue, as compared to 26.6% in the previous financial year.

### Data services

Data services which mainly comprise leased, Ethernet, IPVPN and IP services, increased by 2.4% in the current financial year to RM2,669.7 million compared to RM2,606.0 million in 2014 contributed by strong domestic Ethernet and High Speed Broadband Access (HSBA) sales with continuing demand for higher bandwidth and increase in physical number of circuits. Sales



of international Indefeasible Right of Use (IRU) capacity also increased. Data services contributed to 22.8% of the Group's operating revenue in 2015, slightly lower compared to the 23.2% contribution in 2014.

### Voice services

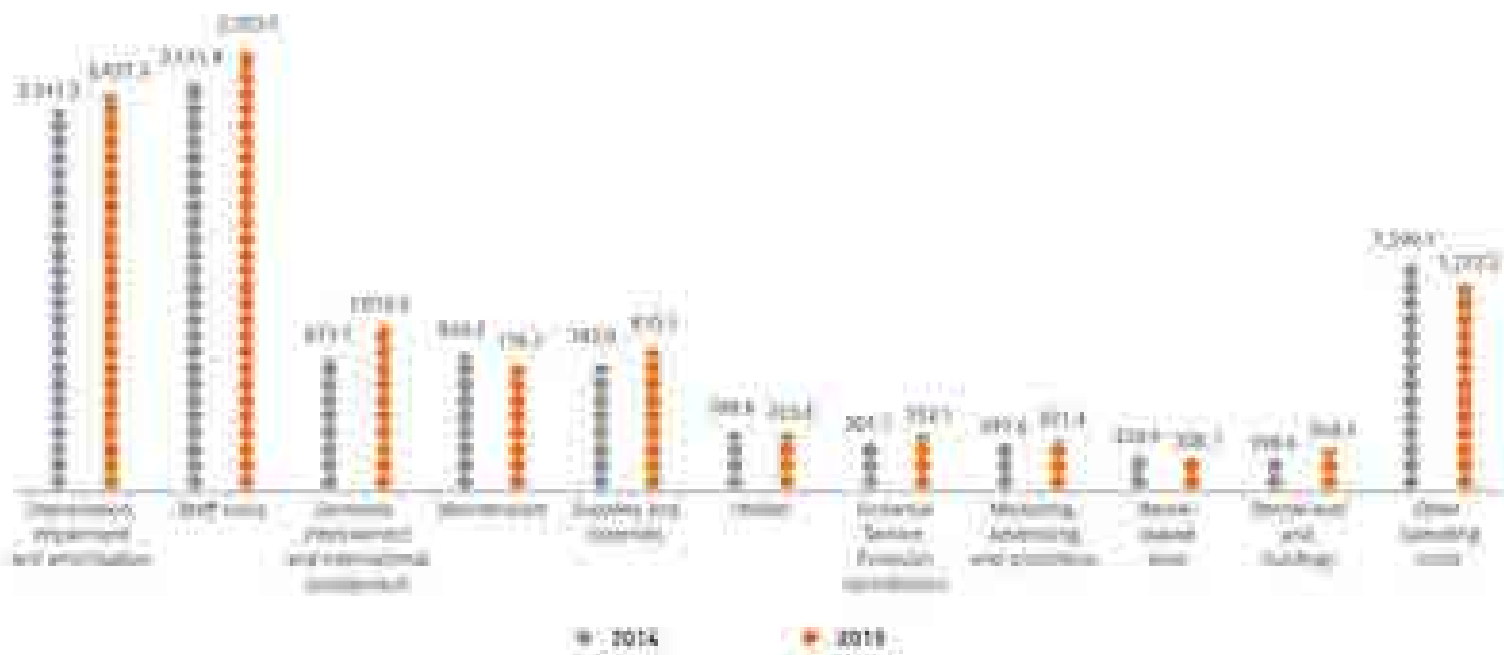
Revenue from voice services in 2015 was RM3,506.9 million, 1.1% higher than the RM3,469.2 million recorded in 2014. Comprising of revenue from business telephony which includes ISDN, interconnect and international inpayment, as well as residential telephony, the increase in voice services in 2015 was contributed mainly by increase in bilateral voice revenue from the Group's Global business. This year's increase means voice maintains a 29.9% contribution to the Group's revenue mix although this is a slight decrease from the 30.9% contribution in 2014.

### Other telecommunications related services

Despite the increasingly competitive market and economic challenges of 2015, the Group successfully maintained and even increased

its revenue from other telecommunications related services slightly by 0.9%, amounting to RM1,881.2 million for 2015 compared to RM1,864.7 million in 2014. Revenue from this segment is derived primarily from customer projects, maintenance, broadcasting, managed Information and Communications Technology (ICT), business process outsourcing and enhanced value-added telecommunications services. The increase was primarily due to stable customer project revenue at the back of continuing realisation of grant revenue from Public-Private Partnership (PPP) projects with the Government. Subsidiaries such as VADS Berhad Group and GITN Sdn Berhad reported continuing growth in revenue for this segment particularly in driving forth the Group's ICT and business solutions revenue. In view of the relatively significant increase in Internet revenue for the Group, the contribution from other telecommunications related services to the Group's operating revenue decreased slightly to 16.0% from 16.6% in the previous financial year.

Operating Costs (RM Million)



**Non-telecommunications related services**

With RM296.3 million revenue in 2015, non-telecommunications related services contributed 2.5% of the Group’s operating revenue in 2015, slightly lower than the 2.7% contribution in 2014. The reduction from this revenue segment which comprise services from subsidiaries focusing on education, printing and publication of directories, property development and trading in customer premise equipment, was mainly due to absence of significant contribution from disposal of land by a wholly-owned subsidiary despite increase in revenue from subsidiaries servicing the education cluster namely Universiti Telekom Sdn Bhd.

**OPERATING COSTS**

The Group’s operating costs increased by 4.9% from RM10,095.1 million in 2014 to RM10,588.2 million in 2015. Higher direct cost such as domestic and international

outpayment, staff costs, supplies and materials are among the main contributors of the increase as explained below.

**Depreciation, impairment and amortisation**

This group of expenditure consisting of depreciation, impairment and write-off of property, plant and equipment (PPE), impairment of non-current asset held for sale (NCAHFS) as well as amortisation of intangible assets, increased by 4.1% from RM2,341.3 million in 2014 to RM2,437.3 million in 2015. Depreciation charges rose by 3.1% mainly from the impact of a full year consolidation of P1 in 2015 (compared to just 3 months in 2014 from the date of its acquisition by the Group on 30 September 2014), as well as impact of accelerated depreciation of certain telecommunications network equipment relating to WIMAX technology in view of the Group’s planned Long-Term Evolution (LTE) roll-out. On the same line, RM31.9 million impairment losses for PPE were also recognised mainly relating

to assets located at sites that are no longer in operation as well as assets that are affected by obsolescence. These were partially offset by a RM6.3 million reversal for impairment of NCAHFS that was impaired in 2014, but subsequently reversed in 2015 as conditions to the sale were subsequently unwound at the benefit of the Group. As a proportion of the Group’s overall cost, depreciation, impairment and amortisation accounted for 23.0% of the overall operating costs, a marginal decrease from 23.2% in 2014.

**Domestic interconnect and international outpayment**

The Group’s domestic interconnect and international outpayment increased by 23.7% from RM821.7 million to RM1,016.3 million, mainly due to increase in bilateral minutes with expansion in existing volume commitment (VC) contracts, as well as new VC deals coupled with the impact of foreign currency translation.

### Staff costs

Staff costs for the Group increased by 7.6% from RM2,511.9 million in 2014 to RM2,703.1 million in 2015 following the impact of a full year consolidation of P1 Group and higher salaries due to annual increment which were offset partially by the impact of actual savings from Skim MESRA which was a voluntary separation scheme made available to employees aged 55 and above as at 31 December 2014. Staff costs contributed 25.5% of the overall Group's operating costs in 2015 compared to 24.9% in 2014.

### Supplies and materials

Supplies and materials increased by 11.9% from RM782.0 million in 2014 to RM875.1 million in 2015 largely due to higher cost incurred for customer projects and various ICT projects in line with increase in revenue. This was partially offset by lower customer acquisition cost (CAC) due to lower number of UniFi accounts with CAC cost yet to be amortised at the end of 2015.

### Maintenance

Maintenance costs decreased 8.0% during the year from RM846.2 million to RM778.1 million in 2015 mainly as a result of continuing effectiveness of cost control measures as well as more comprehensive maintenance contracts negotiated with business partners. These cost savings were realised despite consolidation of additional network maintenance cost from the P1 Group.

### OTHER OPERATING INCOME

Other operating income decreased by 19.8% from RM154.3 million in 2014 to RM123.7 million due to the recognition of RM21.9 million negative goodwill relating to the acquisition of a subsidiary in 2014, with no such income in 2015. There were also lower gains on disposal of non-current assets held for sale in 2015.

### NET FINANCE COST

The Group's net finance cost increased by 69.2% from RM202.9 million to RM343.4 million in the current financial year mainly from the onset of unrealised foreign exchange losses on re-translation of borrowings as explained below.

#### Finance cost

Finance cost for the Group increased by 10.9% from RM291.6 million in 2014 to RM323.4 million in 2015 following the impact of the issuance of RM600.0 million Islamic Medium Term Notes (IMTN) in 2015 coupled with the full year impact of interest expense from the quarterly drawdowns of IMTNs made between March to December 2014 that amounted to RM1,200.0 million. The IMTN were drawdown mainly to fund the Group's capital expenditure as well as business operating requirements.

#### Finance income

Finance income increased by 20.4% from RM136.6 million in 2014 to RM164.4 million in 2015 contributed by higher interest income from deposits in line with higher funds available for placement, coupled with higher yield.

#### Foreign exchange on translation of borrowings

With the significant weakening of Ringgit Malaysia against US Dollar in 2015, the Group recorded a foreign exchange loss of RM184.4 million on translation of the Group's unhedged US Dollar borrowings as compared to RM31.8 million loss in 2014.

The unhedged foreign currency borrowings constitute only 13.1% of the Group's total borrowings, comprising of long dated debentures maturing only in 2025. 2014 also included forward foreign currency contract fair value loss of RM16.1 million as compared to nil in the current financial year since all forward contracts on borrowings entered by

### Profit Attributable to Equity Holders of the Company (RM Million)

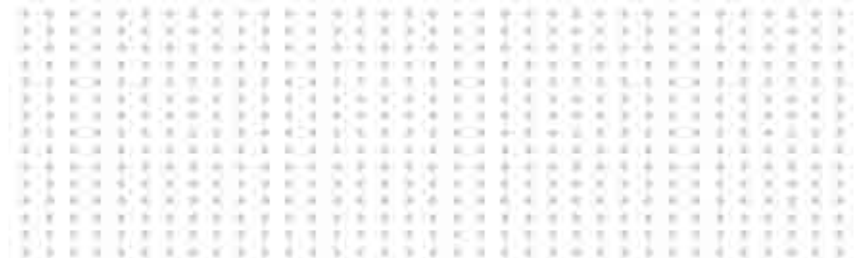


the Group had fully expired in September 2014 upon the Group's redemption of the USD465.1 million Guaranteed Notes.

Consequent from the above, the net foreign exchange loss registered in the current financial year of RM184.4 million was significantly higher than RM47.9 million recorded last year.

### TAXATION EXPENSE

The current financial year recorded a higher tax charge of RM314.3 million as compared to RM259.9 million in 2014 following the impact of higher profit before taxation and higher effective tax rate for the Group. The significantly higher effective tax rate for the Group in 2015 was mainly in view of deferred tax assets/credits relating to the operational losses of P1 Group which has not been recognised by the Group and is deferred to a point in the future until the Group is more reasonably able to determine future profits to be contributed by P1 Group against which the deferred tax credits can be utilised.



### PROFITABILITY

The Group's profit before taxation and zakat decreased by 17.5% from RM1,105.5 million to RM911.8 million in 2015 mainly due to lower operating profit with higher net finance cost. Profit attributable to equity holders also reduced to RM700.3 million from RM831.8 million in 2014, primarily due to the impact from foreign exchange losses on translation of borrowings arising from the weakening of Ringgit Malaysia against US Dollar.

### TOTAL ASSETS

The Group's total assets stood at RM24,413.1 million, a 7.9% increase from RM22,623.2 million at the end of the previous financial year primarily contributed by the increase in inventories, cash and bank balances, trade and other receivables, property, plant and equipment (PPE) as well as intangible assets.

### Trade and other receivables

Trade and other receivables increased by 4.3% to RM2,947.1 million primarily due to higher billings during the current financial year arising from the steady increase in revenue as compared to collection. Increase in trade debtors were mainly from the Government cluster of the Group's business as well as the Global & Wholesale business reflective of the impact of foreign currency translation on debtors balances denominated in foreign currency.

### Cash and bank balances

The Group's cash and bank balances grew by 17.6% to RM3,511.6 million from RM2,985.8 million at the end of the previous financial year, primarily due to net cash inflows from customers, proceeds from new borrowings and new issuance of shares under the Dividend Reinvestment Scheme which were collectively higher than the purchase of PPE, financing costs, payments to suppliers as well as dividend distributions to shareholders.

### Inventories

Significant increase in inventories at RM236.8 million from RM115.9 million at the end of the previous financial year mainly consist of RM65.4 million increase in international submarine cables capacity held for sale, as well as increase in work-in-progress relating to the Group's increasing customer projects.

### Property, plant and equipment (PPE)

The Group's PPE stood at RM15,186.9 million as at the end of 2015, registering a 2.7% increase from RM14,785.1 million as at the end of 2014. The increase was partially due to higher asset additions and capital expenditure, coupled with lower asset write-off in the current financial year despite accelerated depreciations in line with the Group's planned LTE roll-out and impairments losses recognised for certain network equipment relating to sites that are no longer in operation.

### TOTAL LIABILITIES

The Group's total liabilities increased by 11.7% from RM14,663.3 million at the end of the previous financial year to RM16,374.4 million, primarily due to higher borrowings, trade and other payables.

### Borrowings

Borrowings increased by 17.6% to RM7,583.7 million from RM6,448.4 million recorded at the end of previous financial year mainly due to the issuance of RM600.0 million new IMTN and the first issuance of a series of 8-year Convertible Medium Term Notes by P1 amounting to RM35.8 million subscribed by a non-controlling interest of P1. Foreign exchange losses on translation of the Group's USD and JPY borrowings also contributed to the higher borrowing balances in 2015.

### Trade and other payables

Current trade and other payables grew by 21.1% to RM4,367.0 million from RM3,605.2 million at end 2014 generally due to higher provisions as well as increase in accrued capital expenditure towards the financial year end as the Group invests into Public-Private Partnership (PPP) capital projects with the Government namely High Speed Broadband 2 (HSBB2) and Sub-Urban Broadband (SUBB). The increase was also attributed by pending claim by Malaysian Communications and Multimedia Commission relating to the Group's Universal Service Provision (USP) contribution.



## SHAREHOLDERS' EQUITY

The Group's shareholders' equity remained strong at RM7,780.6 million, registering an increase of 2.8% from the previous financial year. The increase was supported by the current year profit attributable to equity holders of the Company of RM700.3 million and issuance of new ordinary shares pursuant to the Dividend Reinvestment Scheme net of dividends paid out totalling to RM847.9 million during the year.

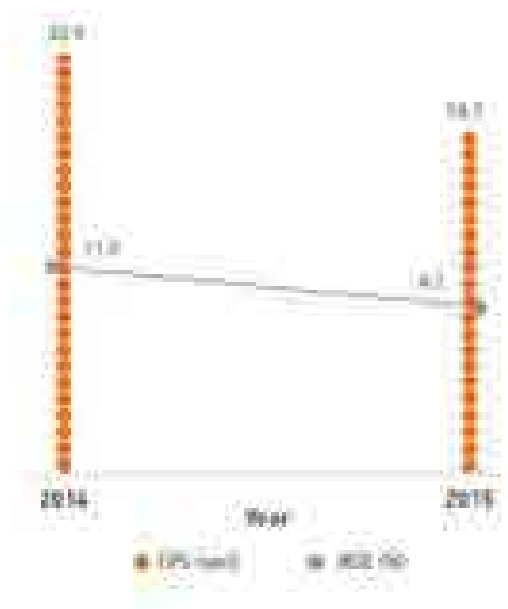
### Earnings per share (EPS) and return on shareholders' equity (ROE)

In line with the lower profit attributable to the equity holders of the Company, the basic EPS for 2015 decreased to 18.7 sen as compared to 22.9 sen in 2014. Consistently, ROE reduced from 11.3% in 2014 to 9.1% in 2015.

### Dividends

True to its commitment to reward shareholders, the Board of Directors has, on 24 February 2016, declared a second interim single-tier cash dividend of 12.1 sen per share amounting to RM454.7 million payable on 24 March 2016. No further final dividend will be recommended. Together with the first interim single-tier dividend of 9.3 sen per share, the total dividend payout in respect of the financial year ended 31 December 2015 would be RM804.2 million or 21.4 sen per share, in line with the Company's dividend payout policy of RM700.0 million or up to 90.0% of normalised profit attributable to equity holders, whichever is higher.

## EPS and ROE



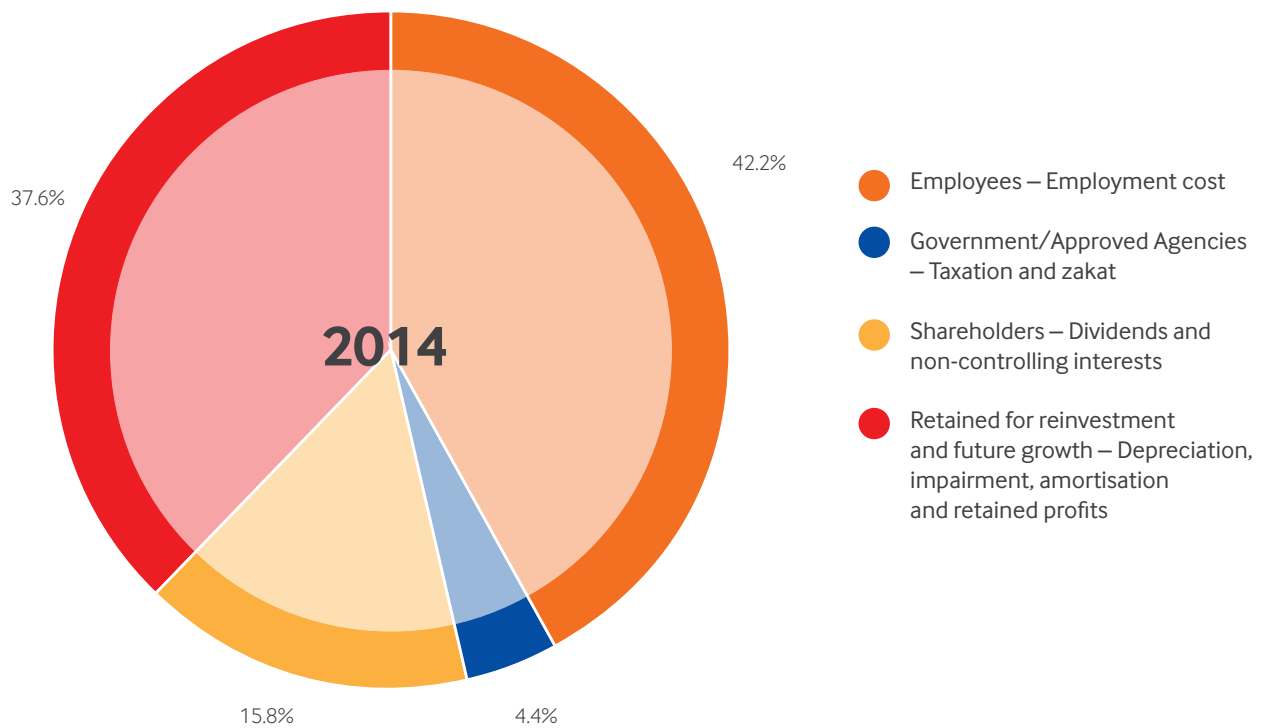
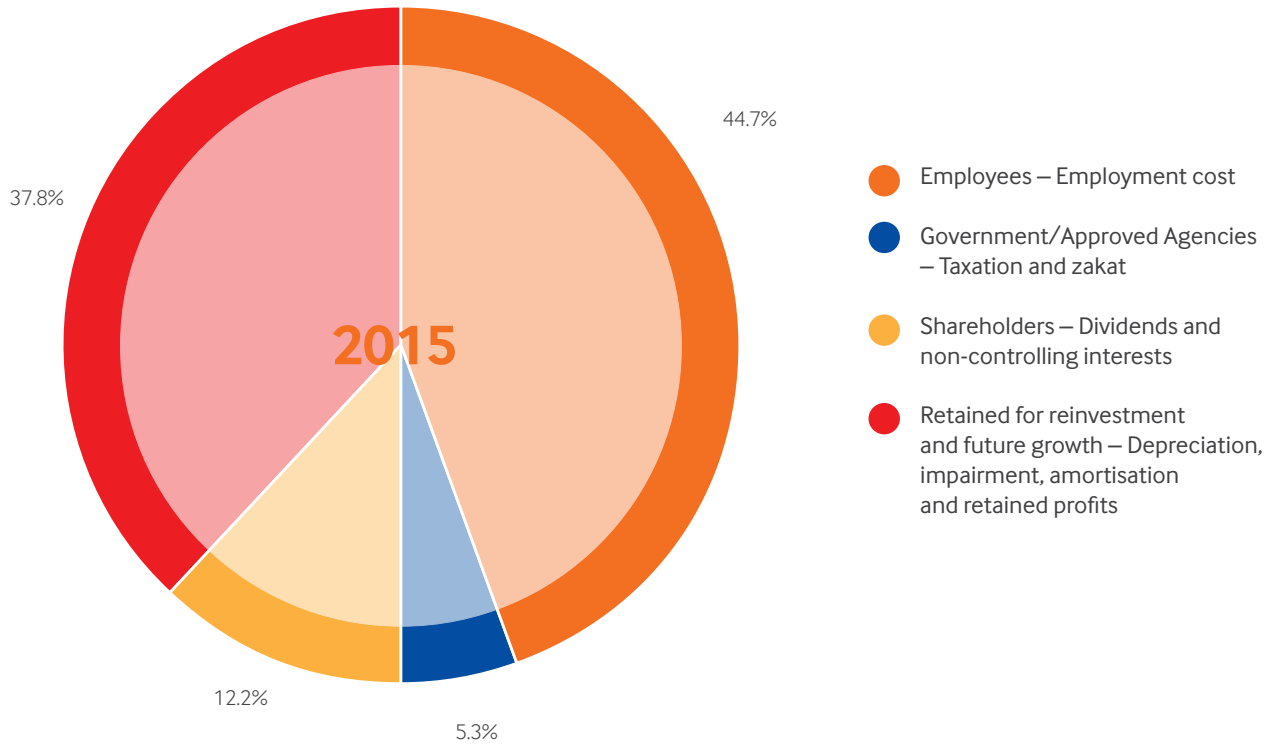
# Statement of Value Added

Value added is a measure of wealth created. The following statement shows the Group's value added for 2014 and 2015 and its distribution by way of payments to employees, government/approved agencies and shareholders, with the balance retained in the Group for reinvestment and future growth.

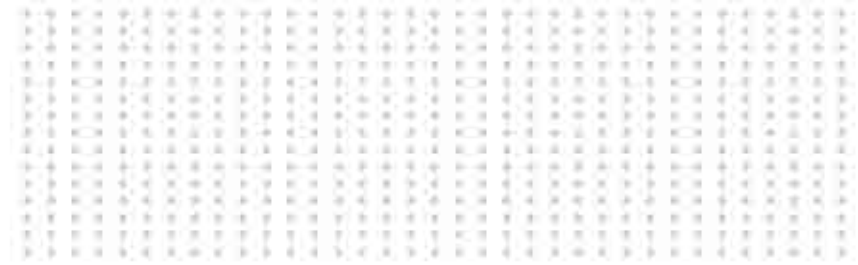
	2014 RM Million	2015 RM Million
<b>VALUE ADDED</b>		
Revenue	11,235.1	<b>11,721.6</b>
Purchase of goods and services	(5,241.9)	<b>(5,447.8)</b>
Value added by the Group	5,993.2	<b>6,273.8</b>
Other operating income (net)	154.3	<b>123.7</b>
Other gains/(losses) (net)	4.8	<b>(26.6)</b>
Finance income	136.6	<b>164.4</b>
Finance cost	(291.6)	<b>(323.4)</b>
Foreign exchange loss on borrowings	(47.9)	<b>(184.4)</b>
Share of results of associates	9.3	<b>24.7</b>
Value added available for distribution	5,958.7	<b>6,052.2</b>
<b>DISTRIBUTION</b>		
To Employees		
Employment cost	2,511.9	<b>2,703.1</b>
To Government/Approved Agencies		
Taxation and Zakat	263.0	<b>320.0</b>
To Shareholders		
Dividends	931.5	<b>847.9</b>
Non-controlling interests	10.7	<b>(108.5)</b>
Retained for reinvestment and future growth		
Depreciation, impairment and amortisation	2,341.3	<b>2,437.3</b>
Net reduction in retained profits	(99.7)	<b>(147.6)</b>
Total distributed	5,958.7	<b>6,052.2</b>



# Distribution of Value Added



# TM Group Products & Services



## MASS MARKET

### 1. INTERNET SERVICES

- Broadband (Consumer)
  - UniFi VIP
  - UniFi Advance
  - Streamyx
  - TM WiFi
  - Streamyx Wireless (CDMA/EVDO)
  - TMgo
- Broadband (SME)
  - UniFi BIZ
  - UniFi Biz Advance
  - Office in a Box (OIAB)

### 2. VOICE SERVICE ACCESS

- Homeline
- Businessline
- CDMA

### 3. VALUE-ADDED SERVICES

- Marketing Tools
- Voicemail
- Consumer
  - Home Gadget Protection
  - Security and Surveillance
- SME
  - Security and Surveillance
  - SurePay
  - SurePay POS

### 4. PREPAID SERVICE

- iTalk

### 5. GEOMATICS

- AVLS (Automatic Vehicle Location)
- SmartMap
- SmartMap API
- Navigation System
- Engineering Service (eg: JUPEM Project)

## NEW MEDIA

### 1. CONTENT SERVICES

- Hypp TV
- HyppTV Everywhere
- B-Smart
- My1Content
- TM Shop
- E-browse

### 2. VALUE-ADD SERVICES

- E-storage
- HyppMe

### 3. ADVERTISING SERVICES

- Yellow Pages Publications, Destination Malaysia and Switch ON
- Digital Yellow Pages (Internet & Mobile)
- TV Advertising via Hypp TV
- NXD Ads Solution

## MANAGED ACCOUNTS

### 1. INTEGRATED INTERNET AND WIFI SERVICES

- Direct
- Hospitality Entertainment Solutions (HoTes)
- Enterprise WiFi
- Managed Internet Solution (xCube)

### 2. INTERNET VAS

- BOD (Direct)
- Border Gateway Protocol (BGP)
- Expedite Request
- IPv4 for Direct
- IPv6 for Direct
- Service Level Guarantee (SLG)
- DDoS Defense for Direct

### 3. VOICE SERVICE ACCESS

- Multi-Line SIP
- ISDN
- TMCentrex

### 4. VOICE VALUE-ADDED SERVICES

- Tollfree
- Infoblast
- Call Plan
  - Flexi Smart Call
  - Smart Call/Smart Biz
  - Flexi Destina
  - Flexi Destina Plus
  - Flexi Destina Value
  - Flexi Destina for Toll Free
  - Privilege Plan

### 5. INTEGRATED ICT SERVICES

- Managed Communication & Collaboration Services
  - Managed Unified Communications
  - Managed TelePresence Services
- Managed Network Services
  - Managed Local Area Network (MLAN)
  - Managed Bandwidth Management Service (MBMS)
  - Managed Load Balancer Service (MLBS)
  - Managed WAN Optimisation Service (MWAS)
  - Managed Network Visibility Services (MNVS)
- Managed Data Centre & Cloud Services
  - Managed Data Centre Services
  - Managed Cloud Services
  - Managed Data Centre Internet Services

### 6. DATA SERVICES

- Manage Connectivity
  - Digital Leased Line (Wideband)
  - Digital Leased Line (Broadband)
  - Hyperband Leased Line
  - VSAT C-Band
  - VSAT Ku-Band
- Managed Network
  - IPVPN Premier
  - IPVPN Lite
  - IPVPN Value
  - Metro Ethernet

**7. PRODUCTISED SOLUTIONS**

- Managed Security Services
  - Managed Web Application Firewall (MWF)
  - Managed Unified Threat Management (MUTM)
  - Managed Advanced Threat Protection (MATP)
  - Managed Secure Remote Access (MSRA)
  - Hosted Web Security Service (HWS)
- Enterprise Mobility Services
  - Enterprise Mobility Management (EMM)

**2. BACKHAUL SERVICES**

- Wholesale Ethernet
- TM Next-Gen Backhaul™ (NGBH)
- Wholesale Internet Access
- Domestic Transit Access
- My1Hub™
- IP Wholesale
- High Speed Broadband (HSBB) Transmission

**4. ACCESS SERVICES**

- DSL Wholesale
- High Speed Broadband (HSBB) Access
- Wholesale Wireless Service

**5. INFRA SERVICES**

- Tenancy

**6. BEYOND CONNECTIVITY**

- TM Media Delivery Solutions

**3. VOICE SERVICES**

- Bilateral Voice Services
- Hubbing Voice Services
- Global SMS Hub
- SCCP Signalling Exchange (SSE)
- Wholesale VOIP

**GLOBAL & WHOLESALE**

**1. DATA SERVICES**

- International Bandwidth Services
- International Ethernet Services
- Global VSAT Services
- Global Internet Protocol Virtual Private Network (IPVPN) Services
- Global IP Transit
- Optical Bandwidth
- Global Hosting Services







# BUSINESS REVIEW & FUNCTIONS

- 184 TM Brand Architecture
- 188 Mass Market
- 191 New Media
- 194 Box Article: The All New UniFi  
– For the Makers of Tomorrow
- 196 Mobile & Wireless (P1)
- 200 TM Enterprise
- 203 TM Government
- 206 VADS Berhad
- 209 Box Article: Smart Cities in the Era of  
Convergence – Making Life Easier
- 213 Global & Wholesale
- 216 IT&NT
- 219 Support Business
- 222 Human Capital
- 228 Box Article: TM The Musical  
– A Story of Convergence

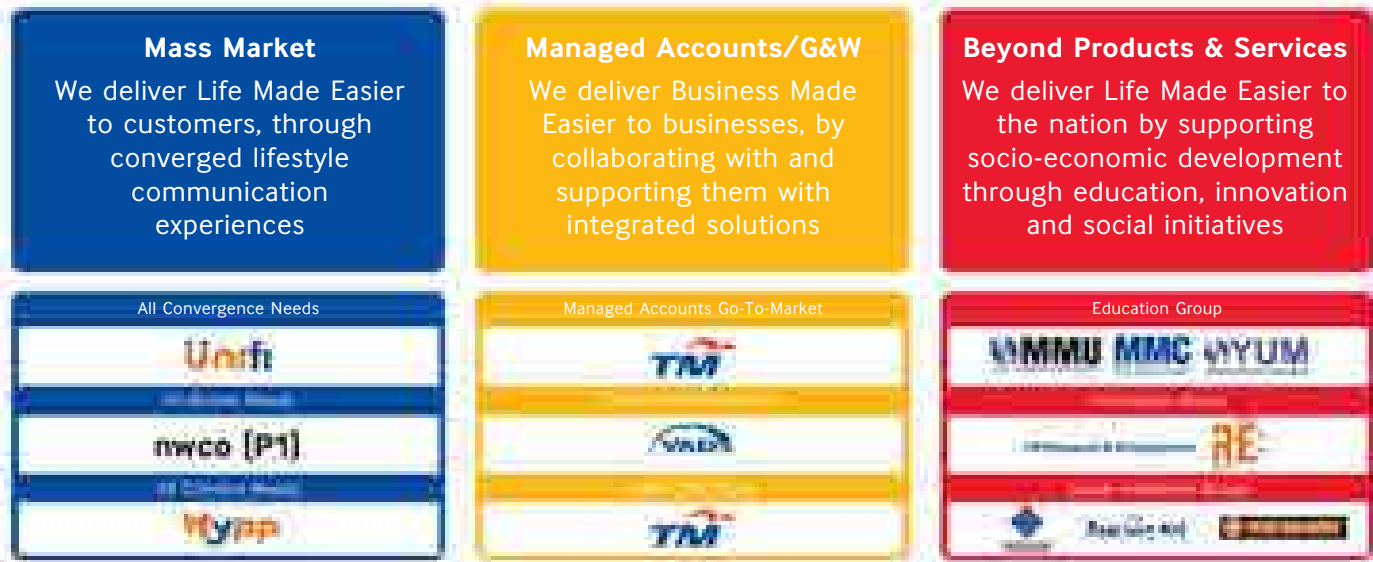


# CUSTOMER CHAMPION

In line with our vision to deliver **Life Made Easier** and **Business Made Easier**, we have adopted a simplified brand architecture for our go-to-market (GTM) to bring us closer to our customers



**Vision:** To make life and business easier, for a better Malaysia



### Brand Architecture

We have divided our segments into 3 main clusters:


01

02

03



Note:

Pages with  icons refers to this brand architecture

ünifi



# Unmatched choices for the makers of tomorrow

Introducing the all new UniFi



Get unmatched choices with the new UniFi. Now the whole family can learn, explore, create and enjoy a better tomorrow. That's what broadband is in the era of Convergence.

#ForTheMakersOfTomorrow™

GET THE ALL NEW UNIFI  
ADVANCE PLAN™



All Convergence Needs

**Unifi**

All Content Needs

**Mypp**

Mobility

**nwco (P1)\***



\* nwco (P1) = newco, as P1 will be rebranding in 2016



Life Made Easier™



# MASS MARKET

WE DELIVER LIFE MADE EASIER TO CUSTOMERS,  
THROUGH CONVERGED LIFESTYLE COMMUNICATION  
EXPERIENCES

- FOREWORD TO SHAREHOLDERS
- CORPORATE INFORMATION
- PERSPECTIVE
- CREATING & ENSURING SUSTAINABLE VALUE CREATION
- LEADERSHIP & ACCOUNTABILITY
- PERFORMANCE REVIEW
- BUSINESS REVIEW & FUNCTIONS**
- KEY INITIATIVES
- FINANCIAL STATEMENTS
- OTHER INFORMATION

# MASS MARKET



## AT A GLANCE

**2.27** million  
broadband  
customers

**73GB** data usage  
per broadband  
customer  
in a month

**RM1.27** billion

network investment for broadband  
coverage and capacity expansion

TM is  
committed  
towards  
delivering:

**100Mbps**  
in urban areas

**20Mbps**  
in suburban areas

## OVERVIEW

MASS MARKET IS ONE OF THE BUSINESS CLUSTERS IN TM, FOCUSED ON SERVING HOME AND SME CUSTOMERS IN MALAYSIA. WE ARE DEDICATED TO DELIVER A FULL SUITE OF COMMUNICATION SERVICES, ANCHORING ON LIFE MADE EASIER AND BUSINESS MADE EASIER WITH PRODUCTS RANGING FROM BASIC VOICE TO BROADBAND CONNECTIVITY, WITH VALUE-ADDED SERVICES INCLUDING TV, ICT SOLUTIONS AND IN THE NEAR FUTURE, MOBILITY.

Both our home and SME customers require seamless connectivity to access information, application and content (including entertainment) anytime, anywhere on various devices. This is the focus of Mass Market, aligned with TM's aspiration to evolve from being a **Broadband Champion to a Convergence Champion.**

We deliver 'Life Made Easier' by fulfilling the lifestyle needs of home customers, providing phone, high speed broadband (including WiFi) and entertainment content, plus home security solutions. We deliver 'Business Made Easier' for SME customers to drive higher productivity and efficiency, providing basic phone service to high speed broadband and business productivity solutions, enabling SMEs to grow their business and deliver better service to their customers.

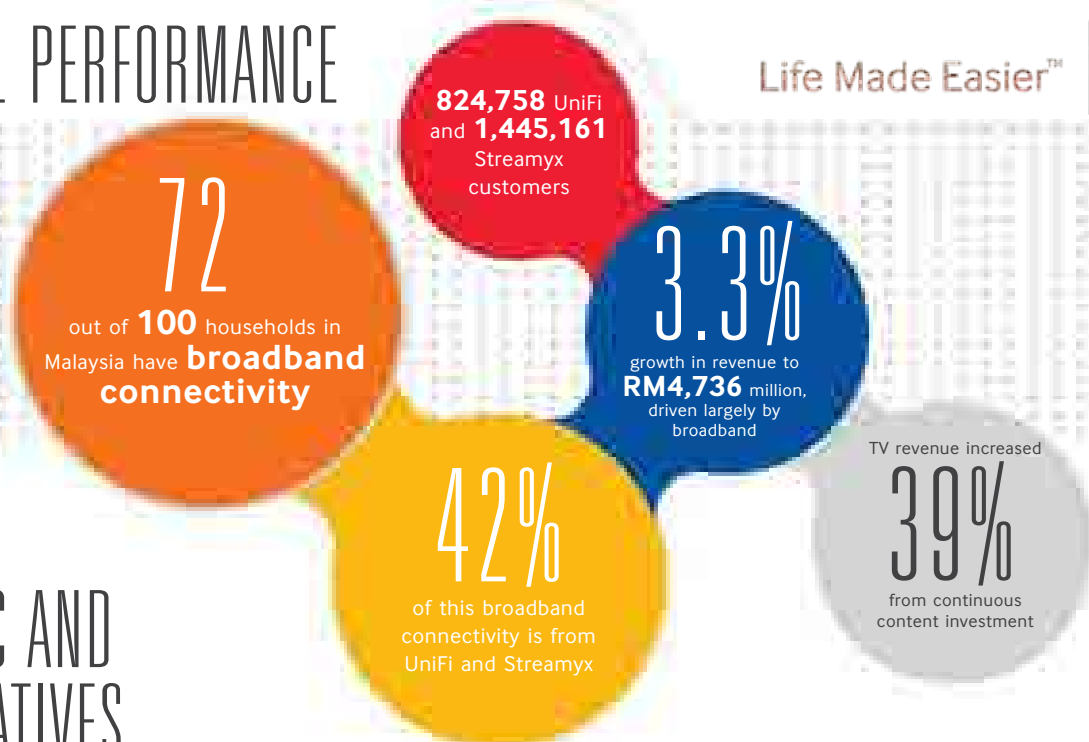
High speed broadband does not only enrich customers' business and lifestyle, it is critical to the nation's economic growth. One of the six strategic thrusts in the Eleventh Malaysia Plan (11MP) centres on strengthening the infrastructure to support economic expansion, which includes broadband infrastructure.





# FINANCIAL PERFORMANCE

Life Made Easier™



# STRATEGIC AND KEY INITIATIVES

The way Malaysians connect with friends, families and the business community has greatly changed. Malaysians require reliable connectivity to access information, applications and entertainment content anytime, anywhere on various devices. This is 'convergence' to us – a holistic experience that we aim to provide our customers. We define convergence by the customer experience we aspire to deliver – superfast and seamless Internet connection everywhere and anytime, enabling relevant lifestyle and business services on all devices, delivered to customers with an easy and enjoyable experience.

- 01**  
Greater focus on customer experience and care
- 02**  
Strengthen market position with new UniFi
- 03**  
Network expansion – coverage and capacity
- 04**  
Continuous investment in people

Embracing 'Life and Business Made Easier', we strive to strengthen every customer interaction point in the Customer Journey (for more info on Customer Journey, please refer to page 250). In 2015, we had 3 million customer interactions per month from online, TMpoint, call centre, sales agents, service restoration and installation. Customer experience is a priority to us, hence is one of three TM headline KPIs. From SMS feedback, customer's net score is being measured on a daily basis for a better pulse on customer experience.

2015 was a milestone year for product development. We launched the all-new UniFi ADVANCE plan with two offerings of 30Mbps and 50Mbps for a better unlimited experience. Additionally, customers now have broader choices to suit their lifestyles and business needs, from attractive voice call plans to entertainment content and business productivity solutions. In collaboration with the Government, we also launched a special package comprising Internet service and a tablet device specially for customers in rural areas to bridge the digital divide.

In 2016, we will have more plans of the all-new UniFi. Mobility will be one of the exciting choices that customers can add-on, in addition to content and business productivity solutions.

TM continues to invest heavily in broadband infrastructure. To expand our coverage, we added new broadband ports nationwide. We will be rolling out nearly one million broadband ports across more than 600 exchanges over the next five years, primarily from the joint investment projects with the Government – High Speed Broadband (HSBB) 2.0 and Sub-Urban Broadband (SUBB). To meet the growing usage demand of broadband customers, we increased our network capacity too. In total, we invested RM1.27 billion to better serve Malaysia's broadband needs.

People form the core of our organisation, hence our investment to build leadership, execution excellence and renewal readiness – both at our headquarters and states nationwide. Encouragingly, people productivity increased in 2015 as a result of various programmes throughout the year to enhance our team's knowledge and capabilities.



# KEY MARKET RISKS AND MITIGATION MEASURES

## Key Risks

### Intense Competition

Competition intensity is expected to continue as customer expectations increase, which is good for consumers as they have more choices for consideration.

Main considerations of a customer's choice will be the customer experience and product offering of a service provider.

### Soft Market Conditions

Consumer sentiment on spending is at a low, while business confidence is affected by expectations of softer market conditions.

Retaining customers will be key, especially with the competitive industry landscape.

## Mitigation Measures

### Strengthening our market position, evolving from a Broadband Champion to a Convergence Champion

- Provide superfast and seamless connection for customers to enjoy unlimited and uninterrupted Internet experience, delivered in an easy, enjoyable experience across all customer touchpoints
- Bring unbeatable value by offering broader choices to suit customers' individual lifestyles and business needs with the all-new UniFi
- Offer unmatched choice of value-adds from voice plan to entertainment content, business productivity solutions and, next year, mobility service



## PROSPECTS

Broadband (all-new UniFi) will continue to drive growth in the coming years through connectivity, infotainment and business solutions, complemented by mobility. The addition of mobility to enhance the appeal of our broadband offerings, coupled with greater customer service and care will cement TM's position as Malaysia's Convergence Champion.

# NEW MEDIA

## OVERVIEW

NEW MEDIA CREATES VALUE ADD TO TM THROUGH THREE STRATEGIC BUSINESSES – HYPPTV, INTEGRATED ADVERTISING AND ONLINE SERVICES – WHICH FURTHER SUPPORT THE GROUP'S ASPIRATION TO MAKE LIFE AND BUSINESS EASIER. CAPITALISING TM'S STRONG INFRASTRUCTURE, NEW MEDIA ASPIRES TO BE MALAYSIA'S HUB FOR CONTENT AND ICT, AND THE PREFERRED PROVIDER FOR ALL MEDIA, APPLICATIONS AND E-COMMERCE INITIATIVES FOR TM GROUP AND THE INDUSTRY AT LARGE.

## AT A GLANCE

**124** HyppTV channels

**49** channels in HD (high definition)

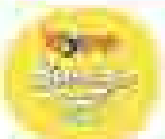
**15** Video-on-demand channels

**Description**

HyppTV, Malaysia's fastest growing and multiple award-winning IPTV service, continues to offer world-class content line-up – unaffected by weather conditions and unparalleled HD quality, thus enhancing the TV viewing experience. Since its debut in 2010, HyppTV offers more than 900,000 subscribers over 120 premium, video-on-demand and interactive channels, accessible on multiple devices, *PrimeTime, Anytime, Everytime.*



**Product/Services**



HyppSensasi Original Productions



HyppTV brings you **Bundesliga 2015/2016 sporting action in stunning HD on HyppSports 3 HD and HyppSports 4 HD. Also available as catch up and on the HyppTV Everywhere app so you'll never miss a game!**



**Initiatives**

**New HyppTV Value Packs released in 2015**



The reach of HyppTV, was further broadened via collaboration with DiGi in April 2015 to offer HyppTV Everywhere to DiGi's customers.

**HyppTV's new channel line-up for 2015**

FEBRUARY	AUGUST
 24 hours Chinese home shopping Channel Hao Xiang Shopping TV Ch.122	 Kids Channel Boomerang HD Ch.555
SEPTEMBER	NOVEMBER
 Kids Channel Dreamworks HD Ch.550	 Karaoke-On-Demand Interactive Ch.900

**Integrated Advertising**

**Product/Services**

**Destination Malaysia Magazine**  
 readership of about **150,000**

**Switch ON Magazine**  
 readership of about **200,000**

**Description**

TM Info-Media Sdn Bhd (TMIM) supports TM's convergence strategy, via Integrated Advertising through Internet and print advertising.

**Initiatives**

On top of printed Yellow Pages, TMIM continued to publish the biannual **Destination Malaysia**, which enjoys an estimated readership of about 150,000. In August, it launched **Switch ON**, a quarterly entertainment and lifestyle magazine distributed for free to selected UniFi subscribers, shopping malls and Starbucks outlets in the Klang Valley. The magazine has acquired a readership of about 200,000 every quarter and is also available online on [ebrowse.com.my](http://ebrowse.com.my)

**Description**

Online Services presents a hub for content, applications and solutions targeted at TM's business and consumer segments via cost-effective business proposition to suit today's lifestyle and work-style. For example, My1Content serves as a focal point for content, applications and solutions for businesses and communities to leverage on the online platform, including the mobile e-commerce engine. It strives to be the most prominent content portal in the region and to date has more than **4,800** digital items with **93,000** registered members.

**Hypp me!**

**Online Services**

**Product/Services**

**Initiatives**

**HyppMe**

HyppMe is a mobile application offering intuitive call handling features and vocal-crisp voice calls.

**My1Content**

Currently, two prominent players in the local entertainment arena - KRU Media Sdn Bhd and Al-Hijrah Media – are collaborating with My1Content to offer local content streaming service.



# KEY MARKET RISKS AND MITIGATION MEASURES

Key Risks	Mitigation Measures
<b>Operational</b>	
<b>HyppTV service disruption</b>	Establishment of second operational site – Disaster Recovery Centre at TTDI exchange  Purchase of New Dynamic Host Control Protocol (DHCP) to replace existing DHCP that has single point of failure  Enhancing the existing Emergency Response Plan
<b>E-commerce Fraud (Online Transaction)</b>	Training on credit card fraud to strengthen processes and procedures to detect online fraud. To make sure that all working levels and is aware of the impact fraud can cause to New Media and TM as a whole
<b>Compliance</b>	
<b>HyppTV</b> Non-compliance with Communications and Multimedia Act 1998 – MCMC Content Code & LPF Rules and Guidelines with respect to transmission of explicit content	Comprehensive censorship training for editors of TV content (local & foreign content)  LPF officers to be based full-time in Hypp TV broadcast centre, Cyberjaya – to act as referral for censorship activities  Censorship activities to be monitored by supervisors and executives in-charge
<b>Integrated Adverting (TMIM)</b> Non-compliance with the Copy Right Act 1987 (Act 332)	Constant awareness of Intellectual Property Rights and infringement issues

FOREWORD TO SHAREHOLDERS  
CORPORATE INFORMATION  
PERSPECTIVE  
CREATING & ENSURING SUSTAINABLE VALUE  
LEADERSHIP & ACCOUNTABILITY  
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OTHER INFORMATION



## PROSPECTS

New Media will continue to support TM in this age of digital technology and communication convergence by creating high quality media-related services. With TM at the core, it aims to provide a seamless and rich user experience to make life and business easier thus supporting TM's aspiration to be the true convergence player in Malaysia.



# THE ALL NEW UNIFI — FOR THE MAKERS OF TOMORROW



IN 2015, TM LAUNCHED A REFRESHED CONCEPT OF UNIFI – FOR THE MAKERS OF TOMORROW – TO REFLECT HOW WE CAN IMPROVE THE LIVES OF ALL MALAYSIANS THROUGH CONVERGENCE, UNDER OUR BRAND PROMISE OF ‘LIFE MADE EASIER’ (LME). LME IS PREMISED ON PROVIDING A SEAMLESS EXPERIENCE THAT FLOWS FROM LOCATION TO LOCATION, AND DEVICE TO DEVICE, ENABLING CONNECTIVITY AND COLLECTIVITY, REMOVING BARRIERS AND BRINGING PEOPLE CLOSER.



The new UniFi – For the Makers of Tomorrow (#FTMOT) positions UniFi as a catalyst to drive innovation, change and impact across the nation, in line with our vision of becoming an Information Exchange and Malaysia’s Broadband Champion. Our partnership with P1 supports this transformation, providing us with an LTE-ready platform to roll out wireless broadband products and accelerate time to market for consumers nationwide.

**MOVING THE NATION FORWARD WITH #FTMOT**

The main objective of the brand proposition ‘For the Makers of Tomorrow’ is to spark a movement of change and progress among Malaysians, particularly the younger generation.

The proposition itself is designed to challenge Malaysians to step up and change the world around them. It encourages them to believe in the power of imagination, to create and transform the nation towards a better tomorrow. UniFi fully embraces and celebrates this spirit. More importantly, we provide the platform for these ‘magicians’ to make tomorrow come to life the way they want it.

**REIMAGINING THE UNIFI BRAND**

Our brand refresh inspires consumers to look at the Internet and UniFi in a new light, using the 1 Broadband (1BB) product superiority that ushers a new level of customisation and value.

Part of the new branding is a revamped visual identity, with a vibrant multi-colour block system that breaks away from our traditional orange and blue. This symbolises the fact that TM, like our customers, are no longer one-dimensional. We seek constantly to enrich and enliven lives.

The new UniFi integrated brand campaign was led primarily by TV and digital initiatives, and supported by radio, out-of-home, digital marketing and strong on-ground presence, each channel designed to communicate the new UniFi ADVANCE proposition strategically.

With the launch of both UniFi ADVANCE and UniFi ADVANCE Biz, we sent a strong signal to the consumer and SME markets that UniFi will not only continue to be Malaysia’s preferred broadband platform, we are also committed to becoming the people’s Convergence Champion and offer unlimited experiences, unmatched choices, unbeatable value and complete business solutions.

**HOW WE EMPOWER MALAYSIANS TO REIMAGINE TOMORROW**

The all-new UniFi is built on two main unique selling propositions (USPs) that empower Malaysians to reimagine tomorrow. The first is ‘Unlimited Experiences’, which means stable and reliable connections that allow consumers to enjoy the best worldwide web experience on offer. To make good on this USP, the UniFi ADVANCE Plan offers speeds of 30Mbps and 50Mbps to Malaysian households.

The second USP – ‘Unmatched Choices’ – represents the substantial improvement in entertainment, mobility and security. UniFi is bundled together with HyppTV packs that offer a wide variety of shows, channels and packages. The P1 ToGo plan allows flexible connection with mobile data packages at speeds up to 1Mbps, while the Voice Pack provides consumers with free minutes and calls to TM fixed lines nationwide. Early signs point to the UniFi ADVANCE plan being a success, garnering 108,026 subscriptions so far.

**WHAT’S NEXT FOR UNIFI**

Our vision for UniFi is to push the boundaries of connection by continuing to build on our two main USPs, offering faster speeds, more mobility and greater possibilities in every aspect of life. The new brand positioning of UniFi offers credible breadth and depth to TM, with the ‘For the Makers of Tomorrow’ platform portraying UniFi not just as a common utility, but a brand that serves a more purposeful role in consumers’ lives.

We will strive constantly to go beyond being a broadband or convergence communications services provider, and inspire a new vision to deliver Life Made Easier for a better Malaysia.



# MOBILE & WIRELESS (P1)



## AT A GLANCE

Approx.

# 2,000

base stations

# 100%

completed user trials for  
broadband, voice and SMS services

## OVERVIEW

IT HAS BEEN A REMARKABLE YEAR FOR PACKET ONE NETWORKS (P1) (MALAYSIA) SDN BHD SINCE ITS PARTNERSHIP WITH TELEKOM MALAYSIA (TM) BERHAD IN 2014.

With **excellent support, strong network infrastructure** and **new resources from the collaboration**, P1 has been able to carry out various innovations to strengthen its wireless broadband product offerings, while enhancing the customer experience and service delivery. All the while it has been enhancing its organisational capabilities to roll out a **full Long Term Evolution (LTE) mobile service in 2016**. Towards this, P1 will also be rebranding and in the interim is known in the TM Group as nwco (newco).

# July 2015

Successfully migrated contact centre to VADS

Revenue of  
**RM231**


million  
as of 31 December 2015

**269,905**  
subscribers  
in 2015

## FINANCIAL PERFORMANCE



**P1 remains on track for 2015**

Strategy	Products & Services	Key Initiatives
<p>To focus on enhancing its current network as well as expanding into suburban areas.</p> 	<p>ForHome and ToGo Unlimited Broadband enable new subscribers to enjoy 'no upfront' registration payment fees, free first month Internet connectivity and unlimited Internet service at an affordable price. Both plans provide consumers with the opportunity to utilise LTE enabled devices in a lead up to P1's network transition to LTE in 2016.</p>	<p>The year saw P1 engaging actively with consumers to strengthen its reputation and brand perception as a LTE mobile player. In April, it unveiled a <i>Ready to P1ay</i> campaign, offering customers one month of free Internet with zero upfront payment. The aim was to get consumers to try its newly enhanced LTE network, with minimal entry barriers.</p> <p>It then expanded its services to the East Coast and East Malaysia, offering communities in non-urban areas hassle-free Internet services with its new DX825 home modem. With this, customers need not rely on mobile data alone anymore, and entire families can stay connected simultaneously.</p> <p>Leveraging on TM Group's strength in customer service, it also successfully migrated its contact centre operation to VADS in July 2015.</p> <p>Internally, P1 is cultivating an open and transparent culture to support a dynamic and vigorous team. CC Puan, P1's CEO has started the ball rolling by launching his own blog to communicate key messages to employees and the market in a more social and open manner.</p>

## KEY MARKET RISKS AND MITIGATION MEASURES

Key Risks	Mitigation Measures
<p>Declining ARPU due to potential price war by competitors</p>	<p>Focusing on target market and ensuring good experience for customers.</p> <p>Closer monitoring of competitor conversations on product offering and positioning. Initiate fast but deliberate responsive action, but not get too involved at the risk of sounding like a me too joining the conversation. Greater emphasis on brand experience and philosophy.</p>
<p>Lack of brand awareness on service offerings</p>	<p>Specific and targeted online marketing campaigns and community projects to reach audiences with measurable results.</p> <p>Focus on target audience profile, with heavy emphasis on online channels and third-party (community) endorsements. Continuous improvements on product and service offerings.</p>
<p>Brand loyalty due to aggressive competition in the market</p>	<p>Address current sentiments by welcoming feedback and providing progress updates.</p> <p>Focus on resolving main issues of customer processes and constantly engaging with consumers on delivery of exceptional positive experiences.</p>

## PROSPECTS



P1 is committed to launching its LTE mobile services in 2016 to support the Group's proposition of becoming Malaysia's Convergence Champion and No. 1 Converged Communications Services Provider. Fuelling growth of its LTE network deployment, P1 has begun user trials and network readiness tests to ensure an improved and seamless user experience upon its commercial launch. Playing the role of TM Group's mobile arm and mobility centre of excellence, P1 is re-thinking and reimagining the business model of the traditional telco industry.





# MANAGED ACCOUNTS

WE DELIVER BUSINESS MADE EASIER TO BUSINESSES,  
BY COLLABORATING WITH AND SUPPORTING THEM  
WITH INTEGRATED SOLUTIONS

TM Managed Accounts is one of three business clusters in TM, which focuses mainly on providing secure and reliable integrated ICT solutions to corporate customers and the Government. A key differentiator of Managed Accounts is the fact that we do not only provide products and services that make business or government easier, but also manage them for our customers, lending our expertise to the smooth operation of increasingly complex solutions. To deliver the best service outcomes, we continue to develop a high-calibre workforce and adopt cutting-edge technologies such as cloud-computing offering game-changing solutions including next-generation data centres and the Internet of Things (IoT).

# TM ENTERPRISE

## AT A GLANCE



13.6%

growth in Internet revenue

instrumental towards

71.9%

growth in ICT revenue

RM259

million

BSN Converged Network Transformation Project over the next 10 years

## OVERVIEW

TM ENTERPRISE PROVIDES LARGE AND MEDIUM-SIZED ENTERPRISES THREE MAIN SERVICES: FIXED VOICE, INTERNET AND DATA, AND ICT/BUSINESS PROCESS OUTSOURCING (BPO). THESE TARGET MARKETS ARE HIGHLY COMPETITIVE AND EXPECTED TO PLACE INCREASING DEMAND FOR CONVERGED SOLUTIONS AS THE ECONOMY AND TECHNOLOGY CONTINUE TO EVOLVE.

**TM Enterprise** is committed to meeting such demand while placing emphasis on operational excellence to drive greater value for its customers.

Drawing on TM's vast infrastructure of networks, data centres, ICT and BPO solutions, TM Enterprise provides integrated solutions for a connected and increasingly digital corporate world focusing on dynamic platforms such as **Cloud Computing**, **Internet of Things (IoT)** and **Big Data**.

## FINANCIAL PERFORMANCE

Recorded  
**RM1.65**  
billion  
in revenue for  
connectivity

Instrumental towards

71.9%

growth in ICT revenue

Connectivity making up

88.6%

of the total revenue

Representing

13.6%

growth in Internet revenue from 2014

TM Enterprise's performance for FY2015 was mainly driven by **focusing on high value projects across all verticals.**



## KEY INITIATIVES

During the year, several initiatives were introduced to improve processes, reduce complexity and enhance the customer experience. TM Enterprise also realigned its structure to provide increased focus and resources to growth areas, subsequently simplifying the business.

### “Project Energise”

“Project Energise” is a gradual transformation of TM Enterprise that embodies the entrepreneurial mindset and changes in working culture. It was rolled out to promote TM Enterprise’s sales excellence as well as operational efficiency. It centres around two key principles; customer centricity and customer experience. The project represents TM Enterprise’s commitment in improving growth in key verticals and its major customers base; locally and regionally. It also aims to increase productivity and to unleash innovation, which will maximise potentials and create differentiations.

Indeed, the “Project Energise” initiative has enhanced and enriched the human capital expertise, knowledge and leadership skills of TM Enterprise workforce, hence accelerated TM Enterprise’s transition towards being a fully integrated ICT/BPO service provider.

### Significant External Events

Externally, TM Enterprise leveraged on its close relationship with principal technology partners and participated in domestic and global industry events. Among these were the 15th Asian Oil, Gas & Petrochemical Engineering Exhibition (OGA 2015), where it showcased its High-Speed Offshore Network (HSON); MDeC Big Data Week 2015 Kuala Lumpur; i-Property Expo; and ASEAN SME Showcase and Conference 2015.

It also took part in key regional dialogues and roundtable talks, namely Data Cloud SEA 2015; TM’s Positioning Penang and Malaysia on the Global ICT Roadmap; Singapore Roundtable Talk on Business Expansion to Malaysia; and Going ASEAN and Beyond.

# KEY MARKET RISKS AND MITIGATION MEASURES

## Key Risks

## Mitigation Measures

### Market Competition

The market is fragmented & competitive with existing and new entrants from the global, local and OTT players. Businesses are looking for communication as a service and generally are open to any types of communications available that are cost-effective and predictable SLAs.

Solidifying TM's positions through core strength as a base for vertical industry value proposition e.g. Banking, Oil & Gas, Education, and Healthcare

Providing access diagnostics solutions with value added services

Positioning TM as an integrated ICT player – solutions hub for customers based on differentiated managed service offerings

Pressure on price to remain competitive as connectivity is highly commoditised.

Focusing on Industry solutions and innovative business models to create more relative value

The number of data line services, after long revenue high-growth period, has been slowing down

Conducting consultative selling, upselling, cross selling and continuous education

Enhancing customer experience from pre-sales to post-sales and professional service offerings

The impact of the weakening of Ringgit against USD and the significant drop of the crude oil prices are slowing down growth in key focus verticals

Focusing on areas and solutions which help the customers to reduce their CAPEX and OPEX – e.g. Cloud Services, IoT-based Smart Services

Focusing and emphasising more on export-oriented and recession-proof industries e.g. Manufacturing, Tourism, Health and Education

Establishing strategic partnerships with key principals with joint investments and GTM strategies

### Product Lifecycle

Declining voice revenue – Advent of Internet & mobile technology with unified communication reduces usage of traditional voice in both of volume and prices

Promoting innovative packages for voice, VOIP and Unified Communication

Cross bundling and strategic partnerships

Continuous campaigns using omni-channels

## PROSPECTS



TM Enterprise welcomed the year 2016 realigned to adapt to market dynamics and customer demand. The realignment focuses on building a customer and sales-centric organisation, with greater accountability and productivity across all business units. It is expected to significantly boost TM Enterprise's wallet share by strengthening its grip on both connectivity and the ICT/BPO market.

TM Enterprise will also continue to grow the key end-to-end solutions it has established for the oil and gas, retail and financial sectors. To further strengthen its Vertical Framework, it will continue to develop the competencies in ICT space and keep building converged communications services.

Leveraging on TM's extensive global connectivity, network infrastructure and collective expertise, TM Enterprise has been well positioned to propel the Company and the country as a regional Internet hub and digital gateway for Southeast Asia. It is now intent on building its global reputation and expanding strategically into the regional market.

Business Made Easier™



# TM GOVERNMENT

## OVERVIEW

TM GOVERNMENT SERVES THE COMMUNICATIONS NEEDS OF THE GOVERNMENT OF MALAYSIA (GOM) – PROVIDING DATA, INTERNET AND VOICE AS WELL AS ICT AND BUSINESS PROCESS OUTSOURCING (BPO) PRODUCTS AND SERVICES. IN LINE WITH THE GROUP'S TRANSFORMATION INTO A CONVERGENCE CHAMPION, TM GOVERNMENT HAS BEEN INTEGRATING ITS OFFERINGS TO BETTER MEET GOM'S ASPIRATIONS AND NEEDS.

As about **46%** of the population is aged under 25 years, it is becoming increasingly important for GoM to be able to communicate on the digital platform, and **TM Government** is ensuring that GoM continues to seek TM's services in this regard as its **trusted ICT partner**.

Recently, it has been focusing on vertical offerings for Education, Healthcare and Public Safety leveraging on new business opportunities made available as the GoM continues to execute its whole-of-government approach using ICT as a key enabler to provide integrated public services.



## AT A GLANCE

High Speed Connectivity to

123

Institutions of Higher Learning nationwide

3

major projects- MYREN, ESSCOM, 1PahangNet

53

core Pahang state agencies to benefit from 1PahangNet



## FINANCIAL PERFORMANCE

While Voice revenue declined slightly with the increase in alternative communication technologies, **Internet and Data revenue increased in 2015.**

Internet revenue increased by

8.5%

Data revenue increased by

3.9%

# KEY INITIATIVES

During the year, TM Government secured three major projects, namely Malaysia Research and Education Network (MYREN), Closed Circuit TV (CCTV) for the Eastern Sabah Security Command (ESSCOM) and 1PahangNet.



## MYREN

The Ministry of Higher Education awarded MyREN 3 contract for a period of two years. Its scope includes the delivery of gigabit bandwidth connectivity for MyREN's core network, and high speed last-mile connectivity to 123 institutions of higher learning including public universities and polytechnics as well as community colleges and four public medical centres. During the contract period, TM Government will maintain the core network and parameter security equipment. This new MyREN core network will provide a new platform to deliver blended learning, online collaboration, gamification and high-definition (HD) video streaming. For researchers, the availability of gigabit bandwidth will allow high volumes of data to be transferred between research centres locally and across the international space through the International Research and Education Network (REN).



## ESSCOM

ESSCOM is responsible for maintaining a high level of security in eastern Sabah, ensuring that everyday life, trade and business are not threatened. To monitor areas under its jurisdiction effectively, the organisation requires significant manpower, which is costly. Hence, the application of closed circuit TV (CCTV). TM Government, working with VADS Lyfe, was awarded the contract to supply such a system.



## 1PahangNet

1PahangNet is an integrated, managed ICT infrastructure, telecommunications network service for Pahang State Government which will benefit all listed agencies. It is a focused and secured network riding on the 1GOV\*Net platform initiated by the Government of Malaysia through MAMPU which allows access to Electronic Government (EG) applications, State of Pahang's internal applications and the Internet.

The state-of-the-art IPVN connectivity via 1PahangNet will benefit 53 core Pahang state agencies.

# KEY MARKET RISKS AND MITIGATION MEASURES

Key Risks	Mitigation Measures
<p><b>Competition:</b></p> <p>Increase in competition as TM moves into the ICT business space</p>	<p><b>Change the Game</b> – Avoid targeting premises solutions, and move the competition to cloud services with 1Gov*Net as the key connectivity platform.</p> <p><b>Partnership</b> – Joint marketing with technology principals to create high demand volume, hence better price discounts from partners.</p> <p><b>Professional Service</b> – Invest in people capabilities and move beyond technology to offer professional and consulting services.</p> <p><b>Vertical</b> – Embark on vertical businesses by building innovative offerings that integrate connectivity and ICT services.</p> <p><b>Price</b> – Monitor the market price and review price offerings to ensure they are competitive.</p>
<p><b>Government Regulation:</b></p> <p>Implementation of Trans-Pacific Partnership Agreement (TPPA)</p>	<p>Enter into more public-private partnerships with the Government to develop telecommunications infrastructure and ICT initiatives.</p> <p>Develop essential national security and rural ICT initiatives.</p>
<p><b>Technology:</b></p> <p>Fast technological changes</p>	<p>Invest in more stable technology in areas of connectivity and cloud platform. For shorter technology life span partner with system developers who are experts in their fields.</p>
<p><b>Economy:</b></p> <p>Lower oil price reduces the Government's revenue, impacting its spending capability</p>	<p>For large projects, change the business model to include private fund investments (PFI), Opex model or asset swaps.</p>



## PROSPECTS

The Public Sector ICT Plan 2016-2020 focuses on five thrusts, namely digitalisation, shared service, Big Data, collaboration and human capital development. Since 2013, TM Government has been moving into these areas. At the end of 2015, TM Government started providing shared services, big data and collaboration. With Managed Accounts moving into digitalisation and professional services, TM Government believes it is in a strategic position to leverage on these areas within two years to further grow its business.



# VADS BERHAD

## OVERVIEW

VADS BERHAD (VADS), A WHOLLY-OWNED SUBSIDIARY OF TM, IS MALAYSIA'S LEADING INTEGRATED INFORMATION AND COMMUNICATIONS TECHNOLOGY/BUSINESS PROCESS OUTSOURCING (ICT/BPO) SERVICE PROVIDER.

We are the only service provider in Malaysia able to provide an end-to-end solution and managed services to customers i.e ICT, BPO, Connectivity, Data Centre, Cloud and Smart Services. We bring together people, processes and technologies to enable more effective and dynamic use of ICT and BPO Solutions for enterprise and public sector customers, enabling customers to focus on their core business and operations in various sectors.



## AT A GLANCE

**RM 1 billion**  
group of companies

**394** ICT projects  
delivered in 2015

**> 5,000** regional  
contact  
centre seats

**11** data centres nationwide

## FINANCIAL PERFORMANCE

VADS' Group of  
Companies posted

**RM 1,054**

million in revenue

marking growth of

**RM 133 (14.3%)**  
million

from 2014, with ICT  
contributing 28.2%  
and BPO 7.8%



# STRENGTHENING OF BUSINESS FUNDAMENTALS

The year 2015 was challenging for both enterprises and the public sector due to softening of the economy. This led to a more austere and closer eye on business productivity, with outsourcing rising as one of the options pursued by many of its customers in Malaysia and Indonesia. With customers focusing to grow, improve business efficiencies and enhance operational excellence, VADS enabled customers to focus on their core businesses – making their business more seamless, efficient and innovative. This is in line with TM’s philosophy of “Business Made Easier”.

It focused on four key areas to deliver the above promise:

## Strengthening its managed services portfolio

Delivering integrated solutions to enterprise and public sector customers in Malaysia and Indonesia is a unique customer proposition that VADS brings to the market, leveraging on its assets of Connectivity, ICT and BPO. In 2015, there were new launches, product enhancements and exits to ensure marketability in tandem with evolving customer needs. Greater emphasis was given to build vertical solutions and business models for both enterprise and public sector customers.

## Improvements on service delivery

An exceptional customer experience is one of VADS’ key differentiators. Improvements in 2015 focused on faster time to deliver, proactive customer support and timely resolution management during occasional services downtimes.

## Collaboration with business partners

In an effort to further strengthen its portfolio and delivery capabilities, VADS continuously builds strategic relationships with technology partners that provide a good ‘fit’ with its customer roadmap. Among its key collaboration criteria are go-to-market and business commitment, service enablement, joint product investment and the opportunity to create new solutions.

## Alignment with Sales to better serve customer needs

Delivering the comprehensive portfolio of ICT, BPO and Connectivity to customers is done in tandem with the account executive colleagues across TM. Continuous improvements in roles, tools and processes have enabled the company to better serve its customers.

# SHAPING OF PORTFOLIO, PEOPLE AND PROCESSES

The market landscape is always changing in tandem with the evolution of technology, presenting both opportunities and challenges for customers to grow, improve business efficiencies and enhance operational excellence while remaining competitive and relevant. VADS itself runs on a two-speed mode of strengthening its business operation fundamentals while shaping its portfolio, people and processes to evolve and grow with the market and its customers’ needs.

In 2015, VADS focused on two key areas to prepare for the exciting, yet challenging, years ahead: sharpening its overall business and operational priorities; and powering up the organisation.

## Sharpening overall business and operational priorities

The emergence of smart and connected services in various customer domain brings to the forefront VADS’s collective assets of ICT, BPO and Connectivity solutions for the education, healthcare, transport, finance, oil and gas, property, retail, manufacturing, defence, media and broadcasting verticals. It will continue to invest in new delivery platforms for such verticals, such as cloud exchanges, data centres and software-based solutions. A more holistic customer care solution is also emerging, from plain voice calls to multi-channels and eventually omnichannels with analytics for a seamless, digital and better customer experience across the region.

## Powering up the organisation

Delivering its overall business and operational priorities requires strengthening of the organisation. This continuous effort in 2015, saw the realignment of key functions and teams in VADS, which included solidifying the leadership bench with new talents from industry. In line with the anticipated growth of smart and connected services, VADS Lyfe was established to provide greater organisational focus. On a broader note, productivity uplift plus innovative mindset and culture were instilled amongst more than 9,000 employees to deliver greater value to customers.

# KEY MARKET RISKS AND MITIGATION MEASURES

## Key Risks

### Soft economic outlook

The country is facing a softer economic outlook currently due to impact of oil and commodity prices. Ringgit has depreciated and all of these challenges drive companies to be more prudent in spending and focus on operations efficiency.

### Intensifying competition

Whilst some competitors may not thrive well in this situation, the larger global players may be attracted to the lower cost to operate in Malaysia further with the AEC and TPPA collaboration. This could cause an increase in nett impact of competition in the already fragmented market in Malaysia, compounded further by the lower barrier to entry as a result of rapid pace of technological enablement and evolution.

## Mitigation Measures

### A challenge locally, but an opportunity regionally

Anticipating headwind in the Malaysian market, we expect growth opportunities regionally due to the more competitive proposition brought by the depreciated Ringgit. Business focus will be balanced between consolidating our domestic business, whilst pursuing growth opportunities regionally.

### Opportunity to gain domestic market share and accelerate growth

We expect to see consolidation amongst the current fragmented market players in Malaysia under the softer economic outlook. During this phase of consolidation, there is an opportunity for us to gain market share as smaller competition start to disappear and we can gain the market share.

It is also the time to invest, to position us on the growth trajectory when the economic outlook improves. Investment will be on people, technology assets and business models, with focus on the following areas:

- From traditional IT model to IT consumption model i.e. DC Outsourcing, ITaaS and Managed Services;
- Integrated services and solution portfolio from ICT to smart services to IoT, analytics, vertical solutions, cloud based and cloud market place – to assist customers to deliver their digital and productivity objectives; and
- Multiplicity of approach to the market leveraging on best in class local and global partners, bringing agility and dynamism for our customers.



## PROSPECTS

2016 will be a tougher year for all businesses. Softer sentiments due to the economic climate will press customers to be more austere and demanding on technology investments. VADS, together with its colleagues in TM, have the competitive advantage in providing comprehensive solutions of ICT, BPO, connectivity, Data Centre, Cloud and Smart Services. This value proposition will not only maximise our customers' investments, but also allows them to focus on their business and operations. VADS will remain steadfast in continuously strengthening the fundamentals of its current business operations while shaping its portfolio, people and processes in line with the evolving technology landscape of customers.

# SMART CITIES IN THE ERA OF CONVERGENCE — MAKING LIFE EASIER

AS PART OF TM'S STRATEGY TO STRENGTHEN OUR SMART SERVICE OFFERINGS, WE HAVE REALIGNED OUR SMART SERVICE VEHICLE, INTELSEC SDN BHD, WITH OUR SAFETY AND SECURITY SUBJECT MATTER EXPERT, GTC GLOBAL SDN BHD, TO PROVIDE END-TO-END SMART SERVICES. MOVING FORWARD, INTELSEC AND GTC GLOBAL WILL MERGE TO FORM VADS LYFE SDN BHD, OUR SMART SERVICES AND INTERNET OF THINGS (IOT) COMPANY.

During the year, Intelsec entered into several key partnerships to help create smart cities, namely cities that are 'connected' in ways that make life and business easier for the residents.

On 15 April, it signed a collaboration with Cyberview Sdn Bhd to transform Cyberjaya from a premier ICT hub into a global technology hub via the strengthening of telecommunications and ICT infrastructure. The smart city services to be offered will be backed by TM's robust and resilient network infrastructure. In the short term, TM is improving the WiFi connectivity as well as High Speed Broadband (HSBB) in Cyberjaya, with the first stage of upgrades to be completed by Q3 2016.

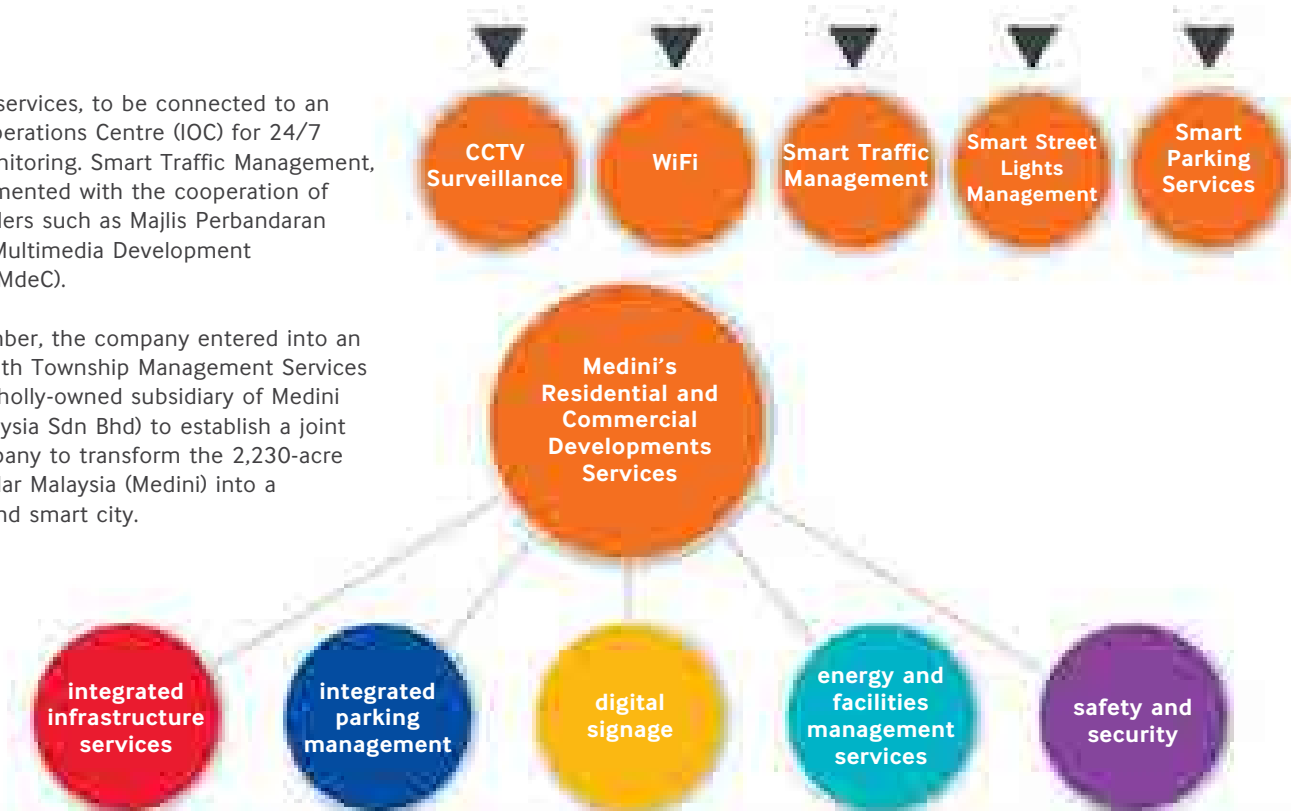
## CITY-WIDE SERVICES IN CYBERJAYA

TM's comprehensive infrastructure provides the perfect platform to deliver Over the Top (OTT) services above and beyond connectivity. Venturing into smart services is a timely decision as there is a global shift towards the creation of self-sustainable cities.

For Cyberjaya, TM has tailored city-wide smart services to be deployed in several phases, beginning with the following:

These smart services, to be connected to an Integrated Operations Centre (IOC) for 24/7 proactive monitoring. Smart Traffic Management, will be implemented with the cooperation of key stakeholders such as Majlis Perbandaran Sepang and Multimedia Development Corporation (MdeC).

On 3<sup>rd</sup> November, the company entered into an agreement with Township Management Services Sdn Bhd (a wholly-owned subsidiary of Medini Iskandar Malaysia Sdn Bhd) to establish a joint venture company to transform the 2,230-acre Medini Iskandar Malaysia (Medini) into a sustainable and smart city.



**INNEONUSA, OUR FIRST JOINT VENTURE COMPANY IN ISKANDAR PUTERI**

In 2014, Intelsec formed its first joint venture company – Inneonusa – with UEM Land Bhd and Iskandar Innovations Sdn Bhd, wholly-owned subsidiaries of UEM Sunrise Bhd and Iskandar Investment Bhd, to provide smart services in Iskandar Puteri, Johor. Inneonusa’s business focus includes smart building ICT services, city-wide smart services, smart safety and security services as well as smart infrastructure for the provision and management of smart services.

**These smart services were looked at for the various property development projects owned by the two partners such as:**



**Ongoing projects in Iskandar Puteri**

In efforts to centralise and automate the operation of our smart services, an integrated operation centre (IOC) has been set up in Iskandar Puteri, providing a single systematic monitoring dashboard for the city. This proactive response centre will help mitigate risks and update the relevant stakeholders of any issues that requires escalations.

**The IOC provides 24/7 support throughout the year via the following additional services:**



**MAKING LIFE EASIER VIA SMART SERVICES**

Smart cities are all about improving the quality of living of citizens. The aim is to make daily activities such as buying groceries, getting around and cleaning our homes more convenient, secure and intuitive for every individual.

Soon, residents will have the convenience of configuring their homes to suit their personal preferences via a few simple taps on their smartphone. For instance, air conditioners can be automatically switched on when the home temperature gets too hot, or lights dimmed when there is enough natural lighting.

When getting around, residents need not waste time searching for parking lots, but can reserve their favourite spot even before arriving at the venue. In case they forget where they have parked, they can just track their car using the smart parking app which also allows them to pay for parking.

The shopping experience is also greatly enhanced in a world of smart services. Shoppers can receive the latest promotions, tailored to their personalised needs, and compare prices at multiple outlets to get the best offers. They will also enjoy various exclusive discounts from their favourite retailers.

**PROSPECTS IN MALAYSIA**

Real estate makes up the largest service sub-sector for approved foreign and domestic investment in Malaysia. In 2015 alone, the property industry attracted a total of RM26.9 billion in approved investments, contributing to close to 25% of total service sector investments. Within this sector, moreover, there has been increasing demand for green technology and smart services, thanks to the Government’s promotion of green and sustainable development through tax incentives and policies.

Meanwhile, urbanisation poses a challenge to city councils who have to meet the challenges of growing populations with limited resources. This, too, creates demand for smart technologies to address issues such as crime prevention, energy savings and efficient transport. For the latter, smart traffic lights help to ease traffic congestion which, in turn, reduces carbon emissions.

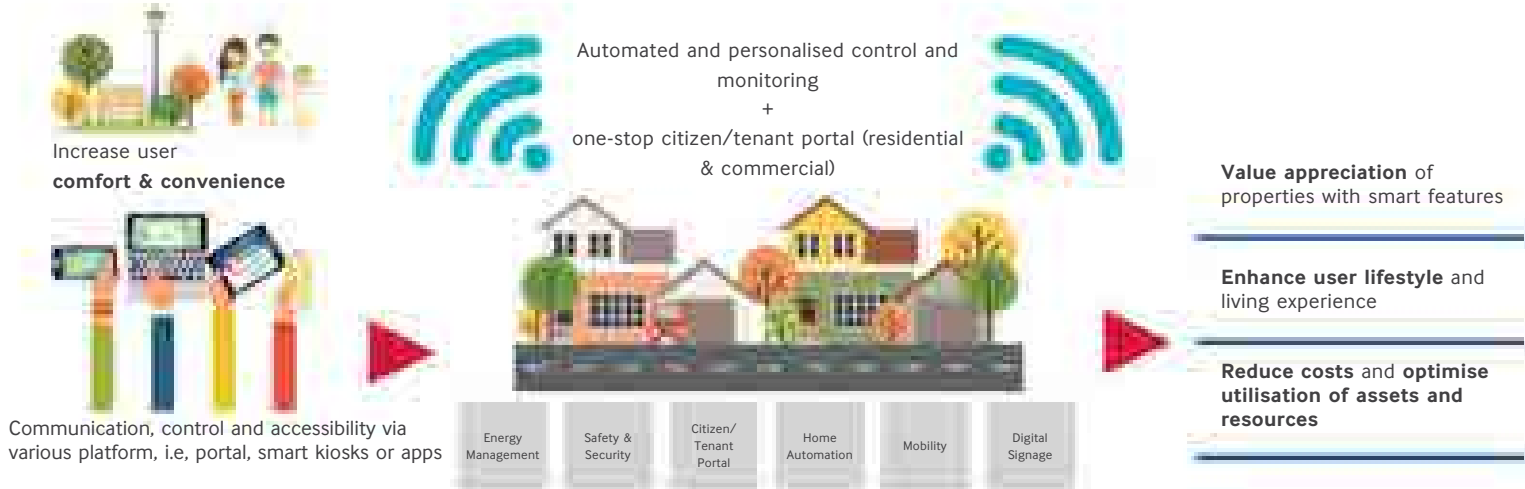
Green and sustainable development has been made one of the Government’s main thrusts in the Eleventh (11th) Malaysia Plan. Under Chapter 8, which covers the re-engineering of economic growth for greater prosperity, transformation of the services sector is identified as one of the strategic initiatives.

Smart technologies are at the forefront of revolutionising the services sector to improve their business value and enhance the user experience. Systems are connected seamlessly from the moment a customer makes a purchase right up to when the product is delivered.

**“THE INTERNET OF THINGS IS CREATING A NEW WORLD. THIS NEW CONNECTED WORLD BRINGS WITH IT FUNDAMENTAL CHANGES TO SOCIETY AND CONSUMERS. BY SENSING OUR SURROUNDING ENVIRONMENT, THE IOT WILL CREATE MANY PRACTICAL IMPROVEMENTS IN OUR WORLD; THE POSSIBILITIES ARE ENDLESS. THE IOT WILL BE A NEW SOURCE OF WEALTH CREATION.”**

## Smart Living

Enhances people's lifestyles through future-ready and sustainable services, providing a better future for generations to come.



## Mobility

offers solutions to enhance the ability of people to make informed decisions while on the move.



## Smart Tourism

creates a unique and convenient travel experience for everyone.





## Smart city-wide services

ensure sustainability and cost-efficiency for entire cities

Consolidation of smart services to create a complete ecosystem of smart living

- Improve the sense of security of the general public
- Easier to access to information with city wide coverage of WiFi
- A more livable city which gives greater comfort to the people
- A more efficient town council with the assistance of data analytics
- Less hassle to locate a parking in the neighbourhood
- Decrease congestion via real-time information on traffic

City Wide Surveillance, Smart Traffic Management, WiFi, Energy Management, Smart Parking, Building Automation, Digital Signage, Smart Building

## Smart Mall

offers a new way to connect retailers to shoppers via a holistic and intuitive ecosystem

Solution that builds on technology and informatics to provide the next level of experience to the shoppers and the mall operators

- Locate and book a parking in the shopping mall even before arrival
- A virtual concierge service to allow visitor to access to mall information much easier and convenient
- Feeling safe and secure while spending time in the mall
- Behavioural analytics enables targeted advertisement and promotion via digital signage
- Shoppers are being rewarded for every purchase and time spend in the mall, thus encouraging more return customer to the mall and retails
- The malls run more efficeintly with better insights of the building operation such as energy consumption and workflow operation

CCTV Surveillance, WiFi, Energy Management, Smart Parking, Building Automation, Digital Signage



# GLOBAL & WHOLESALE

Business Made Easier™



## OVERVIEW

GLOBAL & WHOLESALE (G&W) FOCUSES ON THE DOMESTIC AND INTERNATIONAL WHOLESALE BUSINESS OFFERING A COMPREHENSIVE RANGE OF CUTTING-EDGE COMMUNICATION SERVICES AND SOLUTIONS IN CONNECTIVITY, DATA, INFRASTRUCTURE, VOICE AND MULTIMEDIA.



## AT A GLANCE

More than

# 240

Gbps next-generation backhaul circuits provisioned

More than

# 350

partners in more than 70 countries

More than

# 200,000

fibre-route kilometres of submarine cables worldwide

Committed to being the Regional Managed Wholesale Player Advocating Life & Business Made Easier, **G&W continuously expands its geographical reach through submarine cable systems, terrestrial and satellite connectivity**, as well as by enhancing the network infrastructure managed by its subsidiaries – Fiberail Sdn Bhd, Fibrecomm Network (M) Sdn Bhd and associate company, Acasia Communications Sdn Bhd. G&W also collaborates with BlueTel Networks Pte Ltd, a facilities based operator (FBO), to operate in the Singapore market at a competitive cost.





# FINANCIAL PERFORMANCE

Total Revenue

RM2,236.5  
million

The operating cost of **RM1,786.8** million is slightly higher by **7.1%** in 2015 as compared to **RM1,667.6** million in 2014 due to higher international outpayment cost for international bilateral minutes.

Global & Wholesale recorded an EBIT performance of **RM453.6** million in 2015, higher by **3.0%** as compared to 2014 of **RM441.8** million due to relatively higher total revenue.

Growth from

RM2,107.4

million reported for the  
corresponding period  
in 2014



## Creating Value to the Domestic Industry

G&W creates value to the nation by offering dynamic wholesale infrastructure and collaborating with industry players, enabling businesses.

**TM Next-Generation Backhaul (NGBH)** services, introduced in 2013, continued to gain traction as U Mobile inked a deal with TM for the provisioning of backhaul connectivity to support its LTE network expansion. Currently, there are more than 240Gbps NGBH circuits provisioned nationwide.

Further strengthening regional connectivity, G&W is developing the **Sistem Kabel Rakyat 1Malaysia (SKR1M)** through a recently signed Public-Private Partnership with the Malaysian Communications and Multimedia Commission (MCMC). SKR1M will link Peninsular Malaysia with Sabah and Sarawak utilising the latest 100Gbps wavelength technology.

## Continuous Global Network Expansion

G&W has 19 Points of Presence (PoP) throughout the globe (excluding the PoP in Malaysia), with the Company owning or leasing capacity of more than 15 submarine cable systems spanning over 200,000km of fibre route worldwide.

G&W is now focusing on expanding to adjacent ASEAN markets where it believes it can support the vision of a dynamic economic block. TM's commitment to ASEAN saw us sign a partnership recently to build a state-of-the-art **Malaysia Cambodia Thailand (MCT)** submarine cable and establish a Cambodian PoP. The latter will enable TM to offer solutions with lower latency and higher service level commitment.

G&W is holding true to its vision of becoming a regional champion through infrastructure establishment at strategic locations. In recent years, this vision has been supported by the establishment of the **TM VADS Data Centre in Hong Kong** and various partnerships for additional racks in the US.

## PRODUCTS

Keeping up with the latest trends, **G&W continues to offer a comprehensive suite of products and services**, as well as world-class infrastructure and expertise designed to facilitate business while optimising costs.

*(For more information on G&W Products and Services kindly refer to page 180)*

# KEY MARKET RISKS AND MITIGATION MEASURES

Key Market Risks	Mitigation Measures
<b>Business Risk</b>	
Market competition due to price erosion and cost overrun	<p>Strengthen competitive edge towards becoming a total end-to-end solutions provider through collaboration with other global players envisioning 'Business Made Easier'.</p> <p>Leverage on G&amp;W's affiliate companies to capture regional opportunities with minimal investments.</p>
Decline in voice business	<p>Further strengthen data and connectivity solutions to compensate voice decline impact</p> <p>Capitalise on existing infrastructure by empowering innovative solutions</p>
<b>Operational Risk</b>	
Inability to sustain growth and profitability	<p>Grow existing product and services through prudent spending</p> <p>Expand market reachability and capture Beyond Connectivity business through partnership arrangement with regional partners</p>
Inability to meet customers' expectation while improving productivity level due to insufficient resources	Provide competitive solutions by maximising capabilities of internal strengths and leveraging on TM Group and subsidiaries' resources.
<b>Financial Risk</b>	
Currency fluctuation	<p>Tighten cost control measures and protect healthy margin for any buying and selling exercise.</p> <p>Establish strong rapport with international suppliers to reduce outpayment cost in line with market rate</p>



## PROSPECTS

The telco industry is witnessing exponential increase in demand for bandwidth and data driven by a behavioural shift in consumers from voice to data. This demand will further escalate along with adoption of Long-Term Evolution (LTE) and other new network technologies. TM is committed to helping meet this demand and create value for the industry through dynamic service and solutions while establishing a symbiotic ecosystem. The SKR1M submarine cable, to be completed in 2017, is an example of the support given by the Company to the Government's agenda to provide broadband for all.

On the international scene, G&W will continue to extend its reach via partnerships that will spur greater focus and interest in the ASEAN region.

# IT&NT

## OVERVIEW

AS THE DIVISION RESPONSIBLE FOR PLANNING, BUILDING, DELIVERING, OPERATING AND MAINTAINING THE GROUP'S EXTERNAL AND INTERNAL COMMUNICATIONS INFRASTRUCTURE, IT&NT IS THE POWER PROPELLING TM INTO THE ERA OF CONVERGENCE, CREATING VALUE THROUGH INFORMATION AND NETWORK TECHNOLOGY. NOT ONLY IS IT&NT TRANSFORMING TM'S LEGACY PSTN INFRASTRUCTURE INTO AN IPV6-COMPLIANT ALL-IP NEXT GENERATION NETWORK (NGN), IT ALSO CONTINUOUSLY ENHANCES THE GROUP'S OWN IT SYSTEMS SO AS TO SUPPORT OUR CUSTOMER DELIVERY.



## AT A GLANCE

### iGrid

The biggest VMWare cloud in Southeast Asia

Approx.

# 15

mins

Shortened problem isolation

# 25

HOVER displays successfully installed nationwide

IT&NT had embarked on a three-year transformation plan which ended in 2015. Among the key achievements of this transformation were to improve its investment plans; establish disaster recovery solutions for all key systems; and improve the security of the Group's network and IT.

During the year, IT&NT also entered into several key strategic partnerships and initiatives. These included a **new partnership with the Government to deploy the second phase of the High Speed Broadband project (HSBB 2) to provide access and domestic core networks for an end-to-end HSBB infrastructure.** In addition, it completed the phase-out of its 30-year-old IBM mainframe, replacing this with an iGrid which is today the biggest private cloud in Southeast Asia.



# FROM PLAYER TO CHAMPION

Today, as TM focuses on becoming Malaysia's Convergence Champion, IT&NT is supporting the Company's vision by blurring the lines between technology, products, services and devices, and establishing TM as an Information Exchange and Innovation Exchange (IX).

IT&NT supports the company's vision through *Digital, Cloud and Data Centres, Convergence and Customer and Service Centric*.

IT&NT is expanding the Infrastructure as a Service (IaaS) iGrid private cloud into a hybrid cloud through subscription of Platform as a Service (PaaS) and Software as a Service (SaaS) from VADS and other third parties. Adopting the E3 Infrastructure principles of being Effective, Efficient and Elastic, the new hybrid cloud will enhance both data centre and end-user computing capabilities.

THE IGRID IS ALSO EXPECTED TO REDUCE THE TOTAL COST OF OWNERSHIP (TCO) BY

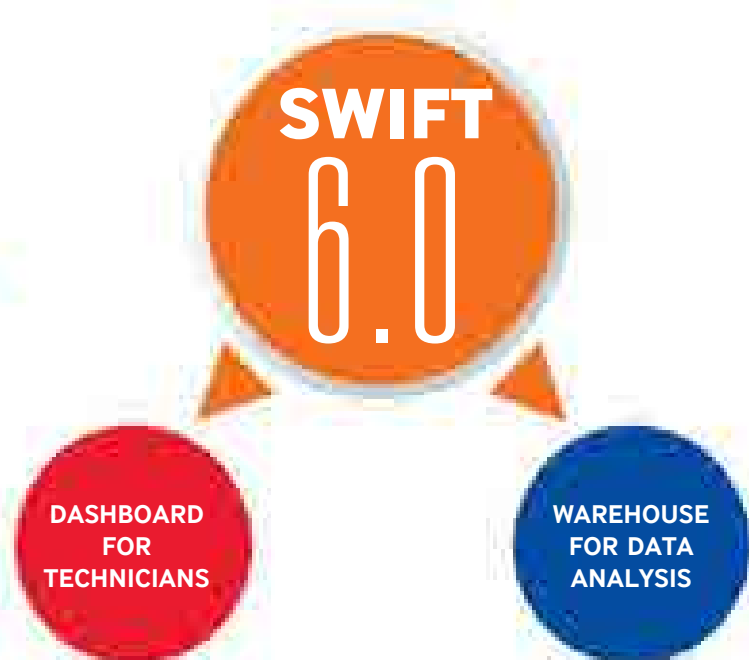
# 20% TO 30%

and to provide better resource utilisation

Additionally, by establishing a Cloud Centre of Excellence (CoE) and using standardised IT infrastructure, the iGrid will enable operational systems to be optimised, and provide self-service access through a catalogue.

Further enhancing its service delivery, meanwhile, IT&NT has implemented a Service Performance Assurance & Network Management System (SPANMS), which is the first successful triple-play end-to-end diagnostics and service assurance system available. With SPANMS, the troubleshooting cycle time has been reduced from anything between 30-140 minutes previously to 15 minutes, supporting the Group's UniFi Assurance chain.

IT&NT has also upgraded its Service Without Frontier (SWIFT) programme to further improve the efficiency and accuracy of service. The latest version, SWIFT 6.0, is more suited to dynamic organisations and operations, facilitating flexibility in field team assignments based on skills-sets and segmented areas. It introduces a new portal back-end with a simplified platform and modules that accommodate new user communities.



**HOVER** (Holistic View of TM Operations) provides a summarised overview of operational health and status in near real time; and can be accessed by technicians online. Currently, HOVER displays have been installed at 25 sites nationwide for Joint Command Centres (JCC), Network Management Operations (NMO) GM Offices and Management Offices at TM's headquarters.

For more information on SWIFT, please turn to pages 255 to 256 (CEMT)

# OUTLOOK

In 2016, IT&NT will continue to reinforce the capacity of TM's telecommunications business and enable the Group to pioneer new business areas based on IT convergence and technology. IT&NT is focusing on the major changes in technical infrastructure and operating model.

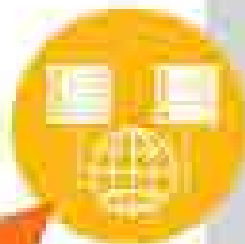
## INFRASTRUCTURE

- New LTE Network
- Extended coverage for access speeds of 10Mbps, 20Mbps and 50Mbps
- Ability to use NGN capabilities across the whole network for each and every customer



## OSS

- Extension of OSS system power and reach through programmes like SPANMS, Ontology, Oval



## WORKFORCE MANAGEMENT

- Rollout of SWIFT6.0
- Real time measurement of NES
- SWIFT is a great tool to further improve productivity



## PROJECT MANAGEMENT TOOLS

- Rollout of PRIMAVERA, a project management tool for Network Delivery
- New performance improvement opportunities in project planning and delivery



WHAT'S  
NEW IN  
2016

Every effort will be made to support TM on its next transformation path from Malaysia's Broadband Champion to becoming Malaysia's Convergence Champion, and to realise the Group's vision to make life and business easier, for a better Malaysia.

# SUPPORT BUSINESS

Life Made Easier™



AT A GLANCE

## OVERVIEW

14.7 million visitors for MKL

24.2 million kwh energy savings



AS ITS NAME IMPLIES, SUPPORT BUSINESS ENHANCES THE GROUP'S CORE BUSINESS BY PROVIDING SUPPORT SERVICES. ALTHOUGH PRIMARILY SUPPORT OPERATIONS, THE COMPANIES WITHIN THIS CLUSTER STRIVE TO EARN REVENUE IN ORDER TO CONTRIBUTE TO TM'S GROWTH AND CREATE SHAREHOLDER VALUE. SUPPORT BUSINESS COMPRISES MENARA KUALA LUMPUR SDN BHD (MKLSB), PROPERTY OPERATIONS (PO), PROPERTY MANAGEMENT (PM), TMF AUTOLEASE SDN BHD (TMFASB) AND SECURITY MANAGEMENT (SM).

**MKLSB** manages Menara Kuala Lumpur (Menara KL) as well as Menara Alor Setar and Muzium Telekom. At 421m, Menara KL provides essential broadcasting and telecommunications services. It is also a tourist attraction, world renowned for signature events such as the KL Tower International Towerthon Challenge and KL Tower International Jump. It earns revenue from visitors in addition to rental from tenants.

**PO** provides total facilities management solutions for TM's network and non-network buildings. It is currently also involved in the design of purpose-built Data Centres throughout the regions, DTTB (Digital Terrestrial Television Broadcasting) as well as MMU BOT (Built Operate Transfer) Hostel and FMD (Facilities Management Department) Building. Strong teamwork and people development led to staff from PO being named Best Executive and Non-Executive at the regional level and also Best Support Team by Data Network Management.

**PM** is TM's in-house land and property advisor. It also manages TM's land bank which includes outright sale of non-core land and joint land development activities.

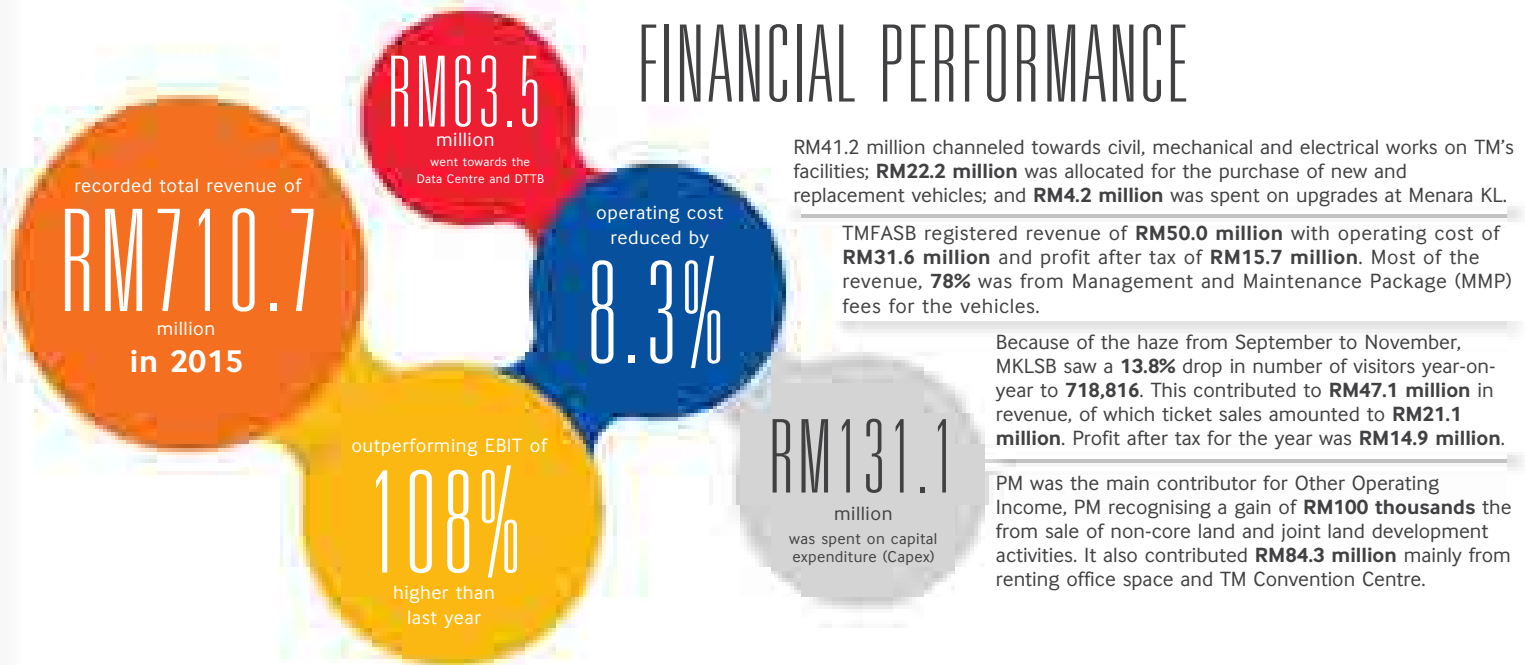
**TMFASB** manages TM Group's fleet of vehicles. As at 31 December 2015, the fleet stood at 4,969 vehicles, most of which were utility vans and four-wheel drives (4WDs). TMFASB has seven regional offices nationwide with 145 staff. Its biggest customer over the years has been Network Development and Regional Network Operation which together lease some 3,793 vehicles, or 76.3% of the total.

**SM** provides security services to safeguard TM's asset and personnel. It also offers security consultancy internally and represents the Group in the National Crisis Management Committee.

From 6-8 April 2015, a 1Support Business (1SB) campaign was conducted themed *Life and Business Made Easier in TM*. The aim was to create awareness among internal and external customers of the role of Support Business. At the event, the 1SB Helpdesk number 1 800 88 7557 was launched to serve as a one-stop number for bookings, service requests, complaints or feedback on Support Business services.

Striving for continuous operational improvement, four of Support Business' operations are in the process of gaining ISO 9001:2008 certification, namely Support Business Corporate Office, PM, SM and TMFASB. PO and MKLSB have already been certified in 2008 and 2009 respectively.

# FINANCIAL PERFORMANCE



RM41.2 million channeled towards civil, mechanical and electrical works on TM's facilities; **RM22.2 million** was allocated for the purchase of new and replacement vehicles; and **RM4.2 million** was spent on upgrades at Menara KL.

TMFASB registered revenue of **RM50.0 million** with operating cost of **RM31.6 million** and profit after tax of **RM15.7 million**. Most of the revenue, **78%** was from Management and Maintenance Package (MMP) fees for the vehicles.

Because of the haze from September to November, MKLSB saw a **13.8%** drop in number of visitors year-on-year to **718,816**. This contributed to **RM47.1 million** in revenue, of which ticket sales amounted to **RM21.1 million**. Profit after tax for the year was **RM14.9 million**.



PM was the main contributor for Other Operating Income, PM recognising a gain of **RM100 thousands** the from sale of non-core land and joint land development activities. It also contributed **RM84.3 million** mainly from renting office space and TM Convention Centre.

## KEY STRATEGIES AND INITIATIVES

Business	Strategy	Initiatives
Menara Kuala Lumpur Sdn Bhd	Increase revenue	Launched 'Dining in the Sky' enabling diners at Menara KL to experience an amazing view of Kuala Lumpur while being elevated in the sky in harnessed seats – a first in Southeast Asia.
	Reduce costs	All lights in the façade of the tower have been replaced by LED lighting, which reduce energy consumption by up to 6%. The initiative also increases the tower's visibility.
Property Operations	Cost savings	Implemented a Business Operational Excellence (BOE) re-zoning exercise to reduce overtime, transport and travelling costs while enhancing the work environment.
	Energy savings	State Energy Management Teams (SEMATs) were introduced which ran green initiatives under the Facilities Improvement Programme (FIPRO), saving 24.2 million kWh or RM12.3 million. Energy efficiency indicators were introduced; Power Usage Effectiveness (PUE) and Building Energy Index (BEI).
		Invested RM10.3 million in an ongoing programme to replace ageing air conditioning units nationwide. This led to fewer breakdowns, saving in maintenance costs and electricity bills.
		Further energy savings were derived from PSTN migration, greater cooling system efficiency in third-party rooms and the installation of energy-saving devices at selected sites.
	Optimise manpower	Project Management Office unit (PMO) was dissolved, with Green Project and Property Compliance functions placed under Electrical Work Team; and Vendor Management under Information Management.
	Enhance business continuity	PO ran power enhancement and upgrade projects in six critical buildings – JRC, BRF, Menara TM, KLJ, CBJ1 and CBJ2.
Invested about RM5.6 million to replace ageing standby generator sets and upgrade the installation to suit the network requirement.		
Enhance its environmental management	Three additional sites implemented the MS ISO 14001:2004 Environmental Management System (EMS): TM Jalan Pos Miri Sarawak, TM Hiliran Terengganu and TM Penampang Sabah.	
Property Management	Cost saving	It contributed a cost saving in lease rental of RM11.3 million via land optimisation initiatives.





Business	Strategy	Initiatives
TMF Autolease Sdn Bhd     	Right-sizing programme	6 vehicles were deployed to other users; 5 vehicles were pooled; and 16 vehicles were proposed to be disposed. In addition, 379 ageing vehicles have been disposed of through public auctions with a capital recovery of RM4.3 million.
	Other cost savings	Under a 1 State 1 Workshop (1S1W) programme, eight administrative offices in Peninsular Malaysia were closed, saving about RM0.3 million per annum.  Saved RM0.7 million by carrying out service maintenance on 2,792 vehicles at the customers' premises.  Obtained RM1.0 million in discounts for the purchase of vehicles.
	Support TM's business continuity	TMFASB provided three rescue boats to facilitate network and service restoration activities during the floods.
	Engage with customers	TMFASB conducted 71 quality programmes for customers, including 34 safe and defensive driving courses; 9 programmes on 4WD vehicle handling as well as 28 technical vehicle clinics.
	Delight customers	TMFASB achieved 99.6% vehicle availability; 100% vehicle service achievement; 100% compliance with processes and procedures; and 9.2% in the Internal Customer Satisfaction Index (ICSI).
Security Management    	Enhance capabilities	SM continued to re-skill and up-skill its security guards to ensure quality service.
	Delight customers	It maintained its Security Service Availability Index (SSAI) at 99.1%; reduced crime cases within TM premises from six in 2014 to three; achieved a Internal Customer Satisfaction Index (ICSI) at 8.9%.
	Enhance efficiency	SM is centralising its Operation Control Centre to streamline all operations, increase productivity and monitor vendor performance.
	Engage with relevant stakeholders	SM collaborated with PDRM and others telcos to check more than 173 secondhand dealers to ensure they are not involved in cable theft.  96 community programmes were conducted nationwide to increase awareness of cable theft and how it can be prevented. Managed to reduce 7% cable theft cases as compared to 2014.



# HUMAN CAPITAL



AT A GLANCE

28,008

number of employees

> 100,000

employees' participation in engagement initiatives nationwide

595,620

training hours in 2015

## CONVERGING TOWARDS BUILDING WORKFORCE CAPABILITIES

AS WE STRIVE TO BECOME A CONVERGENCE CHAMPION AND EMPLOYER OF CHOICE, WE RECOGNISE THE CRITICAL NEED TO HAVE EMPLOYEES WHO ARE ABLE TO SUPPORT OUR ASPIRATIONS. TOWARDS THIS END, VARIOUS INITIATIVES HAVE BEEN PUT IN PLACE TO FURTHER ENRICH AND ELEVATE THE CAPABILITIES AND COMPETENCIES OF OUR HUMAN CAPITAL TO DRIVE SUSTAINABLE PRODUCTIVITY. AT THE SAME TIME, OUR GROUP HUMAN CAPITAL MANAGEMENT TEAM CONTINUED TO BUILD OUR LEADERSHIP PIPELINE, STRENGTHEN THE PERFORMANCE CULTURE IN TM, AND RALLY THE SUPPORT OF OUR UNITY TOWARDS ACHIEVING THE GROUP'S GOALS.

## BUILDING ORGANISATION READINESS FOR THE DIGITAL JOURNEY



# SUSTAINING WORKFORCE CAPABILITIES

TM continued to strengthen our leadership pipeline at all levels to support our vision of becoming the nation's Convergence Champion. Based on our talent philosophy of 'Identifying, Building & Sustaining Leaders at All Levels', we aim to nurture leaders as early as at the entry level all the way up to the top Management, in order to play a vital role towards innovation and productivity growth.

TOP MANAGEMENT	HIGH POTENTIAL TALENTS	FAST TRACK PROGRAMME (FTP)
<ul style="list-style-type: none"> <li>• &gt; 200 leaders have attended business leadership programmes</li> <li>• Series of group coaching sessions</li> <li>• Enhancing leadership competencies through Leap to S.U.C.C.E.S.S program</li> <li>• 100 leaders trained as trainers to deliver in-house leadership program</li> </ul>	<ul style="list-style-type: none"> <li>• Preparatory for senior management role program delivered by Cranfield School of Management – 20 new participants – 42 alumni</li> <li>• Cross assignment with government agencies driven by TalentCorp to sustain talent development</li> <li>• Developing young women leaders through "Remarkable Women by McKinsey" and "Women in Leadership by TalentCorp, ICAEW and Lead Woman"</li> </ul>	<ul style="list-style-type: none"> <li>• Early in career talents developed through a structured 3-year program</li> <li>• 20 new participants</li> <li>• 20 FTP graduates to-date</li> </ul>

On the technological front, our Technical Academy is the focal point for all training related to telecommunications, information and communications technology, and TM's Corporate Application System. The role played by the academy has become increasingly important as we advance in our convergence journey, underlining the need for a skilled and competent workforce as well as contractors to support a digital ecosystem. In 2015, the Technical Academy organised the following major training activities:

Competency Based	Structured Training	Certification Training
<ul style="list-style-type: none"> <li>a) External Network Zone (ENZ) Up Skilling Training                             <ul style="list-style-type: none"> <li>• To upgrade the knowledge and skill and further enhance the capability of the Network Management Operations team</li> </ul> </li> <li>b) TM Applications System Training                             <ul style="list-style-type: none"> <li>• GST for NOVA and ICP</li> <li>• SWIFT</li> <li>• CCP</li> <li>• NEPS</li> <li>• NOVA</li> <li>• TM WiFi</li> <li>• HSBB2</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a) Group IT Structured Training                             <ul style="list-style-type: none"> <li>• To continuously improve their skills, productivity, performance and service</li> <li>• To enhance their knowledge and skills on Network Technical, Network Device and Troubleshooting</li> </ul> </li> <li>b) Network Operation Centre (NOC) Structured Training                             <ul style="list-style-type: none"> <li>• To determine specific level of technical competency</li> <li>• To perform their specific task at best capability</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a) CISCO</li> <li>b) JUNIPER</li> <li>c) IPV6</li> <li>d) ITL</li> </ul>



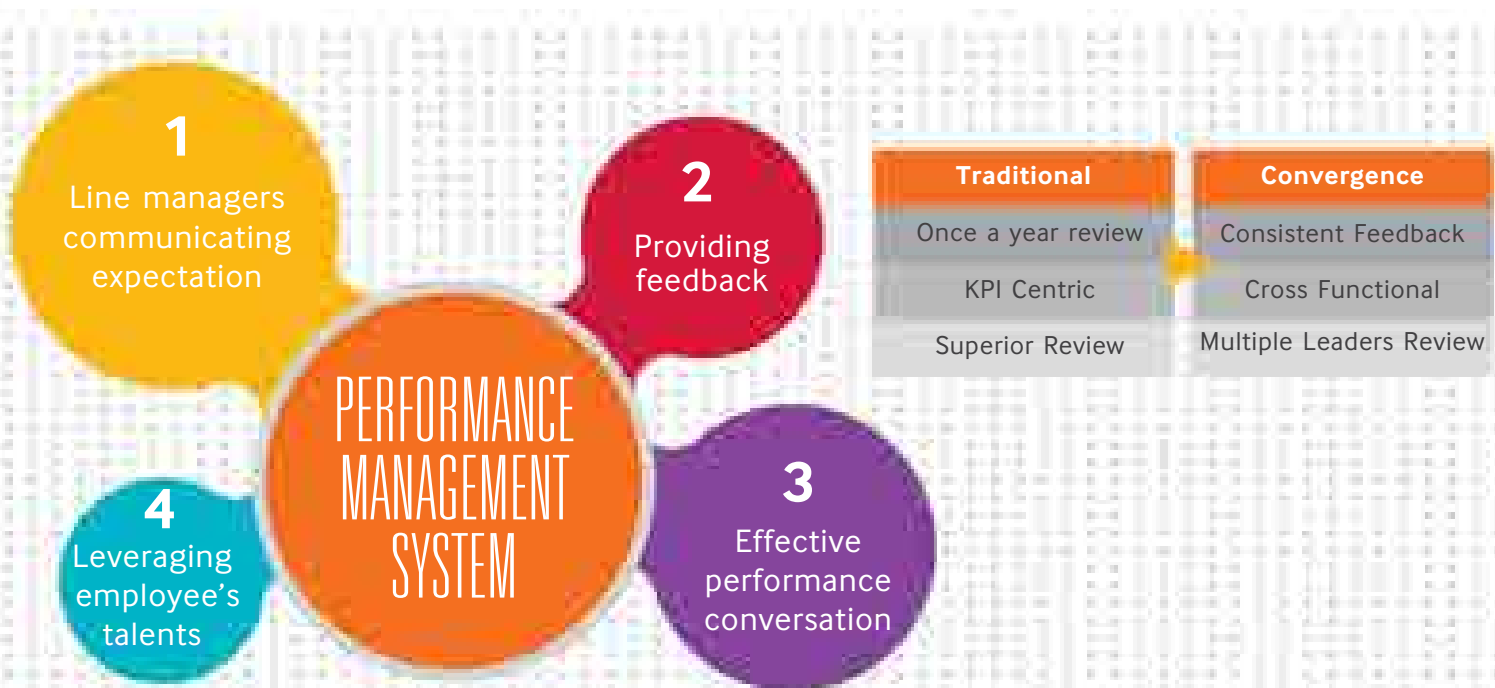
Our focus on technical competencies has not overshadowed the emphasis we place on improving the ability of frontline employees to enhance the customer experience. The soft-skills training required for this is undertaken by our Customer Service Academy, which continued to roll out various initiatives to instil a customer-centric mindset group-wide. During the year, more than 16,590 staff received training in various programmes at the academy to enhance their customer management and communication skills, as well as supervisory skills – all geared towards the provision of a better customer experience.

Some of the key programmes conducted during the year were:

Programme	No. of Participants	Segment
Walk the SMILE	798	TMpoint, NMO, GWSOC
Basic Mandarin	100	TMpoint
Business Communication	160	All lines of business
Transitional to Management Role	442	All lines of business
Managing Interesting Customers	033	Customer Experience Management and Transformation
Specialist Mentoring	145	IT&NT
Non Executive Supervisory Skills	98	IT&NT

## ENHANCING PERFORMANCE MANAGEMENT

To support our transformation journey, TM is also working towards establishing a high-performance culture. As part of our efforts, we are reviewing the current Performance Management System (PMS) where it is not only aligned with current best practices, but also promotes a more holistic PMS approach. The aim is to encourage employees to take on additional roles on top of their core tasks. This would increase their professional capabilities while also enabling them to get constructive feedback from multiples leaders during the year-end reviews.



The mindset shift will also encourage line managers to take accountability in championing Performance Management linked to SUCCESS

**SUCCESS**

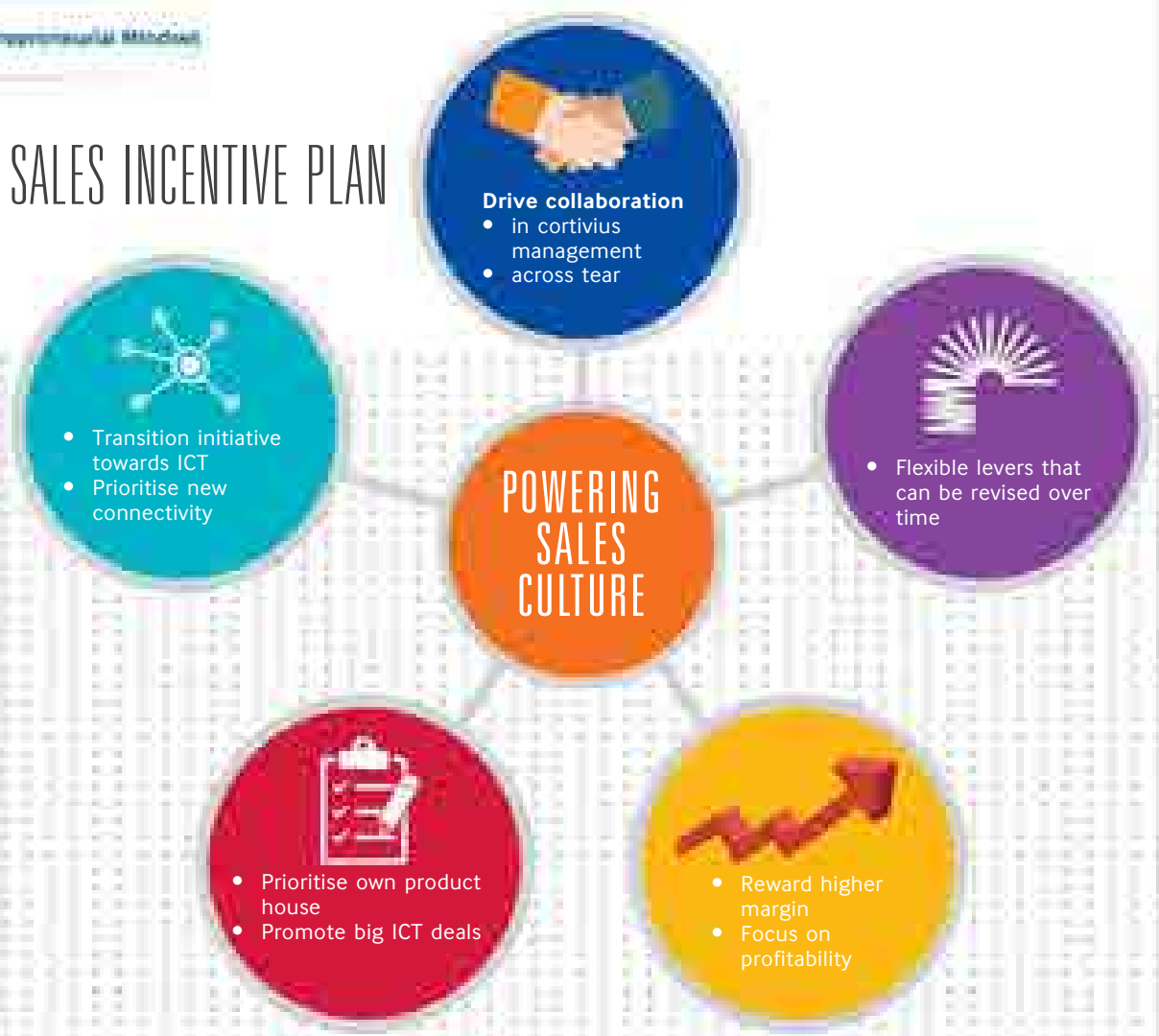
**TM LEADERSHIP COMPETENCIES**

- S** Service Excellence
- T** Unity & Teamwork
- C** Customer Centricity
- E** Catalyst Change
- E** Empower and Nurture Talent Mindset
- S** Drives for Results
- S** Strategic & Entrepreneurial Mindset

## POWERING THE SALES CULTURE

In order to support our convergence transformation and outperform competitors, a more aggressive incentive plan is needed for our sales workforce. Towards this end, we have reviewed our sales commissions to encourage, recognise and reward exceptional performance. The new sales incentive plan is more comprehensive, balanced and structured, and has been designed not only to reward deserving employees but to create a stronger sales culture and mindset in the Company. While directly addressing profitability, ICT focus and performance, it relies on our broader transformation plan to address other challenges.

## 5 PRINCIPLES OF SALES INCENTIVE PLAN



# REJUVENATING 1TM MINDSET VIA TEAMING WITH PASSION: LIFE MADE EASIER



Through Teaming With Passion: Life Made Easier, we intend to reach out to all **45,000** employees and partners in the Group including leasing employees, resellers and contractors who have been instrumental in our customer delivery ecosystem of digitalisation and convergence.

The programme is essential to uplift **employees' mindset** readiness of delivering Life Made Easier hence **shaping the behaviour** of becoming the Convergence Champion.

As we appreciate diversity, the Teaming With Passion (TWP): Life Made Easier is now on going across geographical borders with inclusion of our employees and partners abroad.

My1TM employee engagement survey reached its highest peak of **90%** for employee participation and a Sustainable Engagement Score of **91**, which is on average seven points higher than for National Companies, six points higher than Global Telco and five points higher than High Performing Global Telcos.

## SUSTAINING INDUSTRIAL HARMONY

TM is committed to upholding industrial harmony within the organisation with collective collaboration with the unions, namely National Union of Telecommunications Employees (NUTE), Union of Telecoms Employees Sarawak (UTES), Sabah Union of Telekom Malaysia Employees (SUTE) and Sabah Union of Telecommunications Employees (SUTEN). Considering that productivity was one of the Group's headline KPIs in 2015, TM and the unions collaborated to organise productivity enhancement workshops in the areas of emotional intelligence, coaching and mentoring, effective supervisory, and bridging the performance gap.

### Support **redeployment** and **mobility** of workforce

- Continuous support from Unions on **engagement** with their members on **redeployment/realignment exercise**. For example, realignment of Mass Market, HQ & States
- Movement of Non Executives to cover or to be stationed at other areas through Job Rotation

### Unions as an **extension of management**

- Changing the mindset from **collective bargaining** to **collective collaboration** towards the betterment of the company and the people



### Conduct joint **productivity workshops** with the Unions for their members

- **Productivity linked workshops;** courses on Emotional Intelligence, coaching & mentoring, supervisory, Gen Y Forum. Expected to reach out to 400 employees/supervisors
- Collective Agreement (CA) workshops to equip Union members on knowledge about current economic situation and negotiation skills (Ongoing – 2016)

### **Upskilling** of the current workforce

- **Recognition of Previous Education & Learning** 80 non executives are undergoing Diploma in Management under Human Resource Development Fund (HRDF)
- Certification for skill job functions to elevate skill sets, e.g. Charge man, Gas Detector etc
- Technical & soft skill training e.g. ITNT Technical Competency Belting

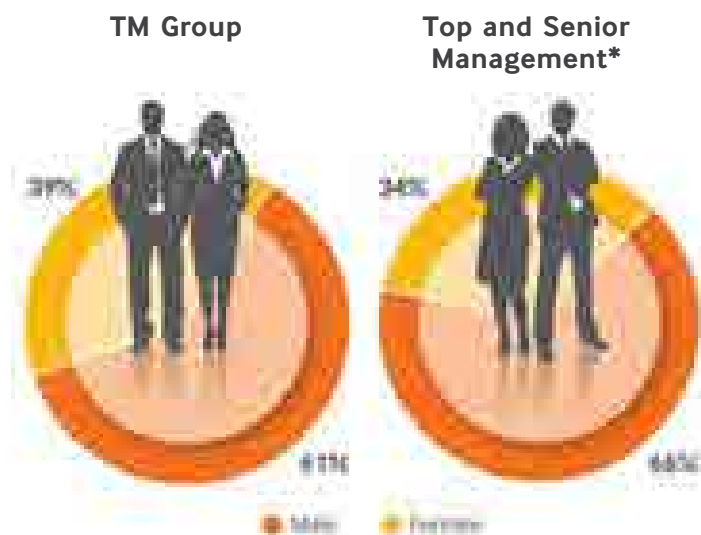
# DIVERSITY AND INCLUSION

Life Made Easier™



Recognising the benefits of broadened perspectives of diversity and inclusion of the workforce, we provide equal opportunity to all employees irrespective of gender, race or religion in all aspects of employment including rewards and recognition, career development, job exposure, benefits and compensation.

Gender diversity in our demographic enables us to leverage on their full potentials to elevate our organization sustainability.



\* General Manager and Above

In supporting our policy of inclusion, various training and development programs are provided for both executives and non-executives which representing **38%** and **62%** of our workforce respectively. For example, upskilling & cross skilling programs for non-executives called External Network Zone (ENZ) and Professional Leadership & Workforce for executives.

We strongly uphold the principles of diversity by bringing people from different businesses and geographies together, to work and learn from each other at all levels of the company through learning & training, project assignments, coaching & mentoring and voluntary driven initiatives. Our workforce is represented by:



Leveraging on diversity of functional capabilities of our leaders and talents, we encourage job rotation and cross assignments to sustain mobility ecosystem across TM and our regional offices abroad. It is demonstrated in various organisation restructuring and realignment to support agility and flexibility of the business and technological change.

In a similar vein, we celebrate all national festivities with equal fervour as we have mixture of race and ethnicity in our organization. This reinforces an environment of togetherness which permeates our everyday work practice, creating a productive and high-performing workforce.

In TM, we are fostering fair and equal opportunities beyond physical abilities. We are continuously providing job opportunities for disabled employees by appreciating their contributions in delivering our services to our customers. To date, we have **73 disabled employees** working at our call centres which encompasses of **71% men** and **29% women**. A full-equipped friendly facilities such as special elevator, designated hygiene facilities, dedicated parking lot and ergonomic work spaces are available for their convenience in performing day to day tasks.

In living up our vision of “Life Made Easier”, we put our employees’ morale and wellbeing as our priority. Family friendly facilities and work life benefits such as flexi benefits, flexi hours, job sharing, telecommuting, shift swapping, childcare centre, mothers’ room and designated car park for pregnant women are established and made available for our employees.

# TM THE MUSICAL — A STORY OF CONVERGENCE

“WHEN THE EMOTION BECOMES TOO STRONG FOR SPEECH YOU SING; WHEN IT BECOMES TOO STRONG FOR SONG, YOU DANCE.”

TM created history when we became the first company in Malaysia to stage a musical to engage with our employees and stakeholders. It was a strategic drive to catalyse cultural transformation across 28000 employees in our quest to live up to our vision of making Life and Business Easier.

The performance debuted at TM Group Awards Night 2015, an annual ceremony to recognise high-performing employees. Titled *TM The Musical – A Story of Convergence*, the show depicted our amazing journey from the days of the demerger (of our mobile operations from fixed line) to where we are today.

Overwhelming response to the professionally staged musical which took only 100 days to finalise, culminated in TM staging five shows at the Istana Budaya, Malaysia's national theatre, from 14-16 August 2015. The 'Merdeka edition' attracted a total audience of 8,000 TM employees and key stakeholders.

Through the musical, we were able to capture the very human aspects of the demerger – the uncertainties and struggles our people experienced; the successful roll-out of High Speed Broadband (HSBB) which re-affirmed our sustainability; rise of 1TM spirit to conquer the impossible; and, finally, our efforts now to realise TM's aspiration to become the nation's Convergence Champion. The performance perfectly recorded TM's

transformation journey, our achievements and challenges for posterity while also inspiring current Warga TM to brave through future challenges. It was indeed an exciting and innovative way of telling the 1TM story.

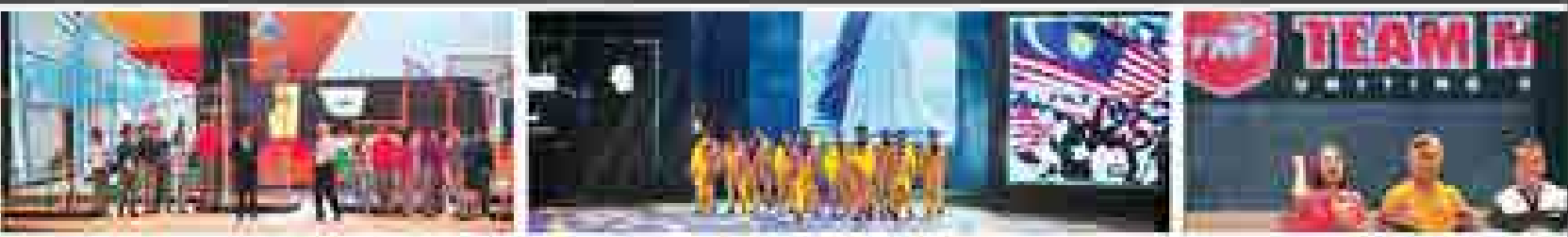
Produced by KRU Studios Sdn Bhd, the musical featured well-known as well as rising local thespians such as Tony Eusoff, Nadia Aqilah, Dato' Ahmad Tamimi Siregar, Dato' Jalalluddin Hassan, Adibah Noor, Dian P. Ramlee, Sherry Alhadad and Hamzah Tahir. Some Warga TM and senior management also made cameo appearances Pat Ibrahim led the crew as its director, lyricist as well as choreographer, joining hands with Shamaine Othman as scriptwriter and Edry Abd Halim as musical director.

The storyline revolved around Taufik and Melissa, two Warga TM, who meet at TM and work together in fronting TM during the demerger. Unlike others in the company, they remain very positive throughout the process, and... of course... fall in love.

The messages embedded in the musical were in line with the national theme for Merdeka day celebrations- #sehatisejiwa – which symbolises the spirit of solidarity, understanding and togetherness shared by all TM employees no matter where they are. In our own way, TM continues to inculcate the spirit of patriotism among our people and instil in them a greater sense of belonging to their beloved nation while fostering a sense of pride in being part of the Company.

IN SYNC WITH OUR ASPIRATION TO BECOME THE NATION'S CONVERGENCE CHAMPION, ALL ELEMENTS FROM TECHNOLOGY, PRODUCTS, VALUE AND HUMAN INTERACTIONS ARE SYNCHRONISED IN TANDEM TO DELIVER AN EXCEPTIONAL CUSTOMER EXPERIENCE LIKE NEVER BEFORE. TOGETHER, WE WILL DEFINE A NEW DIGITAL LIFESTYLE THAT WILL MAKE LIFE AND BUSINESS EASIER FOR OUR FELLOW MALAYSIANS.







TM AURA



## KEY INITIATIVES

- 232 Converging Towards a Better Customer Experience
- 236 Box Article: TM's Digital Transformation
- 238 Education Cluster
- 241 Innovation Cluster
- 244 Social Cluster

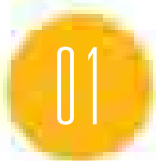
The background of the page features a white grid pattern on a light grey background. On the left side, there is a partial view of a tablet device displaying a colorful abstract image. The text 'UNIFIED TO SERVE' is prominently displayed in the lower half of the page.

UNIFIED  
TO SERVE

# Converging Towards a Better Customer Experience



As the transformation programme evolves, in 2015 four strategic focus areas were outlined to support its objectives, namely:



**Redesign the customer journey**



**Expand alternative channels, such as digital**



**Improve touch point efficiency and effectiveness**



**Nurture a professional workforce with a customer-centric mindset**

TM'S ASPIRATION TO BECOME A CUSTOMER-CENTRIC ORGANISATION IS BASED ON HUMANISING THE CUSTOMER JOURNEY AND STRENGTHENING THE SUPPORT ECOSYSTEM TO INCREASE OUR FRONT-LINERS' EFFICIENCY AND EFFECTIVENESS IN MANAGING CUSTOMERS.

TOWARDS THIS END, A HOLISTIC CUSTOMER EXPERIENCE TRANSFORMATION PROGRAMME HAS BEEN DESIGNED, GUIDED BY THE NEW TM VISION OF LIFE MADE EASIER FOR A BETTER MALAYSIA. UNDER THIS PROGRAMME, OUR PROCESSES, PRODUCTS, SUPPORT SYSTEM, POLICIES AND OPERATIONS ARE ALL GEARED TOWARDS ENHANCING THE CUSTOMER EXPERIENCE.

**Strategic Focus 1: Redesign the Customer Journey**

TM is ensuring a consistent customer experience throughout all our touchpoints, inclusive of interaction points that cut across multiple channels and organisational units. This takes into account the complexities of converged service offerings across our value chain.

**Customer-centred Operating Model and Journey Design**

A customer experience operating model has been further refined to emphasise quality of delivery and interactions at touch points where the effectiveness is to be validated by customers' feedback itself.

We have been measuring these feedbacks using the Net Easy Score (NES) and Net Promoter Score (NPS) methods which enable us to obtain instant feedback on customer satisfaction upon completion of transactions at each touch points. Customers are asked to rate their transactions at any TM touchpoint on a scale of 0-10 via an NPS/ NES survey conducted via Short-Messaging System (SMS).





**Managed Account Operational Improvements**

Improvements in our Service Operations Centre have made our front-line service desks more proactive and efficient. We also delivered our Disaster Recovery Site in Taman Desa to ensure business continuity of our managed services in our journey towards becoming an Integrated Service Centre. Our Managed Accounts Assurance and Fulfillment have also improved to better manage our end-to-end service operations.

Our Customer Journey re-design has led to significant improvements in the customer experience throughout 2015. These include:

Mass Market	Managed Accounts
<ul style="list-style-type: none"> <li>• Our market-facing NPS score improved from 52% in January to 80% in November 2015, while the service-facing NES score increased from -2% to 24% in the same period.</li> <li>• Mass Market Service Assurance: the NES score increased by 27 points, with a 10% decrease in 'detractors' (those who gave scores of less than 7) and 17% increase in 'promoters' (those who gave scores of 9-10). This also resulted in significant improvement in the 2015 TRIM index for overall service assurance, which improved by 13 points.</li> <li>• Mass Market Service Fulfillment: NES score increased by 10 points.</li> <li>• TRIM index for TM resellers improved by three points.</li> </ul>	<ul style="list-style-type: none"> <li>• Proactive management improved by 14%; and customer notification, measured by Keep Customer Informed (KCI) indicators, by 8%.</li> <li>• The IP Troop programme led to a more productive Managed Account field force, reducing dependencies on outsourcing of CPE-related support by 59%.</li> <li>• Managed Account achieved a TRIM Index of 83, which is just five points below the Top 10% of global telcos.</li> </ul>

NPS and NES are monitored on a daily basis via the NPS Dashboard to close the loops among dissatisfied customers where a Reach-out Team calls them back to find out the reasons for their dissatisfactions and ensure the relevant issues are addressed immediately. High NPS scorers, meanwhile, are celebrated through recognition and their performance used as benchmarks.

**Improving Customer Engagement via Customer Excellence Community (CEC)**

We started engaging customers and consumers in the design of the customer journey and business process through the Customer Excellence Community (CEC). The community consists of more than 150 everyday users of telecommunications and broadband services.

Through the CEC, we seek to understand what customers want and translate this into offerings. Since CEC was established in October 2015, five sessions have been held at which communication tools, convergence journey, collateral materials, TMpoint layouts and our Customer Promise Design were tested. The results assist us in designing/ re-designing of processes and products prior to their implementation. Ultimately, we aim to evolve CEC into a crowd-sourcing platform to serve as our community advisor.

**Strategic focus 2: Going Digital – expand alternative channel reach**

TM already has a strong presence in traditional channels for assurance and service request fulfilment. In order to keep up with customer demand, our second strategic focus is to expand our reach digitally. This includes improving our online portal, mobile applications and social media interaction. The six-phase digital Customer Journey will take four years to complete where the first phase of this journey started with the new UniFi online registration site launched on the 4th of November 2015.

As for our Managed Account segments, we are developing a Customer Assurance portal to provide customers with a hassle-free, self-serve process of lodging assurance service requests; and launching an Integrated Service Desk for customers who subscribe to both Connectivity and ICT services.

**Strategic Priority 3: Professional workforce with customer-centric mindset and Customer Education**

Among the key deliverables of the professional workforce programme are a technical belting system, functional and leadership training, tools and test gear rollout as well as communication and role playing training through SMILE 2.0.

The professional workforce programme also aims to inculcate the same level of professionalism among our partners and vendors to ensure consistent treatment of customers across all interactions. By encouraging personnel to internalise a professional culture and service mindset, this programme is critical to a sustainable transformation of our workforce.

Aligned to the 2014-2015 aspiration to humanise the customer experience, it is imperative that our front-liners are professional in their dealings with customers. Towards this end, the professional workforce implementation plan aims to achieve a workforce that is:



**Customer Education & Awareness**

An important pillar in our transformation towards a customer-centric organisation by 2017 is Customer Education and Awareness. To address the current high volume of insufficiently informed customers on TM's products and service, we introduced Humanising Touch Point Interactions, namely communication tools and videos. Infographics help explain customers TM's products and services and manage their expectations on installation appointment, monthly bills and WiFi connectivity experience. Customers can also view awareness videos on our website or YouTube. These initiatives have help reduce the number of complaints and help improve agents' interactions with customers.

In 2016, more content will be developed for the communication tool and awareness video while access will also be improved by making the content easily available on both the traditional and digital platforms.

**Strategic Priority 4: Improve touchpoint efficiency & effectiveness**

We recognise the need for a structured approach that focuses on customer needs and optimising incoming demand in order to strengthen our capabilities in our traditional channels and existing touchpoints.

Enablers such as digitalisation tools, a customer experience dashboard, alarm diagnostic tools and Workforce Management System (WFMS), to name a few, are critical in ensuring an efficient,

modular and scalable service operating model that delivers professional customer interaction and, ultimately, maximises productivity and value.

Some primary initiatives implemented to drive this priority include:

- SWIFT (Service Without Frontier) Workforce Management System for fulfilment, assurance and maintenance field forces
- Customer experience live dashboard known as SWIFT HOVER (Holistic View of Operations)
- Deployment of One View Application Layout (OVAL) at the Mass Market contact centre
- Ensuring high-quality service through network improvement initiatives

**SWIFT Workforce Management System**

SWIFT has been deployed extensively in more than 6,000 field forces involved in service fulfilment, assurance and maintenance nationwide. It covers TM's internal workforce as well as our contractors and partners in every state across Malaysia. It is also used by our Job Control Centres (JCCs).

SWIFT automates the work order distribution through a sophisticated dispatching engine that determines the best resource assignments to execute work orders. Field forces are provided with tablets, and work orders are transmitted digitally by a central processing server that controls the distribution logistics based on certain optimisation rules. Being GPS-enabled, SWIFT can determine the closest technician with the required skills available to be assigned with the job in order to minimise travelling time to site, thus reducing the customer's waiting time. The SWIFT tablet is also equipped with various applications that help technicians to verify the quality of installations and assurance work, ensuring compliance with technical standards set.

It took two years to deploy SWIFT because of the massive changes involved in organisational roles, processes and work instructions. The effort, however, has been validated through significant improvements, such as:

- 31% increase in field force productivity over the two years
- 20-30% reduction in fulfilment and assurance cycle time
- More than 85% First Fix Right (accuracy of repair work, with no repeated complaint within 30 days)
- 31-point increase in NES for Assurance versus 2014
- 13-point improvement in TRIM index for Assurance versus 2014

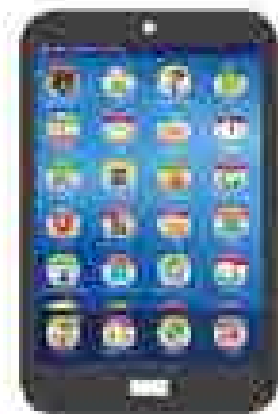
**SWIFT HOVER Customer Experience Live Dashboard**

SWIFT HOVER is an electronic dashboard that provides a real-time view of overall service delivery performance. This includes field force productivity reports, status of work orders, and customer satisfaction as measured by NES. The electronic dashboard has been installed in field force offices and regional head offices, and is also available online on any desktop computer, laptop or tablet. SWIFT HOVER has improved the way we manage our operations, as it allows for timely intervention and analysis for improvement.



## SWIFT MOBILE WORKFORCE

Figure: SWIFT Mobile Workforce System



01

### TECHNICIAN LOCATION INFO

- Estimate arrival info function
- Technician/installer location tracker on the map

02

### AN EXPERT PROFESSIONAL

- Gated function : Quality verification
- Product info videos for aided communication/ customer education

03

### CUSTOMER-FIRST

- Customer appointment alert
- Compulsory 'On the Way' call to notify customers
- KCI notifications

04

### TRANSPARENCY & BOUNCE BACK

- Status update to portal/mobile app
- Real-time Voice of Customer (VoC) rating for bounce back

### OVAL (One View Application Layout) System

OVAL has been implemented in the Mass Market contact centre (100) since Q4 2015 to simplify its operations and drive productivity among the contact centre agents. It provides integrated screens for the contact centre agents and populates all the required information during interactions with customers. The simplified screen helps agents retrieve information faster and more easily.

### Ensuring Quality Service Through Network Improvement

Some customers experience bad service when browsing the Internet, as a result of our aging network infrastructure, mainly the ADSL platform using last-mile copper infrastructure. This is being rectified by an initiative called High Value Cabinet (HVC),



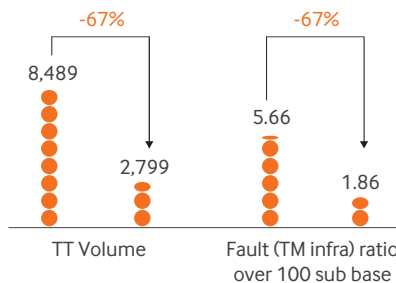
(Figure 1: Prioritisation sequence)

driven by teams from Mass Market Customer Experience and Network Maintenance Initiative.

HVC eliminates faults due to network elements and expedites service availability in areas which are in demand (and with long customer waiting lists).

A list of 23,000 cabinets were outlined for this initiative, and were prioritised according to high fault rate, high revenue and high potential churn. This ensures a balance of technical and business focus. Prior to finalisation, the state Zone Business Council (ZBC) validates the list and provides feedback to HQ on any proposed changes. Every quarter, the total number of cabinets to be tackled averages 300 so as to be within the capacity of the field team.

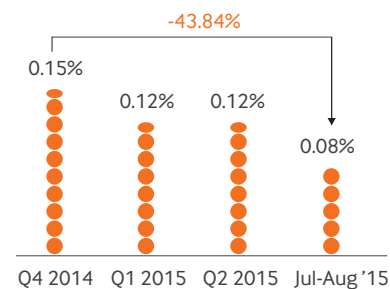
To date, HVC has produced expected results in three key determined areas, resulting in a significant reduction in service disruption due to TM infrastructure.



(Figure 2: Reduction in total service interruption and as a ratio per 100 subscribers)

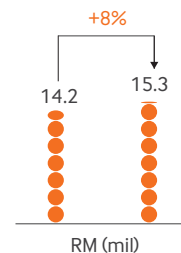
Based on Figure 2, the total number of service interruptions due to TM infrastructure has decreased 67% from the baseline, while as a ratio per 100 subscribers, it has decreased from 5.66 customers to 1.86 customers.

HVC has also positively impacted the voluntary churn due to technical reasons, which represents the second highest reason for churn in TM.



(Figure 3: Churn due to service interruption)

Referring to Figure 3, the churn ratio has decreased from 0.15 to 0.08 customers per 100 subscribers from Q4 2014 baseline to July-August 2015, which is equivalent to a 43.84% reduction.



(Figure 4: Increase in cabinet revenue rate)

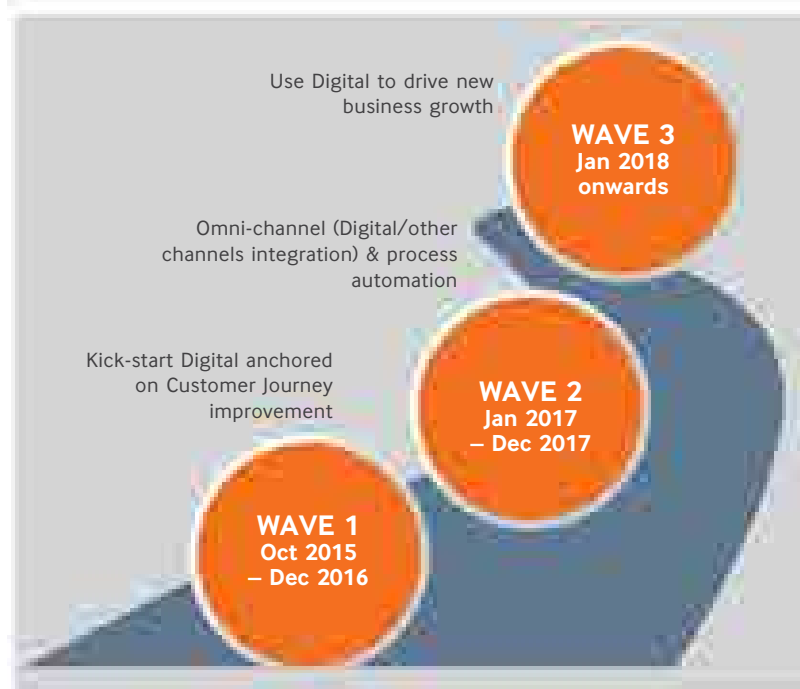
From a business perspective, the return on investment (ROI) as measured by subscription to TM services, is crucial as it indicates customers' trust. Excellent customer experience will translate into enhanced revenue.

Two new UniFi broadband packages (30Mbps and 50Mbps) were launched in Q4 2015 and more will follow in 2016. Hence, in 2016, HVC will cover the UniFi service rehab process. Focus will be on a pre-connection initiative to enhance the service experience.



# TM'S DIGITAL TRANSFORMATION

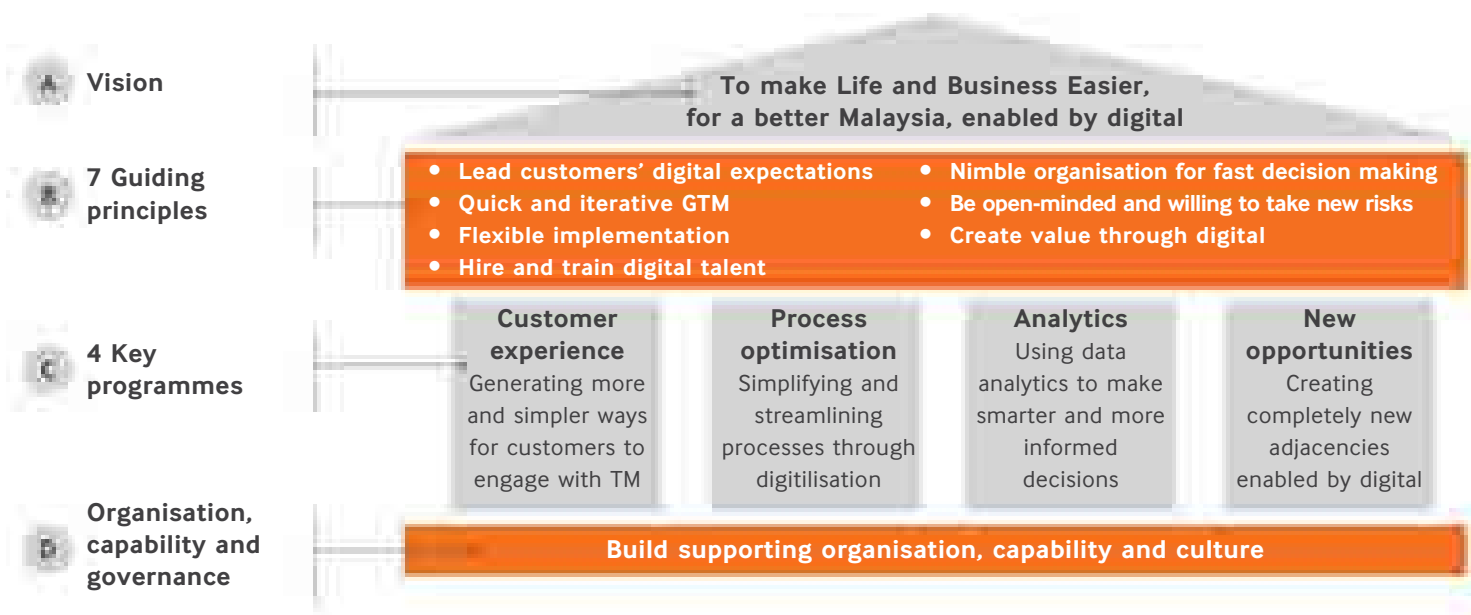
2015 MARKED YET ANOTHER MILESTONE IN TM AS WE EMBARKED ON OUR DIGITAL TRANSFORMATION. MOTIVATED PRIMARILY TO IMPROVE OUR ONLINE CUSTOMER JOURNEY TOWARDS A SEAMLESS DIGITAL EXPERIENCE, WE BELIEVE THAT THIS TRANSITION WILL ALSO CREATE GREATER EFFICIENCIES IN MANAGING COSTS AND DRIVING SALES.



Going digital is key in delivering our vision of making life and business easier, for a better Malaysia. According to a **2014** study by Global Research Agency (TNS), out of **1,000** Malaysians surveyed, **86%** purchased their flight tickets online, **75%** made their last hotel bookings online, **42%** bought clothes online, and **37%** had bought movie tickets online.

Improving the customer journey is only the beginning of our Digital Transformation. With consumers' behaviour becoming more sophisticated, it is only natural for us to set our foot in the digital space. Our journey is charted in a 4-year roadmap consisting of 3 waves. In the next wave, we will focus on a more integrated omni-channel experience; followed by the final wave in which we will leverage on digital to drive adjacency growth.

We have established our digital pillar based on 7 guiding principles and 4 key initiatives:



Customers are our top priority. Thus, the first phase of our digital transformation anchors on the Customer Journey. We have already defined six areas of enhancement along this pathway:



The first customer journey experience – I Join – was launched on 4 November 2015. With simplification and ease of navigation being the end in mind, new UniFi subscribers now only need to navigate through 6 web pages to enjoy our service, as compared to 19 web pages previously.

We have also enhanced the MyTM Login page, making it more user-friendly. The changes do not end here. We will continue to make further improvements to ensure the best experience for our valued customers.

Apart from process and technical enhancements, the success of this journey also requires cultural transformation and a solid supportive ecosystem within the organisation. Corresponding to these needs, TM Digital Week was held on 23-27 November 2015. Various awareness digital events were held to show the importance of our Digital Transformation. Employees also got to experience the prototype of the six journeys, and acquired some of the tools required to be successful in Digital, such as Zero-Based Redesign.

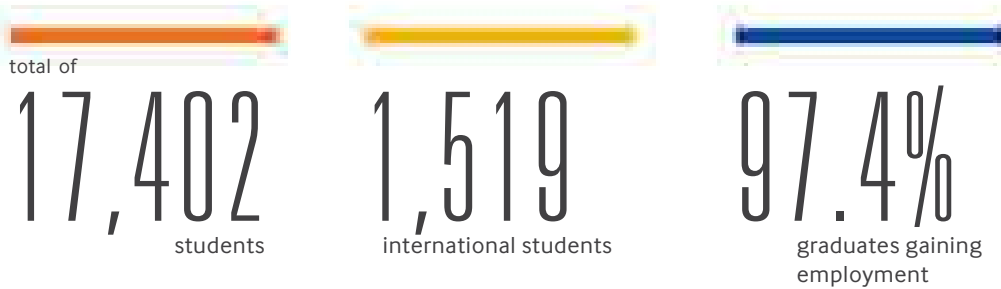


## PROSPECTS

Our Digital Transformation will change the way we do things, especially the way we generate revenue and manage costs. We foresee a potential EBITDA improvement of RM300 million to RM400 million within four years of embarking into our Digital Transformation. Above all, we are excited to deliver an exceptional digital experience to our customers, true to our promise of Life and Business Made Easier.

# Education Cluster

THE TELECOMMUNICATIONS INDUSTRY REQUIRES A POOL OF SKILLED TALENT IN ORDER TO KEEP ADVANCING OUR INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) BACKBONE, CONTINUOUSLY ENHANCING AND ENRICHING THE NATION'S WORK- AND LIFESTYLE. TM'S EDUCATION CLUSTER MEETS THIS NEED BY PROVIDING QUALITY INDUSTRY-RELEVANT TRAINING AT THE MULTIMEDIA UNIVERSITY (MMU) AND MULTIMEDIA COLLEGE (MMC) WHILE FURTHER SUPPORTING THE NATION'S HUMAN CAPITAL DEVELOPMENT VIA YAYASAN TM (YTM) SCHOLARSHIPS. IN ENSURING A STEADY PIPELINE OF QUALITY TALENT, THIS CLUSTER SUPPORTS THE GOVERNMENT'S AGENDA OF TRANSFORMING THE COUNTRY INTO A DEVELOPED NATION.



## MULTIMEDIA UNIVERSITY

Multimedia University (MMU), set up through TM's wholly-owned subsidiary Universiti Telekom Sdn Bhd (UTSB), is Malaysia's first private university. Since its establishment in Melaka 19 years ago, it has expanded to include two new campuses in Cyberjaya and Nusajaya. Today, the three campuses host a total of 17,402 students, 1,519 of whom are international students from 68 countries. In 2015, through a student exchange programme, the university also hosted 51 foreign students, while 28 local students took the opportunity to study abroad.

The university enjoys a good reputation within the industry, with 97.4% of its graduates gaining employment within six months of completing their programmes.

The Cyberjaya campus offers 69 programmes at the foundation, diploma, undergraduate and postgraduate levels, 60 of which are accredited by the Malaysian Qualifications Agency (MQA); while the Melaka campus offers 45 programmes, of which 44 have been MQA-accredited. Currently only one programme is being offered in Nusajaya. The university has also received approval for a new Bachelor of Communication (Strategic Communication) (Honours) programme, which will be offered beginning March 2016.



During the year under review, MMU, along with nine other institutions of higher learning, was invited by the Ministry of Higher Education to become a self-accrediting institution. Such institutions do not need to get their programmes accredited by MQA, but still need accreditation by professional bodies for relevant courses. All programmes approved by the Ministry of Higher Education for self-accrediting institutions will be automatically registered in the Malaysian Qualifications Register (MQR).

This automatic inclusion into the MQR also means automatic recognition by JPA, since a self-accrediting institution is deemed to have its own quality control and check in place for all its programmes. To ascertain the university's readiness for self-accreditation, MQA audited the Cyberjaya and Melaka campuses from 3-6 August 2015, and the

Nusajaya campus on 11 September 2015. MMU is awaiting MQA's report, which is expected by 2016.

In 2015, MMU also extended the scope of its ISO compliance to its Teaching and Learning processes for academic programmes at the undergraduate, diploma and foundation levels. It had previously been ISO 9001:2008 certified for its administration of Exams and Records, Library, Human Capital Management and Finance.

Further on the subject of quality, MMU lecturers continue to underline the quality of the university, in addition to boosting their own personal portfolios, by collecting numerous awards, accolades and points of distinction from independent organisations. Among the more notable awards in 2015 were:

- Faculty of Engineering and Technology lecturer Ir Professor Dr Sim Kok Swee being named one of the Top Research Scientists Malaysia (TRSM) and winning a Gold Medal at the World Invention Innovation Contest (WIC) 2015 organised by the Korea Invention News (KINEWS) and Korea Invention Academy (KIA).
- A group of researchers winning one Gold and 11 Silver Awards at the 26th International Invention and Innovation Exhibition (ITEX) in May.
- The Dean of Computing and Informatics, Professor Dr Ho Chin Kuan, being honoured with an Outstanding Contribution to Education award at the 6th Asia's Education Excellence Awards held in Singapore on 12 August.
- The Dean of Engineering, Professor Ir Dr Wong Hin Yong, being named an Honoree of the Ten Outstanding Young Malaysians Award 2015 on 22 August.

- The photographs of Creative Multimedia lecturer Kamarulzaman Russali being selected for the Fifth Annual Exposure Award at the Musee du Louvre, Paris, France on 13 July.
- A group of MMU academics being accepted into the Malaysian Global Innovation & Creativity Centre (MaGIC)'s one-week entrepreneurship programme at Stanford University and Silicon Valley in 2016.

MMU students have also done the university proud. Some of their more outstanding achievements during the period under review include:

- Tan Yong Lin, from the Faculty of Creative Multimedia (FCM), winning the Environment category of the Youth Competition at the 2015 Sony World Photography Awards on 23 April.
- Nineteen films made by students of the Faculty of Cinematic Arts being selected for screening at the European Film Festival on 22–26 April in Germany.
- A group of students from the Faculty on Management representing Malaysia in the ASEAN Deloitte Risk Intelligence Challenge 2015 emerging as runners-up.
- FCM students sweeping 15 out of 35 awards at the 12th Malaysia Creative Content Students Film Festival at Universiti Malaysia Kelantan on 29 November.

In terms of rankings, MMU has been listed in Quacquarelli Symonds' World University Rankings by Subject 2015 as a Top 200 University for Electrical and Electronics Engineering. In 2014, it had received the recognition for Computer Science & Information Systems; in 2012, for Communication and Media Studies.

Starting in 2012, the university embarked on a MMU2.0 transformation programme themed *Fixing the Fundamentals* and focusing on four key drivers, namely Enhancement of Quality Academic Teaching & Learning, R&D Excellence and Postgraduate (PG), Operational Excellence (Staff, Student Processes & Systems, Facilities) and Market Perception Enhancement.

By the conclusion of MMU2.0 in 2015, the university had seen an 18.6% improvement in revenue, while 80% of its students graduated on time, compared to 56% prior to the exercise. MMU2.0 also saw the addition of the Faculty of Cinematic Art, Faculty of Law, and the Learning Institute for Empowerment (LiFE). In addition, the university established an International Office to cater for further expansion and to facilitate operations.

MMU2.0 has since been replaced with the MMU3.0 Transformation Plan: i-University. Through this plan, MMU aims to provide high quality education that addresses crucial skills for the 21st century, with its core focus taking advantage of the advancement of technology while remaining sustainable by reducing its dependence on tuition fees. The rationalised streams within the overall plan are: (1) academic university; (2) customised programmes; and (3) business school.

The academic university plans to use a more blended approach in learning to offer greater flexibility and accessibility to lifelong learners around the globe. To support this initiative, four intelligent teaching labs have been built.

**MULTIMEDIA COLLEGE**

Multimedia College (MMC), a subsidiary of MMU, specialises in telecommunications and creative multimedia programmes at the diploma and certificate levels. It offers students an exceptional experience by coupling superior academic programmes with experiential learning within the TM environment. Driven to be Malaysia’s leading Information and Communications Technology (ICT) & Multimedia education provider, it nurtures holistic human capital through excellence in education and value enhancement.

MMC’s academic programmes continuously evolve to reflect industry needs. Currently it offers the following:

- Diploma in Technology (Telecommunications Engineering)
- Diploma in Creative New Media
- Diploma in Software Engineering
- Diploma in Management
- Diploma in Accounting
- Multimedia Artist – Visual (Malaysia Skills Certificate)
- Multimedia Designer – Animation and Visual (Malaysia Skills Certificate)
- Multimedia Creative Content Development (Malaysia Skills Diploma)

MMC has five regional colleges and a total of 961 students as at 31 December 2015. To date, 7,739 diploma holders have graduated since its inception.

Awarded

**RM472** million  
in scholarships since inception

**14,007**  
beneficiaries  
in scholarships

Total of **599**  
scholars in 2015

**YAYASAN TM**

Yayasan Telekom Malaysia (YTM), incorporated in January 2007 under the Malaysian Trustees (Incorporation) Act 1952, is our charitable trust which serves primarily to provide education opportunities to deserving Malaysian students. In addition to offering scholarships, it nurtures our scholars – via an intensive Scholars’ Development Programme – to become dynamic individuals capable of leading TM and contributing in a meaningful way towards nation-building.

In 2015, YTM awarded **RM9.45 million** in scholarships to **599** Malaysian students – **252** in local Institutions and universities, **35** abroad and **312** in upper secondary schools. It also provided financial assistance to **177** TM employees seeking to pursue degrees or professional courses. To date, YTM has disbursed a total of **RM472 million** in scholarships and other financial aid benefitting **14,007** students.

YTM has also embarked on a TM Heritage Conservation Project that aims to preserve historical buildings and artefacts that have a bearing on the evolution of the national telecommunications industry for the benefit of future generations.

# Innovation Cluster

AS A TECHNOLOGY-BASED COMPANY, TM PLACES THE UTMOST IMPORTANCE ON INNOVATION. INNOVATION DRIVES OUR PRODUCTS AND SERVICES, ENABLING US TO REINVENT THE WORLD AROUND US WITH INCREASINGLY MORE CONVERGED SOLUTIONS TO MAKE LIVES BETTER AND EASIER. INNOVATION IS ALSO THE CORNERSTONE OF SOCIO-ECONOMIC ADVANCEMENT, AND SUPPORTS THE GOVERNMENT'S VISION OF TRANSFORMING THE COUNTRY INTO A HIGH-INCOME NATION. THROUGH OUR INNOVATION CLUSTER WHICH COMPRISES TM R&D AND RE., WE ARE NOT ONLY STRENGTHENING A CULTURE OF INNOVATION IN THE GROUP BUT ALSO PROMOTING A MORE INNOVATIVE ICT ECOSYSTEM FOR THE BENEFIT OF INDUSTRY, THE PEOPLE AND NATION.

## TM R&D

TM R&D serves as TM's innovation engine as well as a technology partner for many Malaysian ICT companies in cutting-edge areas such as connectivity technologies, effective-efficient-elastic (E<sup>3</sup>) networks, business process tools and digital services. It creates partnerships within the Malaysian innovation ecosystem, and catalyses innovation labs with global technology leaders. To generate revenue, it commercialises its research output through intellectual property right (IPR) licensing agreements with technology companies and start-ups.

For the year, TM R&D's total revenue increased by 0.11% from RM81.8 million in 2014 to RM81.9 million. At the same time, the company's expenses dropped by 1.85%, from RM78.6 million to RM77.2 million. A total of 27 research projects were planned and executed, of which 18 were completed according to schedule while the others are expected to be completed in 2016.

The year 2015 saw an increase in the number of TM R&D team members receiving either their Masters or Doctorate (PhD) degrees. With the new certificates, the team now has 24 PhD and 119 Master's holders, ie approximately 50% of the TM R&D population have postgraduate qualifications.

## TM R&D: Strategy & Key Initiatives

Converging through TM R&D		
Strategy	Products & Services	Key Initiatives
Increase research capacity through collaborations with global technology companies, research institutes, universities and start-ups	Research projects under four themes: Connectivity, Digital Services, E <sup>3</sup> Infra and Process Tools	<ul style="list-style-type: none"> <li>• Leverage on TM's vendors and partners</li> <li>• Scout for potential partners via global networking platforms: conferences and standardisation bodies</li> </ul>
Increase profitability via commercialisation of IPR and consultation services	<ul style="list-style-type: none"> <li>• IPR licensing and royalty</li> <li>• Consultation and training within the areas of Connectivity, Digital Services, E<sup>3</sup> Infra and Process Tools</li> </ul>	<ul style="list-style-type: none"> <li>• Build network via agencies such as the National Innovation Agency (AIM) in Malaysia</li> <li>• Partner with global IP brokerage firms to assess IP potential and identify suitable market/partners</li> <li>• End-to-end partnership with research collaborators with arms to commercialise products and services</li> </ul>
Technology support to TM's business	<ul style="list-style-type: none"> <li>• Telecommunications equipment testing services</li> <li>• Generate new revenue streams, improve operational excellence and advancement of technology</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancement of lab testing facilities, aligned with TM's needs for equipment evaluation</li> <li>• Alignment of research roadmap to TM's businesses</li> </ul>



**Awards & Recognition**

TM R&D was recognised for the Best Broadband Partnership at the Broadband World Forum Awards 2015 in London. The partnership was with ZTE Corporation (ZTE) on a Communication Network Access Revolution project.

At the 2015 IEEE Conference in Macau, China, TM R&D was conferred the Certificate of Professional Award for a paper entitled *Dual Pump Brillouin Laser for RoF Millimeter – Wave Carrier Generation with Tunable Resolution*. The paper, written by Dr Thavamaran and his team, was recognised for its contribution to Multi-Service Wireless Access Network (MWAN) subsystem design.

**2015 Events**

TM R&D hosted the Full Service Access Network (FSAN), a forum for the world’s leading telecommunications service providers, independent test labs and equipment suppliers that are driven to provide universal broadband access, from 7-11 December 2015. The event attracted delegates from countries as diverse as China, Australia, Japan, UK and South Korea. FSAN will be a foundation for TM to drive our preferred standards and address challenges in access networks.

**Moving Forward**

TM R&D will continue to support TM’s vision to make life and business easier through digital and convergence initiatives and integrated solutions.

**REINVENT THE FUTURE RE:**

TM Innovation Exchange (TM IX) was set up in April 2014 to nurture a culture of innovation in the Group as well as to promote the creative multimedia industry in Malaysia, especially the content sector, by providing critical support to start-up companies.



The Start-up Life Cycle

In November 2015, TM IX underwent a rebranding exercise to strengthen its accelerator programme. Now called RE:, it serves as a platform for start-ups at the growth stage, offering them a launch pad into the market, thus helping them scale up and gain customer validation.

With RE:, TM is ideally positioned in the innovation ecosystem to become the platform of choice for content developers, and cater for the significant increase in demand for data and content.



RE: has opened up its Application Programme Interface (API) to third-party applications developers to create applications as Communications-as-a-Service (CaaS). The API platform enables applications to communicate with TM’s backend system with minimal integration, allowing for a multitude of communications programmes to be developed. The move is to inject communications features into developer applications (apps) and services.

By opening up our basic telecommunications service capabilities to third-party apps developers, TM is able to accelerate innovation and expand our revenue while providing more services to Malaysians. In the process, TM will become more relevant to the dynamic market environment and establish itself as Malaysia’s No.1 Corporate Innovation Platform.





**Current start-ups being accelerated by RE:**

- QSmart is a revolutionary queuing system aimed at enhancing customer service.
- MyUPIS is an online education Application Management System.

**RE: Strategy & Key Initiatives**

Strategy	Products & Services	Key Initiatives
Provide collaboration spaces	<ol style="list-style-type: none"> <li>1. TM Innovation Centre</li> <li>2. Multimedia University (MMU)</li> <li>3. Multimedia College (MMC)</li> </ol>	Organising educational and innovative events among employees and students
Provide developer tools	<ol style="list-style-type: none"> <li>1. TM API</li> <li>2. CaaS                             <ol style="list-style-type: none"> <li>a. Software Development Kit (SDK)</li> <li>b. Text-to-Speech (TTS)</li> <li>c. Multi-Party Call</li> <li>d. Call Control</li> </ol> </li> </ol>	Start-ups being accelerated by RE:
Strategic alliances – partnerships with Government & business entities	<ol style="list-style-type: none"> <li>1. Smart Community</li> </ol>	Smart Community@Kemaman – a collaboration with Malaysian Communications & Multimedia Commission (MCMC) to create a community that embraces the digital lifestyle, leveraging on ICT applications

**Moving Forward**

The coming years are set to be disruptive for the telecommunications industry, with apps and services that will create new ways and avenues to connect and communicate. Consumers are responding fast to apps and services that will close boundaries, both geologically and digitally. Against a backdrop of technological change, TM is poised to provide the platform for start-ups to further continue their growth and, ultimately, provide apps and services that are beneficial to both our customers and the Company.





## SOCIAL MOVEMENT

TM IS ABOUT MAKING LIVES EASIER, FOR A BETTER MALAYSIA. BESIDES PROVISIONING THROUGH ADVANCED ICT, WE PRACTISE 'LIFE MADE EASIER' CAMPAIGNS THROUGH ACTIONS THAT BRING MALAYSIANS CLOSER TOGETHER, REINFORCING A SPIRIT OF TOGETHERNESS, STRENGTHENING OUR PRIDE IN THE NATION, AND CREATING GREATER SOCIAL JUSTICE THROUGH HUMANITARIAN AND HUMANE ACTIONS. OUR SOCIAL INITIATIVES ARE LED BY TEAM MALAYSIA AND TM REACHING OUT WHICH TOGETHER CREATE A MORE EXCLUSIVE, CARING AND EQUITABLE NATION.

### TEAM MALAYSIA CONTRIBUTES TOWARDS A CONVERGED NATION

Team Malaysia is organized in partnership with the National Sports Council of Malaysia and Olympic Council of Malaysia.

For the past five years, Team Malaysia has galvanised Malaysians around the globe to support national sports heroes. Providing access to unique sports content and updates, Team Malaysia is the champion and prime enabler of Malaysian sports fans with more than 750,000 followers, a number that continues to grow via social media platforms of Twitter, Facebook and Instagram.

During Anugerah Sukan Negara 2015, where national Athletes of the Year are named, TM presented the Team Malaysia Award (fans choice for the best athletes performed in 2014) which went to Syakilla Salni Jefri Krishnan.

Team Malaysia Fan Run 2015 attracted 10,000 participants to commemorate the send-off of the national contingent to the Singapore SEA Games 2015. Fans and followers using the #KamiTeamMalaysia hashtag during the Games campaign generated 258 million impressions.

The coming years will present many more opportunities to rally Malaysians for major sport events. The Rio 2016 Olympics will be a major highlight to flame Malaysians' fighting spirit. Following that, the nation will once again unite behind the national team for the AFF Suzuki Cup 2016. And, in 2017, when Kuala Lumpur hosts the 29th SEA Games, Team Malaysia fans will come together to support our performing stars.

Like TM, Team Malaysia continues to evolve, and, in 2016, it is set to grow beyond the realm of sports. Guided by the four pillars of Kami Team Malaysia – namely 'For Our

Nation', 'For Our Champions', 'For Our Future' and 'For the Ones in Need' – it will broaden its focus more generally on transforming the nation. This it hopes to achieve by celebrating the successes of individual Malaysians, developing Malaysia into a sporting nation, and assisting those in need.

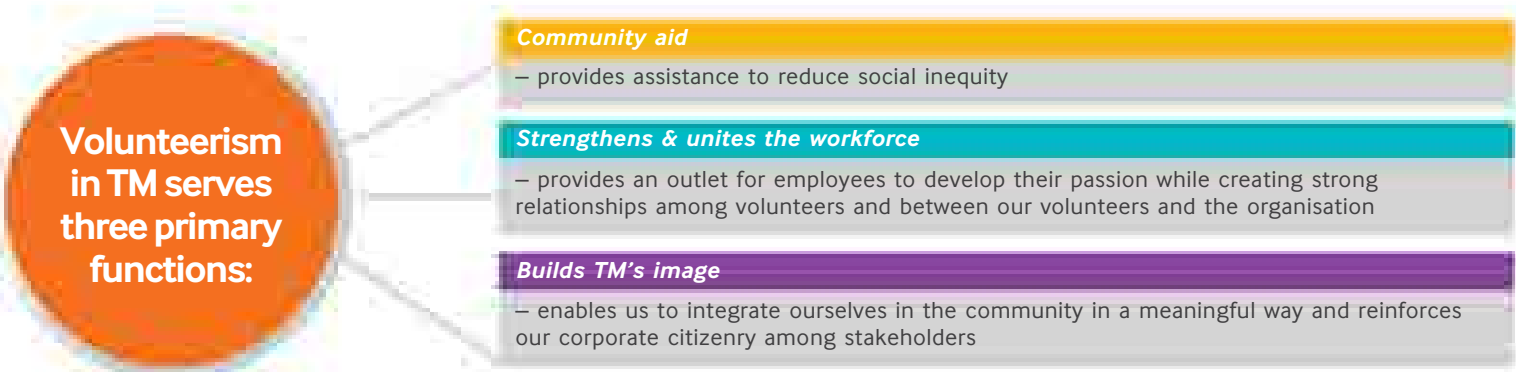
In doing so, Team Malaysia will represent the pride and values we share as Malaysians. We are Team Malaysia.

### CONVERGING TM EMPLOYEES VIA VOLUNTEERISM

TM encourages and fully support acts of volunteerism among our employees, especially their involvement in activities geared towards the development of a more equitable nation. For more than a decade, volunteerism has been an essential part of our culture. Today, we have a platform, TM Reaching Out Volunteers (TM ROVrs), that provides a formal channel through which our volunteers can lend a hand to underprivileged or marginalised pockets of the community. Our stance towards employee volunteerism reflects a culture within the organisation that values diversity and respects all individuals, no matter what their backgrounds.

Through TM ROVrs, we seek to give back to the community in ways that are meaningful – for example that elevate the socio-economic well-being of the underprivileged, or that safeguard the future for everyone by protecting the environment.

TM ROVrs is involved in programmes that are driven internally by our own employees, as well as externally by NGOs and bodies such as the GLCs Disaster Response Network (GDRN). In addition, our own clubs and societies also organise various events that have a social impact on local communities. All these efforts are overseen by the TM Corporate Responsibility Council (TM CR Council), through which we are able to maximise the use of our resources such as manpower, expertise, products and services to connect with those in need.



TM's visibility in the community attracts talent who have a strong desire to contribute in a positive way to society. By providing a channel to serve the community, we also contribute to our employees' personal growth and self-esteem which, in turn, encourages them to develop their professional skills hence enhances their performance.

**Areas of Volunteerism**

Volunteerism Area	Initiative	Value Creation
Employee Engagement	Parades – Labour Day, Merdeka Day, Maulidur Rasul, Maal Hijrah, etc.	Develops a stronger and more focused workforce to increase productivity and creativity
Community	Activities with rural communities, Orang Asli, persons with disabilities (PWDs), single mothers, etc.	<ul style="list-style-type: none"> <li>• Helps to elevate the well-being of marginalised or underprivileged communities</li> <li>• Builds a strong and cohesive society for all races and religions</li> <li>• Develops our employees personally</li> <li>• Creates stronger bonds between TM and our external as well as internal communities</li> </ul>
Religious/Welfare	Activities	Program Tautan Mesra Ramadhan, Forum Perdana, Karnival Islam, Majlis Berbuka Puasa with orphan and senior citizens, etc.
Environment	TM Earth Camp, BumiKu Camp – Disaster Preparedness, Humanitarian Relief Missions etc.	<ul style="list-style-type: none"> <li>• Raises awareness of the fragility of Mother Nature</li> <li>• Promotes the preservation of the environment</li> <li>• Creates a future generation of ecowarriors</li> </ul>

Moving forward, we are exploring more avenues for our employees to get involved in volunteerism. While enabling employees to contribute to their preferred fields of volunteerism, we will also reinforce the image of TM as an organisation that has the interest of society and the nation at heart.

**Bringing our ROVERS Together**

With more than 28,000 employees nationwide, we utilise various communication platforms, such as Facebook, WhatsApp, broadcast emails, our Intranet portal and Yammer, to create awareness of our CR initiatives, as well as encourage involvement in these activities.

The strength and effectiveness of TM ROVERS were truly manifest during the East Coast floods in early 2015, when more than 1,000 of our volunteers from around the country came together to help in relief missions in Pahang, Terengganu and Kelantan, reflecting unshakeable solidarity and the spirit of 1TM. TM ROVERS' contributions during the floods were recognised at the *Anugerah Adiwira Kemanusiaan TM* held on 8 April 2015. This will inspire an even stronger spirit of volunteerism among our employees.



TM Rovers at 2015 Anugerah Adiwira Kemanusiaan TM.

For more details on TM's volunteerism activities, please refer to our stand-alone 2015 Sustainability Report.

# 2015 F5N





T E L E K O M M A L A Y S I A B E R H A D

# FINANCIAL STATEMENTS

<b>248</b>	Statement of Responsibility by Directors
<b>249</b>	Directors' Report
<b>254</b>	Income Statements
<b>255</b>	Statements of Comprehensive Income
<b>256</b>	Statements of Financial Position
<b>258</b>	Consolidated Statement of Changes in Equity
<b>260</b>	Company Statement of Changes in Equity
<b>262</b>	Statements of Cash Flows
<b>263</b>	Notes to the Financial Statements
<b>380</b>	Supplementary Information
<b>381</b>	Statement by Directors
<b>381</b>	Statutory Declaration
<b>382</b>	Independent Auditors' Report

# Statement of Responsibility by Directors

In respect of the Annual Audited Financial Statements for the financial year ended 31 December 2015

The Directors are required by the Companies Act, 1965 (CA 1965) to prepare financial statements for each financial year in accordance with the Malaysian Financial Reporting Standards (MFRS), International Financial Reporting Standards and the requirements of the CA 1965 so as to give a true and fair view of the financial position of the Group and the Company at the end of the year and of their financial performance and cash flows for the financial year then ended.

In preparing the annual audited financial statements, the Directors have:

- adopted appropriate and relevant accounting policies and applied them consistently;
- made judgments and estimates that are reasonable and prudent;
- ensured that all applicable approved accounting standards have been followed; and
- prepared the financial statements on a going concern basis as the Directors have a reasonable expectation, having made enquiries, that the Group and the Company have adequate resources to continue in operational existence for the foreseeable future.

The Directors have the responsibility to ensure that the Group and the Company keep accounting records which disclose with reasonable accuracy the financial position of the Group and the Company, and which enable them to ensure the financial statements comply with the CA 1965.

The Directors also have the overall responsibilities to take such steps as are reasonably open to them to safeguard the assets of the Group and for the establishment, implementation and maintenance of appropriate accounting and internal control systems for the prevention and detection of fraud and other irregularities.

# Directors' Report

for the financial year ended 31 December 2015

The Directors have pleasure in submitting their annual report and the audited financial statements of the Group and the Company for the financial year ended 31 December 2015.

## PRINCIPAL ACTIVITIES

The principal activities of the Company are the establishment, maintenance and provision of telecommunications and related services. The principal activities of subsidiaries are set out in note 52 to the financial statements. There was no significant change in the principal activities of the Group and the Company during the financial year.

## RESULTS

The results of the operations of the Group and the Company for the financial year were as follows:

	The Group RM Million	The Company RM Million
Profit for the financial year attributable to:		
– equity holders of the Company	700.3	988.8
– non-controlling interests	(108.5)	–
Profit for the financial year	591.8	988.8

In the opinion of the Directors, the results of the operations of the Group and the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature.

## DIVIDENDS

Since the end of the previous financial year, dividends paid, declared or proposed on ordinary shares by the Company were as follows:

	The Company RM Million
(a) In respect of the financial year ended 31 December 2014, a final single-tier dividend (Final Dividend) of 13.4 sen per share was paid on 18 June 2015	498.4
(b) In respect of the financial year ended 31 December 2015, an initial interim single-tier dividend (Interim Dividend) of 9.3 sen per share was paid on 23 September 2015	349.5

The Dividend Reinvestment Scheme (DRS) as explained in note 14(c) to the financial statements was made applicable to only the entire Final Dividend above where the entire Electable Portion of the Final Dividend could be elected to be reinvested in new ordinary shares of RM0.70 each in the Company (TM Shares) in accordance to the DRS.

The Board of Directors has declared a second interim single-tier cash dividend of 12.1 sen per share for the financial year ended 31 December 2015. The dividend will be paid on 24 March 2016 to shareholders whose names appear in the Register of Members and Record of Depositors on 10 March 2016. The Board of Directors is not recommending the payment of any final dividend for the financial year ended 31 December 2015.

The DRS was not made applicable to the first and second Interim Dividends.



## SHARE CAPITAL

The Company will be seeking shareholders' approval at the forthcoming Thirty-First Annual General Meeting (31<sup>st</sup> AGM) for the renewal of the authority for the Directors of the Company to allot and issue new TM Shares and the approval of Bursa Malaysia Securities Berhad for the listing and quotation of the new TM Shares.

### Shares issued pursuant to Dividend Reinvestment Scheme (DRS)

On 19 June 2015, the issued and fully paid-up share capital of the Company was increased by the issuance of 38,565,824 ordinary shares of RM0.70 each for cash, pursuant to the DRS at an issue price of RM6.98 per share. Please refer to note 14(c) to the financial statements for further detail on DRS.

## ISLAMIC MEDIUM TERM NOTES (IMTN)

During the financial year, the Company issued additional IMTN under the IMTN programme approved by the Securities Commission Malaysia as received by the Company on 30 August 2013 with details as follows.

Date of Issue	Nominal Value	Maturity Date
12 June 2015	RM300.0 million	10 June 2022
30 November 2015	RM300.0 million	28 November 2025

Details of the IMTN programme are as disclosed in note 17(d) of the financial statements.

The proceeds from the issuance of the IMTN are used by the Company to meet its capital expenditure and business operating requirements.

## CONVERTIBLE MEDIUM TERM NOTES (CONVERTIBLE MTN)

On 15 September 2015, the Company's subsidiary, Packet One Networks (Malaysia) Sdn Bhd (P1) issued RM660.0 million nominal value of the first tranche issuance of a Convertible MTN. RM662.5 million was subscribed by Mobikom Sdn Bhd, a wholly-owned subsidiary of the Company whilst remaining RM37.5 million was subscribed by Packet One Sdn Bhd (a wholly-owned subsidiary of Green Packet Berhad) which holds a non-controlling interest in P1. The Convertible MTN will mature on 15 September 2023 and has an annual coupon rate of 1.0% payable annually with an additional yield at redemption of 4.0% per annum, resulting in a yield to maturity of approximately 4.88% per annum.

## MOVEMENTS ON RESERVES AND PROVISIONS

All material transfers to or from reserves or provisions during the financial year have been disclosed in the financial statements.

## STATUTORY INFORMATION ON THE FINANCIAL STATEMENTS

Before the financial statements of the Group and the Company were prepared, the Directors took reasonable steps to:

- ascertain that actions had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts; and
- ensure that any current assets which were unlikely to be realised at their book value in the ordinary course of business had been written down to their expected realisable values.

**STATUTORY INFORMATION ON THE FINANCIAL STATEMENTS (continued)**

At the date of this report, the Directors are not aware of any circumstances which:

- (a) would render the amounts written off for bad debts or the amount of allowance for doubtful debts in the financial statements of the Group and the Company inadequate to any substantial extent or the values attributed to current assets in the financial statements of the Group and the Company misleading; and
- (b) have arisen which render adherence to the existing method of valuation of assets or liabilities of the Group and the Company misleading or inappropriate.

In the interval between the end of the financial year and the date of this report:

- (a) no items, transactions or other events of material and unusual nature has arisen which, in the opinion of the Directors, would substantially affect the results of the operations of the Group and the Company for the financial year in which this report is made; and
- (b) no charge has arisen on the assets of any Company in the Group which secures the liability of any other person nor has any contingent liability arisen in any Company in the Group.

No contingent or other liability of any Company in the Group has become enforceable or is likely to become enforceable within the period of 12 months after the end of the financial year which, in the opinion of the Directors, will or may affect the ability of the Group or the Company to meet their obligations when they fall due.

At the date of this report, the Directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements of the Group and the Company, which would render any amount stated in the financial statements misleading.

**SIGNIFICANT SUBSEQUENT EVENT**

The significant event subsequent to the end of the financial year is as disclosed in note 51 to the financial statements.

**DIRECTORS**

The Directors in office since the date of the last report are as follows:

Directors	Alternate Directors
Tan Sri Dato’ Seri Dr Sulaiman Mahbob	
Tan Sri Dato’ Sri Zamzamzairani Mohd Isa	
Datuk Bazlan Osman	
Dato’ Sri Dr Mohmad Isa Hussain <i>[Appointed on 30 October 2015]</i>	Asri Hamidin @ Hamidon <i>[Appointed on 6 November 2015]</i>
Tunku Dato’ Mahmood Fawzy Tunku Muhiyiddin	Nik Rizal Kamil Tan Sri Nik Ibrahim Kamil
Dato’ Danapalan T.P. Vinggrasalam	
Datuk Zalekha Hassan	
Dato’ Ir Abdul Rahim Abu Bakar	
Dato’ Ibrahim Marsidi	
Davide Giacomo Federico Benello @ David Benello	
Datuk Seri Fateh Iskandar Tan Sri Dato’ Mohamed Mansor	
Gee Siew Yoong	
Dato’ Fauziah Yaacob <i>[Resigned on 30 October 2015]</i>	Dato’ Siti Zauyah Md Desa <i>[Ceased on 30 October 2015]</i>

### DIRECTORS (continued)

Pursuant to Article 98(2) of the Company's Articles of Association, Dato' Sri Dr Mohamad Isa Hussain who was appointed Director of the Company during the year, shall retire at the forthcoming 31<sup>st</sup> AGM of the Company and being eligible, offers himself for re-election.

In accordance with Article 103 of the Company's Articles of Association, the following Directors shall retire by rotation from the Board at the forthcoming 31<sup>st</sup> AGM of the Company and being eligible, offer themselves for re-election:

- (i) Datuk Bazlan Osman;
- (ii) Tunku Dato' Mahmood Fawzy Tunku Muhiyiddin; and
- (iii) Davide Giacomo Federico Benello (Q David Benello).

Dato' Danapalan T.P. Vinggrasalam and Dato' Ir Abdul Rahim Abu Bakar, who have attained the age of 72 and 70 years respectively at the date of this report, have indicated in writing that they are not seeking re-appointments pursuant to Section 129(6) of the Companies Act, 1965 (CA 1965), at the forthcoming 31<sup>st</sup> AGM. Thus, both Directors shall retire upon the conclusion of the 31<sup>st</sup> AGM accordance with Section 129(2) of the CA 1965.

### DIRECTORS' INTEREST

In accordance with the Register of Directors' Shareholdings, the Directors who held office at the end of the financial year and have interest in shares in the Company are as follows:

Interest in the Company	Number of ordinary shares of RM0.70 each			
	Balance at 1.1.2015	Bought	Sold	Balance at 31.12.2015
Tan Sri Dato' Sri Zamzamzairani Mohd Isa	9,427*	180*	–	9,607*
Datuk Bazlan Osman	2,094	40	–	2,134

Note:

\* Including deemed interest held by spouse, which as at 31.12.15 amounts to 4,270 shares

In accordance with the Register of Directors' Shareholdings, none of the other Directors who held office at the end of the financial year has any direct or indirect interests in the shares in the Company and its related corporations during the financial year.

### DIRECTORS' BENEFITS

Since the end of the previous financial year, none of the Directors has received or become entitled to receive any benefit (except for the Directors' fees, remuneration and other emoluments as disclosed in note 7(b) to the financial statements) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which he is a member or with a company in which he has a substantial financial interest and any benefit that may deem to have been received by certain Directors.

Neither during nor at the end of the financial year was the Company or any of its related corporations, a party to any arrangement with the object(s) of enabling the Directors to acquire benefits by means of the acquisition of shares in, or debentures of the Company or any other body corporate.

**AUDITORS**

The auditors, PricewaterhouseCoopers, have expressed their willingness to continue in office.

In accordance with a resolution of the Board of Directors dated 24 February 2016.



**TAN SRI DATO' SERI DR SULAIMAN MAHBOB**  
*Director/Chairman*



**TAN SRI DATO' SRI ZAMZAMAIRANI MOHD ISA**  
*Managing Director/Group Chief Executive Officer*

# Income Statements

for the financial year ended 31 December 2015

All amounts are in million unless otherwise stated	Note	The Group		The Company	
		2015 RM	2014 RM	2015 RM	2014 RM
OPERATING REVENUE	6	<b>11,721.6</b>	11,235.1	<b>10,285.3</b>	10,011.2
OPERATING COSTS					
– depreciation, impairment and amortisation	7(a)	<b>(2,437.3)</b>	(2,341.3)	<b>(2,026.9)</b>	(2,077.9)
– other operating costs	7(b)	<b>(8,150.9)</b>	(7,753.8)	<b>(7,077.8)</b>	(6,885.0)
OTHER OPERATING INCOME (net)	8	<b>123.7</b>	154.3	<b>409.1</b>	269.8
OTHER (LOSSES)/GAINS (net)	9	<b>(26.6)</b>	4.8	<b>(0.3)</b>	(4.2)
OPERATING PROFIT BEFORE FINANCE COST		<b>1,230.5</b>	1,299.1	<b>1,589.4</b>	1,313.9
FINANCE INCOME		<b>164.4</b>	136.6	<b>136.3</b>	110.1
FINANCE COST		<b>(323.4)</b>	(291.6)	<b>(312.7)</b>	(297.0)
FOREIGN EXCHANGE LOSS ON BORROWINGS		<b>(184.4)</b>	(47.9)	<b>(159.1)</b>	(47.9)
NET FINANCE COST	10	<b>(343.4)</b>	(202.9)	<b>(335.5)</b>	(234.8)
ASSOCIATES					
– share of results (net of tax)	27	<b>24.7</b>	9.3	–	–
PROFIT BEFORE TAXATION AND ZAKAT		<b>911.8</b>	1,105.5	<b>1,253.9</b>	1,079.1
TAXATION AND ZAKAT	11	<b>(320.0)</b>	(263.0)	<b>(265.1)</b>	(215.4)
PROFIT FOR THE FINANCIAL YEAR		<b>591.8</b>	842.5	<b>988.8</b>	863.7
ATTRIBUTABLE TO:					
– equity holders of the Company		<b>700.3</b>	831.8	<b>988.8</b>	863.7
– non-controlling interests		<b>(108.5)</b>	10.7	–	–
PROFIT FOR THE FINANCIAL YEAR		<b>591.8</b>	842.5	<b>988.8</b>	863.7
EARNINGS PER SHARE (sen)					
– basic/diluted	12	<b>18.7</b>	22.9		

The above Income Statements are to be read in conjunction with the Notes to the Financial Statements on pages 263 to 379.

Independent Auditors' Report – Pages 382 to 383.

# Statements of Comprehensive Income

for the financial year ended 31 December 2015

All amounts are in million unless otherwise stated	Note	The Group		The Company	
		2015 RM	2014 RM	2015 RM	2014 RM
PROFIT FOR THE FINANCIAL YEAR		<b>591.8</b>	842.5	<b>988.8</b>	863.7
OTHER COMPREHENSIVE INCOME					
Items that may be reclassified subsequently to income statement:					
– increase in fair value of available-for-sale investments	28	<b>34.7</b>	2.4	<b>34.7</b>	2.4
– increase/(decrease) in fair value of available-for-sale receivables	29	<b>#</b>	(0.8)	<b>#</b>	(0.8)
– reclassification adjustments relating to available-for-sale investments disposed	9	<b>(2.3)</b>	(0.1)	<b>(2.3)</b>	(0.1)
– cash flow hedge					
– increase in fair value of cash flow hedge	19	<b>241.6</b>	45.6	<b>241.6</b>	45.6
– reclassification to foreign exchange loss on borrowings	10	<b>(209.9)</b>	(28.6)	<b>(209.9)</b>	(28.6)
– currency translation differences					
– subsidiaries		<b>22.1</b>	4.4	–	–
– associate		<b>1.7</b>	(0.1)	–	–
Other comprehensive income for the financial year		<b>87.9</b>	22.8	<b>64.1</b>	18.5
TOTAL COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR		<b>679.7</b>	865.3	<b>1,052.9</b>	882.2
ATTRIBUTABLE TO:					
– equity holders of the Company		<b>788.2</b>	854.6	<b>1,052.9</b>	882.2
– non-controlling interests		<b>(108.5)</b>	10.7	–	–
TOTAL COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR		<b>679.7</b>	865.3	<b>1,052.9</b>	882.2

# Amount less than RM0.1 million

The above Statements of Comprehensive Income are to be read in conjunction with the Notes to the Financial Statements on pages 263 to 379.

Independent Auditors' Report – Pages 382 to 383.

# Statements of Financial Position

as at 31 December 2015

All amounts are in million unless otherwise stated	Note	The Group		The Company	
		2015 RM	2014 RM	2015 RM	2014 RM
SHARE CAPITAL	14	<b>2,630.6</b>	2,603.6	<b>2,630.6</b>	2,603.6
SHARE PREMIUM		<b>964.9</b>	722.7	<b>964.9</b>	722.7
OTHER RESERVES	15	<b>17.0</b>	(70.9)	<b>257.0</b>	192.9
RETAINED PROFITS	16	<b>4,168.1</b>	4,315.7	<b>3,299.2</b>	3,158.3
TOTAL CAPITAL AND RESERVES ATTRIBUTABLE TO EQUITY HOLDERS OF THE COMPANY		<b>7,780.6</b>	7,571.1	<b>7,151.7</b>	6,677.5
NON-CONTROLLING INTERESTS		<b>258.1</b>	388.8	–	–
TOTAL EQUITY		<b>8,038.7</b>	7,959.9	<b>7,151.7</b>	6,677.5
Borrowings	17	<b>7,175.4</b>	6,251.4	<b>6,299.3</b>	5,510.8
Payable to a subsidiary	18	–	–	<b>706.3</b>	575.7
Derivative financial instruments	19	<b>321.9</b>	337.8	<b>16.7</b>	67.7
Deferred tax liabilities	20	<b>1,367.6</b>	1,258.0	<b>1,269.4</b>	1,135.0
Deferred income	21	<b>1,661.7</b>	1,823.1	<b>1,661.7</b>	1,823.1
Trade and other payables	37	<b>25.2</b>	135.8	<b>25.2</b>	34.3
DEFERRED AND NON-CURRENT LIABILITIES		<b>10,551.8</b>	9,806.1	<b>9,978.6</b>	9,146.6
		<b>18,590.5</b>	17,766.0	<b>17,130.3</b>	15,824.1
Property, plant and equipment	22	<b>15,186.9</b>	14,785.1	<b>13,138.5</b>	12,564.1
Investment property	23	–	–	<b>112.4</b>	114.7
Intangible assets	24	<b>607.8</b>	581.7	–	–
Subsidiaries	25	–	–	<b>1,741.6</b>	1,736.7
Loans and advances to subsidiaries	26	–	–	<b>914.3</b>	250.5
Associates	27	<b>26.3</b>	6.5	–	–
Available-for-sale investments	28	<b>155.9</b>	99.0	<b>155.8</b>	98.9
Available-for-sale receivables	29	<b>6.0</b>	6.9	<b>6.0</b>	6.9
Other non-current receivables	30	<b>786.3</b>	500.7	<b>397.2</b>	306.7
Derivative financial instruments	19	<b>334.9</b>	147.3	<b>327.1</b>	138.3
Deferred tax assets	20	<b>11.5</b>	14.8	–	–
NON-CURRENT ASSETS		<b>17,115.6</b>	16,142.0	<b>16,792.9</b>	15,216.8



All amounts are in million unless otherwise stated	Note	The Group		The Company	
		2015 RM	2014 RM	2015 RM	2014 RM
Inventories	31	236.8	115.9	142.5	35.1
Non-current assets held for sale	32	20.3	13.0	20.3	13.0
Customer acquisition costs	33	59.1	62.7	59.1	62.7
Trade and other receivables	34	2,947.1	2,825.3	2,333.1	2,122.3
Derivative financial instruments	19	0.4	–	–	–
Available-for-sale investments	28	515.6	469.3	515.6	469.3
Financial assets at fair value through profit or loss	35	6.6	9.2	6.6	9.2
Cash and bank balances	36	3,511.6	2,985.8	2,580.0	2,347.8
<b>CURRENT ASSETS</b>		<b>7,297.5</b>	6,481.2	<b>5,657.2</b>	5,059.4
Trade and other payables	37	4,367.0	3,605.2	4,181.9	3,315.8
Customer deposits	38	467.6	482.4	466.8	480.6
Advance rental billings		545.0	416.1	477.6	400.9
Borrowings	17	408.3	197.0	152.8	102.7
Taxation and zakat		34.7	156.5	40.7	152.1
<b>CURRENT LIABILITIES</b>		<b>5,822.6</b>	4,857.2	<b>5,319.8</b>	4,452.1
<b>NET CURRENT ASSETS</b>		<b>1,474.9</b>	1,624.0	<b>337.4</b>	607.3
		<b>18,590.5</b>	17,766.0	<b>17,130.3</b>	15,824.1

The above Statements of Financial Position are to be read in conjunction with the Notes to the Financial Statements on pages 263 to 379.

Independent Auditors' Report – Pages 382 to 383.

# Consolidated Statement of Changes in Equity

for the financial year ended 31 December 2015

ANNUAL REPORT TWENTY FIFTEEN

TELEKOM MALAYSIA BERHAD

CONVERGENCE CHAMPION

All amounts are in million unless otherwise stated	Attributable to equity holders of the Company										
	Issued and Fully Paid of RM0.70 each Special Share*/ Ordinary Shares										
	Note	Share Capital RM	Share Premium RM	Fair Value Reserves RM	Hedging Reserve RM	Capital Redemption Reserve RM	Other Reserve RM	Currency Translation Differences RM	Retained Profits RM	Non-controlling Interests RM	Total Equity RM
At 1 January 2015		2,603.6	722.7	57.8	63.5	71.6	(267.6)	3.8	4,315.7	388.8	7,959.9
Profit/(loss) for the financial year		-	-	-	-	-	-	-	700.3	(108.5)	591.8
Other comprehensive income											
Items that may be reclassified subsequently to income statement:											
- increase in fair value of available-for-sale investments	28	-	-	34.7	-	-	-	-	-	-	34.7
- increase in fair value of available-for-sale receivables	29	-	-	#	-	-	-	-	-	-	#
- reclassification adjustments relating to available-for-sale investments disposed	9	-	-	(2.3)	-	-	-	-	-	-	(2.3)
- cash flow hedge											
- increase in fair value of cash flow hedge	19	-	-	-	241.6	-	-	-	-	-	241.6
- reclassification to foreign exchange loss on borrowings	10	-	-	-	(209.9)	-	-	-	-	-	(209.9)
- currency translation differences											
- subsidiaries		-	-	-	-	-	-	22.1	-	-	22.1
- associate		-	-	-	-	-	-	1.7	-	-	1.7
Total comprehensive income/(loss) for the financial year		-	-	32.4	31.7	-	-	23.8	700.3	(108.5)	679.7
Transactions with owners:											
Shares issued pursuant to Dividend Reinvestment Scheme (DRS)	14(c)	27.0	242.2	-	-	-	-	-	-	-	269.2
Final dividend paid for the financial year ended 31 December 2014	13	-	-	-	-	-	-	-	(498.4)	-	(498.4)
Interim dividend paid for the financial year ended 31 December 2015	13	-	-	-	-	-	-	-	(349.5)	-	(349.5)
Dividends paid to non-controlling interest		-	-	-	-	-	-	-	-	(31.2)	(31.2)
Capital contribution by non-controlling interest	41	-	-	-	-	-	-	-	-	7.3	7.3
Equity portion of Convertible Medium Term Notes subscribed by non-controlling interest	41	-	-	-	-	-	-	-	-	1.7	1.7
Total transactions with owners		27.0	242.2	-	-	-	-	-	(847.9)	(22.2)	(600.9)
<b>At 31 December 2015</b>		<b>2,630.6</b>	<b>964.9</b>	<b>90.2</b>	<b>95.2</b>	<b>71.6</b>	<b>(267.6)</b>	<b>27.6</b>	<b>4,168.1</b>	<b>258.1</b>	<b>8,038.7</b>

All amounts are in million unless otherwise stated	Attributable to equity holders of the Company										
	Note	Share Capital RM	Share Premium RM	Fair Value Reserves RM	Hedging Reserve RM	Capital Redemption Reserve RM	Other Reserve RM	Currency Translation Differences RM	Retained Profits RM	Non-controlling Interests RM	Total Equity RM
At 1 January 2014		2,504.2	43.2	56.3	46.5	71.6	–	(0.5)	4,415.4	162.6	7,299.3
Profit for the financial year		–	–	–	–	–	–	–	831.8	10.7	842.5
Other comprehensive income											
Items that may be reclassified subsequently to income statement:											
– increase in fair value of available-for-sale investments	28	–	–	2.4	–	–	–	–	–	–	2.4
– decrease in fair value of available-for-sale receivables	29	–	–	(0.8)	–	–	–	–	–	–	(0.8)
– reclassification adjustments relating to available-for-sale investments disposed	9	–	–	(0.1)	–	–	–	–	–	–	(0.1)
– cash flow hedge											
– increase in fair value of cash flow hedge	19	–	–	–	45.6	–	–	–	–	–	45.6
– reclassification to foreign exchange loss on borrowings	10	–	–	–	(28.6)	–	–	–	–	–	(28.6)
– currency translation differences											
– subsidiaries		–	–	–	–	–	–	4.4	–	–	4.4
– associate		–	–	–	–	–	–	(0.1)	–	–	(0.1)
Total comprehensive income for the financial year		–	–	1.5	17.0	–	–	4.3	831.8	10.7	865.3
Transactions with owners:											
Shares issued pursuant to DRS		99.4	679.5	–	–	–	–	–	–	–	778.9
Final dividend paid for the financial year ended 31 December 2013	13	–	–	–	–	–	–	–	(583.1)	–	(583.1)
Interim dividend paid for the financial year ended 31 December 2014	13	–	–	–	–	–	–	–	(348.4)	–	(348.4)
Dividends paid to non-controlling interests		–	–	–	–	–	–	–	–	(25.4)	(25.4)
Put option liability over shares held by non-controlling interest	15	–	–	–	–	–	(267.6)	–	–	–	(267.6)
Acquisition of a subsidiary	5(a)	–	–	–	–	–	–	–	–	240.9	240.9
Total transactions with owners		99.4	679.5	–	–	–	(267.6)	–	(931.5)	215.5	(204.7)
At 31 December 2014		2,603.6	722.7	57.8	63.5	71.6	(267.6)	3.8	4,315.7	388.8	7,959.9

# Amount less than RM0.1 million

\* Issued and fully paid shares include the Special Rights Redeemable Preference Share (Special Share) of RM1.00. Refer to note 14(a) to the financial statements for details of the terms and rights attached to the Special Share.

The above Consolidated Statement of Changes in Equity is to be read in conjunction with the Notes to the Financial Statements on pages 263 to 379.

Independent Auditors' Report – Pages 382 to 383.

# Company Statement of Changes in Equity

for the financial year ended 31 December 2015

ANNUAL REPORT TWENTY FIFTEEN

TELEKOM MALAYSIA BERHAD

CONVERGENCE CHAMPION

All amounts are in million unless otherwise stated	Note	Issued and Fully Paid RM0.70 each Special Share*/ Ordinary Shares		Non-distributable			Distributable	Total Equity RM
		Share Capital RM	Share Premium RM	Fair Value Reserves RM	Hedging Reserve RM	Capital Redemption Reserve RM	Retained Profits RM	
At 1 January 2015		2,603.6	722.7	57.8	63.5	71.6	3,158.3	6,677.5
Profit for the financial year		-	-	-	-	-	988.8	988.8
Other comprehensive income								
Items that may be reclassified subsequently to income statement:								
- increase in fair value of available-for-sale investments	28	-	-	34.7	-	-	-	34.7
- increase in fair value of available-for-sale receivables	29	-	-	#	-	-	-	#
- reclassification adjustments relating to available-for-sale investments disposed	9	-	-	(2.3)	-	-	-	(2.3)
- cash flow hedge								
- increase in fair value of cash flow hedge	19	-	-	-	241.6	-	-	241.6
- reclassification to foreign exchange loss on borrowings	10	-	-	-	(209.9)	-	-	(209.9)
Total comprehensive income for the financial year		-	-	32.4	31.7	-	988.8	1,052.9
Transactions with owners:								
Shares issued pursuant to DRS	14(c)	27.0	242.2	-	-	-	-	269.2
Final dividend paid for the financial year ended 31 December 2014	13	-	-	-	-	-	(498.4)	(498.4)
Interim dividend paid for the financial year ended 31 December 2015	13	-	-	-	-	-	(349.5)	(349.5)
Total transactions with owners		27.0	242.2	-	-	-	(847.9)	(578.7)
<b>At 31 December 2015</b>		<b>2,630.6</b>	<b>964.9</b>	<b>90.2</b>	<b>95.2</b>	<b>71.6</b>	<b>3,299.2</b>	<b>7,151.7</b>

All amounts are in million unless otherwise stated	Issued and Fully Paid of RM0.70 each Special Share*/ Ordinary Shares	Non-distributable					Distributable		Total Equity RM
		Note	Share Capital RM	Share Premium RM	Fair Value Reserves RM	Hedging Reserve RM	Capital Redemption Reserve RM	Retained Profits RM	
At 1 January 2014			2,504.2	43.2	56.3	46.5	71.6	3,226.1	5,947.9
Profit for the financial year			-	-	-	-	-	863.7	863.7
Other comprehensive income									
Items that may be reclassified subsequently to income statement:									
- increase in fair value of available-for-sale investments	28		-	-	2.4	-	-	-	2.4
- decrease in fair value of available-for-sale receivables	29		-	-	(0.8)	-	-	-	(0.8)
- reclassification adjustments relating to available-for-sale investments disposed	9		-	-	(0.1)	-	-	-	(0.1)
- cash flow hedge									
- increase in fair value of cash flow hedge	19		-	-	-	45.6	-	-	45.6
- reclassification to foreign exchange loss on borrowings	10		-	-	-	(28.6)	-	-	(28.6)
Total comprehensive income for the financial year			-	-	1.5	17.0	-	863.7	882.2
Transactions with owners:									
Shares issued pursuant to DRS			99.4	679.5	-	-	-	-	778.9
Final dividend paid for the financial year ended 31 December 2013	13		-	-	-	-	-	(583.1)	(583.1)
Interim dividend paid for the financial year ended 31 December 2014	13		-	-	-	-	-	(348.4)	(348.4)
Total transactions with owners			99.4	679.5	-	-	-	(931.5)	(152.6)
At 31 December 2014			2,603.6	722.7	57.8	63.5	71.6	3,158.3	6,677.5

# Amount less than RM0.1 million

\* Issued and fully paid shares include the Special Rights Redeemable Preference Share (Special Share) of RM1.00. Refer to note 14(a) to the financial statements for details of the terms and rights attached to the Special Share.

The above Company Statement of Changes in Equity is to be read in conjunction with the Notes to the Financial Statements on pages 263 to 379.

Independent Auditors' Report – Pages 382 to 383.

# Statements of Cash Flows

for the financial year ended 31 December 2015

All amounts are in million unless otherwise stated	Note	The Group		The Company	
		2015 RM	2014 RM	2015 RM	2014 RM
CASH FLOWS FROM OPERATING ACTIVITIES	39	<b>2,942.0</b>	3,014.1	<b>2,896.3</b>	2,954.6
CASH FLOWS USED IN INVESTING ACTIVITIES	40	<b>(2,549.9)</b>	(2,162.0)	<b>(2,693.1)</b>	(2,229.4)
CASH FLOWS FROM/(USED IN) FINANCING ACTIVITIES	41	<b>142.5</b>	(391.3)	<b>16.3</b>	(470.6)
NET INCREASE IN CASH AND CASH EQUIVALENTS		<b>534.6</b>	460.8	<b>219.5</b>	254.6
EFFECT OF EXCHANGE RATE CHANGES		<b>1.2</b>	(0.3)	<b>12.7</b>	0.3
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		<b>2,975.0</b>	2,514.5	<b>2,347.8</b>	2,092.9
<b>CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR</b>	36	<b>3,510.8</b>	2,975.0	<b>2,580.0</b>	2,347.8

The above Statements of Cash Flows are to be read in conjunction with the Notes to the Financial Statements on pages 263 to 379.

Independent Auditors' Report – Pages 382 to 383.

# Notes to the Financial Statements

for the financial year ended 31 December 2015

All amounts are in million unless otherwise stated

## 1. PRINCIPAL ACTIVITIES

The principal activities of the Company are the establishment, maintenance and provision of telecommunications and related services. The principal activities of subsidiaries are set out in note 52 to the financial statements. There was no significant change in the principal activities of the Group and the Company during the financial year.

Telekom Malaysia Berhad is a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the Main Board of Bursa Malaysia Securities Berhad. The registered office of the Company is Level 51, North Wing, Menara TM, Jalan Pantai Baharu, 50672 Kuala Lumpur. The principal office and place of business of the Company is Menara TM, Jalan Pantai Baharu, 50672 Kuala Lumpur.

## 2. SIGNIFICANT ACCOUNTING POLICIES

The following accounting policies have been used consistently in dealing with items that are considered material in relation to the financial statements, and have been consistently applied to all the financial years presented, unless otherwise stated.

### (a) Basis of Preparation of the Financial Statements

The financial statements of the Group and the Company have been prepared in accordance with the Malaysian Financial Reporting Standards (MFRS), International Financial Reporting Standards and the requirements of the Companies Act, 1965, in Malaysia.

The financial statements have been prepared under the historical cost convention except as disclosed in the Significant Accounting Policies below.

The preparation of financial statements in conformity with MFRS requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of the revenue and expenses during the reported period. It also requires Directors to exercise their judgment in the process of applying the Group's and the Company's accounting policies. Although these estimates and judgment are based on the Directors' best knowledge of current events and actions, actual results may differ.

The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 3 to the financial statements.

### (i) Amendments to published standards that are effective and applicable for the Group's and the Company's financial year beginning on 1 January 2015

The amendments to published standards issued by Malaysian Accounting Standards Board (MASB) that are effective and applicable for the Group's and the Company's financial year beginning on 1 January 2015, are as follows:

Amendments to MFRS 119	Defined Benefit Plans: Employee Contribution
Amendments to MFRS 2, 3, 8, 13, 116, 124 and 138	Amendments to MFRSs contained in the document entitled "Annual Improvements to MFRSs 2010 – 2012 Cycle"
Amendments to MFRS 1, 3, 13 and 140	Amendments to MFRSs contained in the document entitled "Annual Improvements to MFRSs 2011 – 2013 Cycle"



## 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

### (a) Basis of Preparation of the Financial Statements (continued)

#### (i) Amendments to published standards that are effective and applicable for the Group's and the Company's financial year beginning on 1 January 2015 (continued)

The amendments to published standards issued by Malaysian Accounting Standards Board (MASB) that are effective and applicable for the Group's and the Company's financial year beginning on 1 January 2015, are as follows: (continued)

- Amendments to MFRS 119 "Employee Benefits" clarify the accounting for contribution from employees or third parties to defined benefit plans. If the amount of contributions is independent of the number of years of service, the entity is permitted to recognise such contributions as reduction in the service cost in the period in which the related service is rendered, instead of attributing the contributions to the periods of service. If the amount of the contributions is dependent on the number of years of service, an entity is required to attribute those contributions to periods of service using the same attribution method required by MFRS 119 for the gross benefit (i.e. either based on the plan's contribution formula or on a straight-line basis).
- Amendments to MFRS 2 "Share-based Payment" clarify the definition of vesting conditions by separately defining 'performance condition' and 'service condition' to ensure consistent classification of conditions attached to a share-based payment.
- Amendments to MFRS 3 "Business Combinations" clarify that when contingent consideration in a business combination meets the definition of financial instrument, its classification as a liability or equity is determined by reference to MFRS 132. Contingent consideration that is classified as asset or liability shall be subsequently measured at fair value at each reporting date and changes in fair value shall be recognised in profit or loss. Another amendment clarifies that MFRS 3 excludes from its scope, the accounting for the formation of all types of joint arrangements (as defined in MFRS 11 "Joint Arrangements") in the financial statements of the joint arrangement itself, but not to the parties to the joint arrangement for their interests in the joint arrangement.
- Amendments to MFRS 8 "Operating Segments" require the disclosure of judgments made in applying the aggregation criteria to operating segments which includes a brief description of the operating segments that have been aggregated and the economic indicators that have been assessed in determining that the aggregated operating segments share similar economic characteristics. Reconciliation of the total reportable segments' assets to the entity's assets is also required if that amount is regularly provided to the chief operating decision maker.
- Amendments to MFRS 13 "Fair Value Measurement" clarify that the scope of the portfolio exception of MFRS 13 includes all contracts accounted for within the scope of MFRS 139 or MFRS 9 "Financial Instruments", regardless of whether they meet the definition of financial assets or financial liabilities as defined in MFRS 132.
- Amendments to MFRS 116 "Property, Plant and Equipment" and MFRS 138 "Intangible Assets" clarify the accounting for accumulated depreciation or amortisation when an asset is revalued. The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset and the accumulated depreciation or amortisation is calculated as the difference between the gross carrying amount and the carrying amount of the asset after taking into account accumulated impairment losses.
- Amendments to MFRS 124 "Related Party Disclosures" extend the definition of 'related party' to include an entity, or any member of a group of which it is a part, that provides key management personnel services to the reporting entity or to the parent of the reporting entity.
- Amendments to MFRS 1 "First-time Adoption of Malaysian Financial Reporting Standard" relates to the standard's Basis for Conclusions which clarifies that a first-time adopter is permitted but not required to apply a new or revised Standard that is not yet mandatory but is available for early application.
- Amendments to MFRS 140 "Investment Property" clarify that the determination of whether an acquisition of an investment property meets the definition of both a business combination as defined in MFRS 3 and investment property as defined in MFRS 140 requires the separate application of both Standards independently of each other.

## 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

### (a) Basis of Preparation of the Financial Statements (continued)

#### (i) Amendments to published standards that are effective and applicable for the Group's and the Company's financial year beginning on 1 January 2015 (continued)

The adoption of the above applicable amendments to published standards has not given rise to any material impact on the financial statements of the Group and the Company.

#### (ii) Standards and amendments to published standards that are not yet effective and have not been early adopted by the Group and the Company

The new standards and amendments to published standards that are applicable to the Group and the Company, which the Group and the Company have not early adopted, are as follows:

##### Effective for annual periods beginning on or after 1 January 2016

MFRS 14	Regulatory Deferral Accounts
Amendments to MFRS 11	Accounting for Acquisitions of Interests in Joint Operations
Amendments to MFRS 116 and 138	Clarification of Acceptable Methods of Depreciation and Amortisation
Amendments to MFRS 127	Equity Method in Separate Financial Statements
Amendments to MFRS 10, 12 and 128	Investment Entities: Applying the Consolidation Exception
Amendments to MFRS 5, 7, 119 and 134	Amendments to MFRSs contained in the document entitled "Annual Improvements to MFRSs 2012 – 2014 Cycle"
Amendments to MFRS 101	Disclosure Initiative

##### Effective for annual periods beginning on or after 1 January 2018

MFRS 9	Financial Instruments (IFRS 9 issued by IASB in July 2014)
MFRS 15	Revenue from Contracts with Customers

##### Effective for annual periods to be announced by MASB

Amendments to MFRS 10 and 128	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture
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- MFRS 14 "Regulatory Deferral Accounts" is equivalent to International Financial Reporting Standards (IFRS) 14 of the same name, which permits first-time adopters of IFRS to continue to recognise amounts related to rate regulation in accordance with their previous generally accepted accounting principles (GAAP) requirements when they adopt IFRS. IFRS 14 is aimed at removing a major barrier to adoption of IFRS by entities in jurisdictions whose existing GAAP allow the recognition of regulatory deferral account balances arising from provision of goods and services to customers at a price that is subject to rate regulation. However, since regulatory deferral account balances were not recognised in the MFRS financial statements, the principles specified in MFRS 14 would have no impact to Malaysian entities.
- Amendments to MFRS 11 "Joint Arrangements" on Accounting for Acquisitions of Interests in Joint Operations clarify that when an entity acquires an interest in a joint operation in which the activity of the joint operation constitutes a business, as defined in MFRS 3 Business Combinations, it shall apply the relevant principles on business combinations accounting in MFRS 3, and other MFRSs, that do not conflict with MFRS 11. Some of the impact arising may be the recognition of goodwill, recognition of deferred tax assets/liabilities and recognition of acquisition-related costs as expenses. The amendments do not apply to joint operations under common control and also clarify that previously held interests in a joint operation are not remeasured if the joint operator retains joint control.

## 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

### (a) Basis of Preparation of the Financial Statements (continued)

#### (ii) Standards and amendments to published standards that are not yet effective and have not been early adopted by the Group and the Company (continued)

The new standards and amendments to published standards that are applicable to the Group and the Company, which the Group and the Company have not early adopted, are as follows: (continued)

- Amendments to MFRS 116 and MFRS 138 on Clarification of Acceptable Methods of Depreciation and Amortisation provide additional guidance on how the depreciation or amortisation of property, plant and equipment and intangible assets should be calculated. MFRS 116 prohibits revenue-based depreciation because revenue does not, as a matter of principle, reflect the way in which an item of property, plant and equipment is used or consumed. The amendments to MFRS 138 introduce a rebuttable presumption that an amortisation method that is based on the revenue generated by an activity that includes the use of an intangible asset is inappropriate except in limited circumstances.
- Amendments to MFRS 127 “Separate Financial Statements” on Equity Method in Separate Financial Statements allow a parent and investors to use the equity method in its separate financial statement to account for investments in subsidiaries, joint ventures and associates, in addition to the existing options.
- Amendments to MFRS 10, MFRS 12 and MFRS 128 on Investment Entities: Applying the Consolidation Exception addresses issues that have arisen in the context of applying the consolidation exception for investment entities. The amendments also provide relief in particular circumstances, which will reduce the costs of applying the Standards, clarifying the exemption from preparing consolidated financial statements for an intermediate parent entity, a subsidiary providing services that relate to the parent’s investment activities, application of the equity method by a non-investment entity investor to an investment entity investee and the disclosures required.
- Amendments to MFRS 5 “Non-current Assets Held for Sale and Discontinued Operations” introduce specific guidance in MFRS 5 for when an entity reclassifies an asset (or disposal group) from held-for-sale to held-for-distribution to owners (or vice versa), or when held-for-distribution is discontinued.
- Amendments to MFRS 7 “Financial Instruments: Disclosures” provide additional guidance to clarify whether servicing contracts constitute continuing involvement for the purposes of applying the disclosure requirements of MFRS 7 and clarify the applicability of Disclosure—Offsetting Financial Assets and Financial Liabilities (Amendments to MFRS 7) to condensed interim financial statements.
- Amendment to MFRS 119 clarifies that the high quality corporate bonds used to estimate the discount rate for post-employment benefit obligations should be denominated in the same currency as the liability. The amendment also clarifies that the depth of the market for high quality corporate bonds should be assessed at a currency level.
- Amendment to MFRS 134 “Interim Financial Reporting” clarifies the meaning of disclosure of information ‘elsewhere in the interim financial report’ as used in MFRS 134. The amendment requires such disclosures to be given either in the interim financial statements or incorporated by cross-reference from the interim financial statements to some other statement that is available to users of the financial statements on the same terms as the interim financial statements and at the same time.
- Amendments to MFRS 101 “Presentation of Financial Statements” on Disclosure Initiative aim to improve the effectiveness of disclosures and are designed to encourage companies to apply professional judgment in determining the information to be disclosed in the financial statements.

## 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

### (a) Basis of Preparation of the Financial Statements (continued)

#### (ii) Standards and amendments to published standards that are not yet effective and have not been early adopted by the Group and the Company (continued)

The new standards and amendments to published standards that are applicable to the Group and the Company, which the Group and the Company have not early adopted, are as follows: (continued)

- MFRS 9 “Financial Instruments (as issued by International Accounting Standard Board (IASB) in July 2014)” replaces the guidance in MFRS 139 that relates to the classification and measurement of financial instruments. MFRS 9 retains but simplifies the mixed measurement model and establishes three primary measurement categories for financial assets: amortised cost, fair value through other comprehensive income (OCI) and fair value through profit or loss (FVTPL). The basis of classification depends on the entity’s business model and the contractual cash flow characteristics of the financial asset. Investments in equity instruments are required to be measured at FVTPL with the irrevocable option at inception to present changes in fair value in OCI, with only dividend income from the investment to be recognised in profit or loss. MFRS 9 introduces a new expected credit loss model that replaces the incurred loss impairment model used in MFRS 139.

For financial liabilities, there were no changes to classification and measurement except for liabilities designated at inception to be measured at FVTPL. For these, the portion of fair value changes caused by changes in an entity’s own credit risk shall be recognised in OCI rather than in profit or loss. MFRS 9 relaxes the requirements for hedge effectiveness by replacing the bright line hedge effectiveness tests. It requires an economic relationship between the hedged item and hedging instrument and for the ‘hedged ratio’ to be the same as the one management actually use for risk management purposes. Contemporaneous documentation is still required but is different to that currently prepared under MFRS 139.

MFRS 7 requires disclosures on transition from MFRS 139 to MFRS 9.

- MFRS 15 “Revenue from Contracts with Customers” is a new Standard aimed to improve financial reporting of revenue and comparability whilst providing better clarity on revenue recognition on areas where existing requirements unintentionally created diversity in practice. MFRS 15 deals with revenue recognition and establishes principles for reporting useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from an entity’s contracts with customers. Revenue is recognised when a customer obtains control of a good or service and thus has the ability to direct the use and obtain the benefits from the good or service. MFRS 15 replaces MFRS 118 “Revenue” and MFRS 111 “Construction Contracts” and related interpretations.
- Amendments to MFRS 10 and MFRS 128 on Sale or Contribution of Assets between an Investor and its Associate or Joint Venture address an acknowledged inconsistency between the requirements in MFRS 10 “Consolidated Financial Statements” and MFRS 128 “Investment in Associates and Joint Ventures”. Full gain or loss should be recognised on the loss of control of a business, whether the business is housed in a subsidiary or not. At the same time, the gain or loss resulting from the sale or contribution of a subsidiary that does not constitute a business as defined in IFRS 3 “Business Combinations” to an associate or joint venture should only be recognised to the extent of unrelated investors’ interests in the associate or joint venture.

The adoption of the above applicable standards and amendments to published standards are not expected to have a material impact on the financial statements of the Group and the Company except for MFRS 9 and MFRS 15. The Group has yet to assess the full impact of MFRS 9. The Group has commenced the project to implement MFRS 15 group-wide including the assessment of the impact of adopting the new revenue standard. At the time of preparing this financial statements, the impact from the adoption of this standard has yet to be fully quantified.

There are no other standards or amendments to published standards that are not yet effective that would be expected to have a material impact on the Group or the Company.

## 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

### (b) Economic Entities in the Group

#### (i) Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group has:

- Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the entity),
- Exposure, or rights, to variable returns from its involvement with the entity, and
- The ability to use its power over the entity to affect its returns.

When the Group has less than a majority of the voting or similar rights of an entity, the Group considers all relevant facts and circumstances in assessing whether it has power over that entity, including:

- The contractual arrangement with the other vote holders of the entity
- Rights arising from other contractual arrangements
- The Group's voting rights and potential voting rights

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control.

Subsidiaries are consolidated using the acquisition method of accounting except for business combinations involving entities or businesses under common control with agreement dates on/after 1 January 2006, which were accounted for using the merger method.

The Group has taken advantage of the exemption provided by MFRS 1 to not restate business combinations that occurred before the date of transition to MFRS i.e. 1 January 2011. Accordingly, business combinations entered into prior to transition date have not been restated.

Under the acquisition method of accounting, subsidiaries are fully consolidated from the date on which control is transferred to the Group and are excluded from consolidation from the date that control ceases.

The consideration transferred for acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Acquisition-related costs are expensed as incurred.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

In a business combination achieved in stages, the previously held equity interest in the acquiree is remeasured at its acquisition-date fair value and the resulting gain or loss is recognised in the Consolidated Income Statement.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired is recorded as goodwill. If this is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised in the Consolidated Income Statement (refer to Significant Accounting Policies note 2(f)(i) on Goodwill).

Non-controlling interest is the equity in a subsidiary not attributable, directly or indirectly, to a parent. On an acquisition-by-acquisition basis, the Group measures any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets. At the end of reporting period, non-controlling interest consists of amount calculated on the date of combinations and its share of changes in the subsidiary's equity since the date of combination.

## 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

### (b) Economic Entities in the Group (continued)

#### (i) Subsidiaries (continued)

Effective from 1 January 2011, all earnings and losses of the subsidiary are attributed to the parent and the non-controlling interest, even if the attribution of losses to the non-controlling interest results in a debit balance in the shareholders' equity. Profit or loss attribution to non-controlling interests for prior years is not restated.

Under the merger method of accounting, the results of subsidiaries are presented as if the merger had been effected throughout the current and previous years. The assets and liabilities combined are accounted for based on the carrying amounts from the perspective of the common control shareholder at the date of transfer. On consolidation, the cost of the merger is cancelled with the values of the shares received. Any resulting credit difference is classified as equity and regarded as a non-distributable reserve. Any resulting debit difference is adjusted against any suitable reserve. Any share premium, capital redemption reserve and any other reserves which are attributable to share capital of the merged enterprises, to the extent that they have not been capitalised by a debit difference, are reclassified and presented as movement in other capital reserves.

Intra-group transactions, balances and unrealised gains or losses on transactions between Group companies are eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the accounting policies adopted by the Group.

The gain or loss on disposal of a subsidiary is the difference between the net disposal proceeds and the Group's share of the subsidiary's net assets as of the date of disposal, including the cumulative amount of any exchange differences that relate to that subsidiary and is recognised in the Consolidated Income Statement.

#### (ii) Transactions with non-controlling interests

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions – that is, transactions with the owners in their capacity as owners. For purchases from non-controlling interests, the difference between any consideration paid and the relevant share of the carrying value of net assets of the subsidiary acquired is recorded in equity. For disposals to non-controlling interests, differences between any proceeds received and the relevant share of non-controlling interests are also recognised in equity.

#### (iii) Associates

Associates are corporations, partnerships or other entities in which the Group exercises significant influence but which it does not control. Significant influence is the power to participate in the financial and operating policy decisions of the associates but not control over those policies.

Investments in associates are accounted for in the consolidated financial statements using the equity method of accounting and are initially recognised at cost. Equity accounting is discontinued when the Group ceases to have significant influence over the associates. The Group's investments in associates include goodwill identified on acquisition, net of any accumulated impairment loss.

The Group's share of its associates' post-acquisition profits or losses is recognised in the Consolidated Income Statements, and its share of post-acquisition movements in reserves is recognised within other comprehensive income. The cumulative post-acquisition movements are adjusted against the carrying amount of the investments. When the Group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the Group's interest is reduced to nil and recognition of further loss is discontinued except to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate.

## 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

### (b) Economic Entities in the Group (continued)

#### (iii) Associates (continued)

The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognises the amount adjacent to 'share of profit/(loss) of an associate' in the income statement.

The results of associates are taken from the most recent unaudited financial statements of the associates concerned, made up to dates not more than 3 months prior to the end of the financial year of the Group.

Unrealised gains on transactions between the Group and its associates are eliminated to the extent of the Group's interest in the associates; unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Where necessary, in applying the equity method, appropriate adjustments are made to the financial statements of the associates to ensure consistency of accounting policies with those of the Group.

Dilution gains and losses are recognised in the Consolidated Income Statement.

When the Group increases its stake in an existing investment and the investment becomes an associate for the first time, goodwill is calculated at each stage of the acquisition. The Group does not revalue its previously owned share of net assets to fair value. Any existing available-for-sale reserve is reversed in other comprehensive income, restating the investment to cost. A share of profits (after dividends) together with a share of any equity movements relating to the previously held interest are accounted for in other comprehensive income.

The gain or loss on disposal of an associate is the difference between the net disposal proceeds and the Group's share of the associate's net assets as of the date of disposal, including the cumulative amount of any exchange differences that relate to that associate which were previously recognised in other comprehensive income, and is recognised in the Consolidated Income Statement.

#### (iv) Changes in Ownership Interests

When the Group ceases to have control, joint control or significant influence, any retained interest in the entity is remeasured to its fair value with the change in carrying amount recognised in the Consolidated Income Statement. This fair value is its fair value on initial recognition as a financial asset in accordance with MFRS 139. Any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities.

### (c) Investments in Subsidiaries and Associates

Investments in subsidiaries and associates are stated at cost less accumulated impairment losses in the separate financial statements of the Company. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount (refer to Significant Accounting Policies note 2(g) on Impairment of Non-Financial Assets). Impairment losses are charged to the Income Statement.

On disposal of investments in subsidiaries and associates, the difference between the net disposal proceeds and the carrying amounts of the investments are recognised in the Income Statement.



## 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

### (d) Property, Plant and Equipment

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items. Certain freehold land are carried at fair value, being their deemed cost in accordance with the exemption provided by MFRS 1 “First-time Adoption of Malaysian Financial Reporting Standards” as at 1 January 2011, the date of transition to MFRS.

#### (i) Cost

Cost of telecommunications network comprises expenditure up to and including the last distribution point before the customers’ premises and includes contractors’ charges, materials, direct labour and related overheads. The cost of other property, plant and equipment comprises their purchase cost and any incidental cost of acquisition. These costs include the costs of dismantling, removal and restoration, the obligation which was incurred as a consequence of installing the asset. Cost also includes borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset (refer to Significant Accounting Policies note 2(q)(ii) on borrowing costs).

Subsequent cost is included in the carrying amount of the asset or recognised as a separate asset, as appropriate, only when it is probable that the future economic benefit associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to the Income Statement during the period in which they are incurred.

#### (ii) Depreciation

Freehold land is not depreciated as it has an infinite life. Leasehold land classified as finance lease is amortised in equal instalments over the period of the respective lease. Long term leasehold land has an unexpired lease period of 50 years and above. Other property, plant and equipment are depreciated on a straight line basis to write-off the cost of the assets to their residual values over their estimated useful lives in years as summarised below:

Telecommunications network	3 – 30
Movable plant and equipment	5 – 8
Computer support systems	3 – 8
Buildings	5 – 40

Capital work-in-progress are stated at cost and are not depreciated. Upon completion, capital work-in-progress are transferred to categories of property, plant and equipment depending on the nature of the assets. Capital work-in-progress includes servicing equipment, materials and spares. Depreciation on property, plant and equipment under construction commences when the property, plant and equipment are ready for their intended use. Depreciation on property, plant and equipment ceases at the earlier of derecognition and classification as held for sale.

The assets’ residual values and useful lives are reviewed and adjusted as appropriate at each reporting date.

#### (iii) Impairment

At each reporting date, the Group assesses whether there is any indication of impairment. If such indication exists, an analysis is performed to assess whether the carrying value of the asset is fully recoverable. A write down is made if the carrying value exceeds the recoverable amount (refer to Significant Accounting Policies note 2(g) on Impairment of Non-Financial Assets).

#### (iv) Gains or Losses on Disposal

Gains or losses on disposal are determined by comparing the proceeds with the carrying amount of the related asset and are included in other operating income in the Income Statement.

## 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

### (d) Property, Plant and Equipment (continued)

#### (v) Asset Exchange Transaction

Property, plant and equipment may be acquired in exchange for a non-monetary asset or for a combination of monetary and non-monetary assets and is measured at fair values unless

- the exchange transaction lacks commercial substance; or
- the fair value of neither the assets received nor the assets given up can be measured reliably.

The acquired item is measured in this way even if the Group cannot immediately derecognise the assets given up. If the acquired item is not reliably measured at fair value, its cost is measured at the carrying amount of the asset given up.

#### (vi) Repairs and Maintenance

Repairs and maintenance are charged to the Income Statement during the period in which they are incurred. The cost of major renovations is included in the carrying amount of the asset when it is probable that future economic benefits in excess of the originally assessed standard of performance of the existing asset will flow to the Group. This cost is depreciated over the remaining useful life of the related asset.

### (e) Investment Properties

Investment properties, principally comprising land and office buildings, are held for long term rental yields or for capital appreciation or for both, and are not occupied by the Group or the Company.

Investment properties are carried at cost less accumulated depreciation and impairment losses. Investment properties are depreciated on a straight line basis to write-off the cost of the investment properties to their residual values over their estimated useful lives in years as summarised below:

Leasehold land	over the period of the respective leases
Buildings	5 – 40

Freehold land is not depreciated as it has an infinite life.

Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance costs are expensed when incurred. When part of an investment property is replaced, the carrying amount of the replaced part is derecognised.

On disposal of an investment property, or when it is permanently withdrawn from use and no future economic benefits are expected, then it shall be derecognised (eliminated from the Statement of Financial Position). Gain or loss on disposal is determined by comparing the net disposal proceeds with the carrying amount and are included in the Income Statement.

### (f) Intangible Assets

#### (i) Goodwill

Goodwill represents the excess of the cost of acquisition of subsidiaries over the Group's share of the fair value of the identifiable net assets including contingent liabilities of subsidiaries at the date of acquisition. Goodwill on acquisition occurring on or after 1 January 2002 in respect of a subsidiary is included in the Consolidated Statement of Financial Position as an intangible asset. Goodwill on acquisitions that occurred prior to 1 January 2002 was written off against reserves in the year of acquisition.

As part of the transition to MFRS, the Group elected not to restate business combinations that occurred before the date of transition to MFRS i.e. 1 January 2011. Goodwill arising from acquisitions before 1 January 2011 has been carried forward from the previous Financial Reporting Standards framework as at the date of transition.

## 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

### (f) Intangible Assets (continued)

#### (i) Goodwill (continued)

Goodwill is carried at cost less accumulated impairment losses. Goodwill is tested for impairment at least annually, or when events or circumstances occur indicating that an impairment may exist. Impairment of goodwill is charged to the Consolidated Income Statement as and when it arises. Impairment losses on goodwill are not reversed. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity disposed.

Goodwill is allocated to cash-generating units for the purpose of impairment testing. Each cash-generating unit or a group of cash-generating units represents the lowest level within the Group at which goodwill is monitored for internal management purposes and which are expected to benefit from the synergies of the combination.

#### (ii) Software

Costs that are directly associated with identifiable and unique software products controlled by the Group and that will probably generate economic benefits exceeding costs beyond one year, are recognised as intangible assets. Amortisation is calculated using straight line method at 20% per annum subject to impairment.

#### (iii) Programme Rights

Programme rights comprise rights licensed from third parties with the primary intention to broadcast in the normal course of operating cycle. The rights are stated at cost less accumulated amortisation and accumulated impairment losses (refer to Significant Accounting Policies note 2(g) on Impairment of Non-Financial Assets).

The Group amortises programme rights on a straight line basis over the license period or estimated useful life if shorter, from the date of first transmission, to match the costs of consumption with the estimated benefits to be received. Amortisation is included in the Income Statement.

#### (iv) Telecommunication Spectrum

Telecommunication spectrum acquired in a business combination is recognised at fair value at the acquisition date, with an indefinite useful life as there is a presumption of renewal at negligible cost. It is subjected for impairment review on an annual basis or whenever adverse events or changes in circumstances indicate that impairment may have occurred.

#### (v) Customer Base

Customer base acquired in a business combination is recognised at fair value at the acquisition date. It is expected to have a finite useful life and carried at cost less accumulated amortisation calculated using the straight-line method over the estimated useful life of three years. The expected useful life principally reflects the Group's view of the average economic life of the customer base, assessed by reference to customer churn rates.

### (g) Impairment of Non-Financial Assets

Assets that have an indefinite useful life are not subject to amortisation and are tested for impairment annually, or as and when events or circumstances occur indicating that an impairment may exist. Property, plant and equipment and other non-current assets, including intangible assets with definite useful life, are reviewed for impairment losses whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the carrying amount of the asset exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less cost to sell and value-in-use. For the purpose of assessing impairment, assets are grouped at the lowest level for which there is separately identifiable cash flows (cash-generating units). Assets other than goodwill that suffered an impairment are reviewed for possible reversal at each reporting date.

The impairment loss is charged to the Income Statement. Impairment losses on goodwill are not reversed. In respect of other assets, any subsequent increase in recoverable amount is recognised in the Income Statement.

## 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

### (h) Financial Assets

Financial assets are classified in the following categories: at fair value through profit or loss, loans and receivables and available-for-sale. Management determines the classification of its financial assets at initial recognition based on the nature of the asset and the purpose for which the asset was acquired.

#### (i) Financial Assets at Fair Value through Profit or Loss

Financial assets at fair value through profit or loss are financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term. Derivatives are also categorised as held for trading unless they are designated as hedges. Assets in this category are classified as current assets.

Quoted equity securities (within current assets), determined on an aggregate portfolio basis, are classified as financial assets at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value, and transaction costs are expensed to the Income Statement.

Changes in the fair values of financial assets at fair value through profit or loss are recognised in the Income Statement in the period in which the changes arise.

#### (ii) Loans and Receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the end of the reporting period. These are classified as non-current assets. The Group's loans and receivables comprise non-current receivables, trade and other receivables and cash and bank balances in the Statement of Financial Position.

Loans and receivables are measured at fair value plus transaction costs initially and subsequently, at amortised cost using the effective interest method.

When loans and receivables are impaired, the carrying amount of the asset is reduced and the amount of the loss is recognised in the Income Statement. Impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the asset's original effective interest rate.

#### (iii) Available-for-sale Financial Assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless the investment matures or management intends to dispose of it within 12 months from the end of the reporting period.

Fixed income securities (within current assets) and certain non-current equity investments are classified as available-for-sale investments, whilst convertible education loans (within non-current assets) are classified as available-for-sale receivables. These are initially measured at fair value plus transaction costs and subsequently, at fair value.

Changes in the fair values of available-for-sale investments are recognised in other comprehensive income. Whereas, changes in the fair value of available-for-sale receivables classified as non-current assets can be analysed by way of changes arising from conversion of the receivables to scholarship and other fair value changes. Changes arising from the conversion are recognised in the Income Statement, whereas, other fair value changes are recognised in other comprehensive income. Interests on available-for-sale receivables calculated using the effective interest method are recognised in the Income Statement.

When available-for-sale financial assets are sold, the accumulated fair value adjustments recognised in other comprehensive income are reclassified to the Income Statement.

## 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

### (h) Financial Assets (continued)

#### (iv) Derecognition

Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

Receivables that are factored out to banks and other financial institutions with recourse to the Group are not derecognised until the recourse period has expired and the risks and rewards of the receivables have been fully transferred. The corresponding cash received from the financial institutions is recorded as borrowings.

#### (v) Offsetting Financial Instruments

Financial assets and liabilities are offset and the net amount presented on the Statement of Financial Position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

### (i) Impairment of Financial Assets

#### (i) Assets Carried at Amortised Cost

The Group assesses at the end of each reporting period whether there is objective evidence that a financial asset or a group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

The criteria that the Group uses to determine that there is objective evidence of an impairment loss include:

- significant financial difficulty of the customer or obligor;
- a breach of contract, such as a default or delinquency in interest or principal payments;
- it becomes probable that the customers will enter bankruptcy or other financial reorganisation;
- observable data indicating that there is a measurable decrease in the estimated future cash flows from a portfolio of financial assets since the initial recognition of those assets, although the decrease cannot yet be identified with the individual financial assets in the portfolio, including:
  - adverse changes in the payment status of customers in the portfolio; and
  - national or local economic conditions that correlate with defaults on the assets in the portfolio.

The amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The asset's carrying amount is reduced and the amount of the loss is recognised in the Income Statement. If a loan has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract. As a practical expedient, the Group may measure impairment on the basis of an instrument's fair value using an observable market price.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the reversal of the previously recognised impairment loss is recognised in the Income Statement.

## 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

### (i) Impairment of Financial Assets (continued)

#### (ii) Assets Classified as Available-for-sale

In the case of equity and fixed income securities classified as available-for-sale, in addition to the criteria for 'assets carried at amortised cost' above, the following criteria are also considered as indicators of impairment:

- significant financial difficulty of the issuer or obligor;
- the disappearance of an active market for that financial asset because of financial difficulties; or
- a significant or prolonged decline in the fair value of the financial asset below its cost is considered as an indicator that the asset is impaired.

If any such evidence exists, the cumulative loss, measured as the difference between the acquisition cost and the current fair value, less any impairment loss previously recognised in the Income Statement, is reversed from equity and recognised in the Income Statement. If, in a subsequent period, the fair value of a debt instrument increases and the increase can be objectively related to an event occurring after the impairment loss was recognised in the Income Statement, the impairment loss is reversed through the Income Statement. Impairment losses recognised in the Income Statement on equity instruments classified as available-for-sale are reversed through other comprehensive income and not through the Income Statement.

### (j) Derivative Financial Instruments and Hedging Activities

Derivative financial instruments are recognised and measured at fair value on the date a derivative contract is entered into and are subsequently remeasured at fair value with changes in fair value recognised in the Income Statement at each reporting date. The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. The Group designates certain derivatives as either hedges of the fair value of recognised assets or liabilities (fair value hedge) or hedges of a particular risk associated with a recognised asset or liability (cash flow hedge).

The Group documents at the inception of the transaction the relationship between hedging instruments and hedged items, as well as its risk management objectives and strategy for undertaking various hedging transactions. The Group also documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivatives that are used in hedging transactions are highly effective in offsetting changes in fair values or cash flows of hedged items.

The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months, and as a current asset or liability when the remaining maturity of the hedged item is less than 12 months. Trading derivatives are classified as a current asset or liability.

#### Fair value hedge

Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recorded in the Income Statement, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk. The Group applies fair value hedge accounting for hedging fixed interest risk on borrowings. The gain or loss relating to the effective portion of interest rate swaps hedging fixed rate borrowings is recognised in the Income Statement within 'finance cost'. The gain or loss relating to the ineffective portion is recognised in the Income Statement within 'other gains or losses – net'. Changes in the fair value of the hedged fixed rate borrowings attributable to interest rate risk are recognised in the Income Statement within 'finance cost'.

If the hedge no longer meets the criteria for hedge accounting, the adjustment to the carrying amount of a hedged item for which the effective interest method is used is amortised to the Income Statement over the period to maturity.

#### Cash flow hedge

The effective portion of changes in the fair value of derivatives that are designated and qualified as cash flow hedges is recognised in other comprehensive income. The gain or loss relating to the ineffective portion is recognised immediately in the Income Statement within 'other gains or losses – net'.

## 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

### (j) Derivative Financial Instruments and Hedging Activities (continued)

#### Cash flow hedge (continued)

Amounts accumulated in equity are reclassified to the Income Statement in the periods when the hedged item affects the Income Statement. The gain or loss relating to the effective portion of cross currency interest rate swaps hedging fixed rate borrowings is recognised in the Income Statement within 'finance cost'.

When a hedging instrument matures, or when a hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss existing in equity at that time remains in equity and is recognised when the hedged item is ultimately recognised in the Income Statement.

### (k) Embedded Derivatives

Derivatives embedded in other financial instruments or contracts are treated as separate derivatives and recorded at fair value if their economic characteristics and risks are not closely related to those of the host contract and the host contract is not itself held-for-trading or designated as fair value to profit or loss. The embedded derivatives separated from the host are carried at fair value to profit or loss with changes in the fair value recognised in the Income Statement.

### (l) Inventories

Inventories are stated at lower of cost and net realisable value.

Cost is determined on a weighted average basis and comprises all costs of purchase and other costs incurred in bringing the inventories to their present location. The cost of finished goods and work-in-progress comprises design costs, raw materials, direct labour, other direct costs and related production overheads (based on normal operating capacity). It excludes borrowing costs.

Net realisable value represents the estimated selling price in the ordinary course of business, less all estimated costs to completion and applicable variable selling expenses. In arriving at the net realisable value, due allowance is made for all obsolete and slow moving items.

### (m) Non-current Assets Held for Sale

Non-current assets are classified as held for sale when their carrying amounts are to be recovered principally through sale transaction and the sale is considered highly probable. They are stated at the lower of carrying amount and fair value less costs to sell. Any subsequent write-down of the assets to fair value less cost to sell are recognised as impairment losses and are charged to the Income Statement.

### (n) Customer Acquisition Costs

Customer acquisition costs are incurred in activating new customers pursuant to a contract. Customer acquisition costs are capitalised and amortised over the contract period. In the event that a customer terminates the service within the contract period, any unamortised customer acquisition costs are written off to the Income Statement immediately.

### (o) Cash and Cash Equivalents

For the purpose of the Statement of Cash Flows, cash and cash equivalents comprise cash on hand, deposits held at call with banks, other short term, highly liquid investments with original maturities of 3 months or less. Deposits held as pledged securities for term loans granted are not included as cash and cash equivalents.



## 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

### (p) Share Capital

#### (i) Classification

Ordinary shares and non-redeemable preference shares with discretionary dividends are classified as equity. Other shares are classified as equity and/or liability according to the economic substance of the particular instrument.

Distribution to holders of a financial instrument classified as an equity instrument is debited directly to equity.

#### (ii) Share Issue Costs

Incremental external costs directly attributable to the issuance of new shares or options are shown in equity as a deduction, net of tax from the proceeds.

#### (iii) Dividend to Shareholders of the Company

Dividends on redeemable preference shares are recognised as a liability and expressed on an accrual basis. Other dividends are recognised as a liability in the period in which they are declared.

Dividend in specie of shares distributed to the Company's shareholders is recorded at the carrying value of net asset distributed. The distribution is recorded as a movement in equity.

### (q) Financial Liabilities

Trade and other payables, customer deposits and borrowings are classified as other financial liabilities. These are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

#### (i) Trade Payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). Otherwise, they are presented as non-current liabilities.

#### (ii) Bonds, Notes, Debentures and Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the initial recognised amount and the redemption value is recognised in the Income Statement over the period of the borrowings using the effective interest method, except for borrowing costs incurred for the construction of any qualifying asset.

Interests, dividends, gains and losses relating to a financial instrument, or a component part, classified as a liability are reported within finance cost in the Income Statement. Foreign exchange gains or losses arising from translation of foreign currency borrowings are reported within 'finance cost' in the Income Statement.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

Borrowing cost incurred in connection with financing the construction and installation of property, plant and equipment is capitalised until the property, plant and equipment are ready for their intended use. All other borrowing costs are charged to the Income Statement.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw down occurs. To the extent there is no evidence that it is probable that some or all of the facilities will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

## 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

### (q) Financial Liabilities (continued)

#### (iii) Put Option Liability Over Shares Held By Non-Controlling Interest

A contract that contains an obligation for the Group to deliver cash or other financial asset in exchange for its own (or its subsidiary's) equity shares is a financial liability. This liability is recorded irrespective of whether the contract meets the definition of an equity instrument. The financial liability is recognised at the present value of the redemption amount of the option, when it is exercised.

The initial redemption liability is recognised as Other Reserve in equity as a reduction of the Group's equity if the risk and rewards of ownership remain with the non-controlling interest or a reduction of non-controlling interest's equity if the risks and rewards of ownership transfer to the Group. Subsequently, the put option is remeasured at fair value as a result of changes in the expected liability with any resulting gain or loss recognised in the Income Statement. In the event that the option expires unexercised, the put option liability is de-recognised with a corresponding adjustment to equity.

### (r) Leases

#### (i) Finance Leases

Leases of assets where the Group assumes substantially all the risks and rewards of ownership are classified as finance leases.

Finance leases are capitalised at the inception of the leases at the lower of the present value of the minimum lease payments and the fair value of the leased assets. The corresponding rental obligations, net of finance charges, are included in borrowings.

Each lease payment is allocated between the reduction of the liability and finance charges so as to achieve a periodic constant rate of interest on the remaining balance of the liability. Finance charges are recognised in the Income Statement.

Assets acquired under finance leases are depreciated over the shorter of their estimated useful lives or the lease terms.

#### (ii) Operating Leases

Leases of assets where a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the Income Statement on a straight line basis over the lease period.

When an operating lease is terminated before the lease period has expired, any payment required to be made to the lessor by way of penalty is recognised as an expense in the period in which termination takes place.

### (s) Government Grants

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the Group will comply with all attached conditions.

Government grants relating to income are deferred and recognised in the Income Statement over the financial period necessary to match them with the costs they are intended to compensate.

Government grants relating to the purchase of assets are included in non-current liabilities as deferred income and are credited to the Income Statement on a straight line basis over the estimated useful lives of the related assets.

## 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

### (t) Income Taxes

Current tax expense is determined according to the tax laws of each jurisdiction in which the Group operates and include all taxes based upon the taxable profits, including withholding taxes payable by foreign subsidiaries or associates on distributions of retained profits to companies in the Group, and real property gains taxes payable on disposal of properties.

Deferred tax is recognised in full, using the liability method, on temporary differences arising between the amounts attributed to assets and liabilities for tax purposes and their carrying amounts in the financial statements. However, deferred tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit nor loss. Deferred tax is determined using tax rates (and tax laws) that have been enacted or substantially enacted by the reporting date and are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled.

Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available in the future, against which the deductible temporary differences or unutilised tax losses and tax credits (including investment allowances) can be utilised.

Deferred tax is recognised on temporary differences arising from investments in subsidiaries and associates except where the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred and income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to taxes levied by the same taxation authority on either the taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

The Group's share of income taxes of associates are included in the Group's share of results of associates.

### (u) Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, when it is probable that an outflow of resources will be required to settle the obligation, and when a reliable estimate of the amount can be made. Where the Group expects a provision to be reimbursed (for example, under an insurance contract), the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in a settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as finance cost.

### (v) Contingent Liabilities and Contingent Assets

The Group does not recognise a contingent liability but discloses its existence in the financial statements. A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by occurrence or non-occurrence of one or more uncertain future events beyond the control of the Group or a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation. A contingent liability also arises in the extremely rare circumstance where there is a liability that cannot be recognised because it cannot be measured reliably. However, contingent liabilities do not include financial guarantee contracts.

## 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

### (v) Contingent Liabilities and Contingent Assets (continued)

A contingent asset is a possible asset that arises from past events whose existence will be confirmed by occurrence or non-occurrence of one or more uncertain future events beyond the control of the Group. The Group does not recognise a contingent asset but discloses its existence where inflows of economic benefits are probable, but not virtually certain.

In the acquisition of subsidiaries by the Group under a business combination, the contingent liabilities assumed are measured initially at their fair values at the acquisition date, irrespective of the extent of any non-controlling interest.

The Group recognises separately the contingent liabilities of the acquirees as part of allocating the cost of a business combination where their fair values can be measured reliably. Where the fair values cannot be measured reliably, the resulting effect will be reflected in the goodwill arising from the acquisitions.

Subsequent to the initial recognition, the Group measures the contingent liabilities that are recognised separately at the date of acquisition at the higher of the amount that would be recognised in accordance with the provisions of MFRS 137 and the amount initially recognised less, when appropriate, cumulative amortisation recognised in accordance with MFRS 118.

### (w) Revenue Recognition

Operating revenue comprises the fair value of the consideration received or receivables for the sale of products and rendering of services net of returns, duties, sales discounts and goods and services tax, after eliminating sales within the Group. Operating revenue is recognised or accrued at the time of the provision of products or services, when the amount of revenue can be reliably measured and it is probable that future economic benefits will flow to the Group.

Advance rental billing comprises mainly billing in advance for data services, which is amortised on a straight line basis according to contractual terms.

Dividend income from investment in subsidiaries, associates and equity investments is recognised within 'other operating income (net)' when a right to receive payment is established.

Finance income includes income from deposits with licensed banks, other financial institutions, other deposits, available-for-sale receivables and staff loans, and is recognised using the effective interest method.

### (x) Employee Benefits

#### (i) Short Term Employee Benefits

Wages, salaries, paid annual leave and sick leave, bonuses and non-monetary benefits are accrued in the period in which the associated services are rendered by employees of the Group.

#### (ii) Defined Contribution Plans

The Group's contributions to defined contribution plans are charged to the Income Statement in the period to which they relate. Once the contributions have been paid, the Group has no further payment obligations. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

#### (iii) Termination Benefits

Termination benefits are payable whenever an employee's employment is terminated before the normal retirement date or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits when it is demonstrably committed to either terminate the employment of current employees according to a detailed formal plan without possibility of withdrawal or to provide termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the reporting date are discounted to present value. These include limited medical benefits provided up to a certain age for eligible ex-employees under certain optional retirement scheme.

## 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

### (y) Foreign Currencies

#### (i) Functional and Presentation Currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the functional currency). The consolidated financial statements are presented in Ringgit Malaysia, which is the Company's functional and presentation currency.

#### (ii) Transactions and Balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Income Statement, except when deferred in other comprehensive income as qualifying cash flow hedges.

Foreign exchange gains and losses that relate to borrowings are presented in the Income Statement within 'net finance cost'. All other foreign exchange gains and losses are presented in the Income Statement within 'operating costs'.

#### (iii) Group Companies

The results and financial position of all the Group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- assets and liabilities for each Statement of Financial Position presented are translated at the closing rate at the reporting date;
- income and expenses for each Income Statement are translated at average exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated using the rates prevailing on the date of the transactions); and
- all resulting exchange differences are recognised as a separate component in other comprehensive income.

On consolidation, exchange differences arising from the translation of the net investment in foreign operations are taken to other comprehensive income. When a foreign operation is disposed off or sold, such exchange differences that were recorded in equity are recognised in the Income Statement as part of the gain or loss on disposal.

### (z) Segment Reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-makers. The chief operating decision-makers are responsible for allocating resources and assessing performance of the operating segments and make overall strategic decisions.

Further disclosures on Segment Reporting are set out in note 45 to the financial statements.

## 3. CRITICAL ACCOUNTING ESTIMATES

Estimates are continually evaluated by the Directors and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

### Critical Accounting Estimates and Assumptions

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, rarely equal the related actual results. To enhance the information content of the estimates, certain key variables that are anticipated to have material impact to the Group's results and financial position are tested for sensitivity to changes in the underlying parameters. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next year are mentioned below.

### 3. CRITICAL ACCOUNTING ESTIMATES (continued)

#### Critical Accounting Estimates and Assumptions (continued)

##### (a) Estimated Useful Lives of Property, Plant and Equipment

The Group reviews annually the estimated useful lives of property, plant and equipment based on factors such as business plan and strategies, expected level of usage, changes in technology, latest findings in research and development, updated practices to enhance performance of certain network assets and future technological developments. Future results of operations could be materially affected by changes in these estimates brought about by changes in the factors mentioned. A change in the estimated useful lives of property, plant and equipment would change the recorded depreciation and the carrying amount of property, plant and equipment.

##### (b) Impairment of Property, Plant and Equipment, Intangible Assets (other than goodwill) and Investment in Subsidiaries

The Group assesses impairment of the assets mentioned above whenever the events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable i.e. the carrying amount of the asset is more than the recoverable amount. Recoverable amount is measured at the higher of the fair value less cost to sell for that asset and its value-in-use. The value-in-use is the net present value of the projected future cash flow derived from that asset discounted at an appropriate discount rate.

Projected future cash flows are based on the Group's estimates calculated based on historical, sector and industry trends, general market and economic conditions, changes in technology and other available information.

##### (c) Impairment of Goodwill

The Group tests goodwill for impairment annually in accordance with its accounting policy or whenever events or changes in circumstances indicate that this is necessary. The assumptions used, results and conclusion of the impairment assessment are stated in note 24 to the financial statements.

##### (d) Impairment of Trade Receivables

The Group assesses at each reporting date whether there is objective evidence that trade receivables have been impaired. Impairment loss is calculated periodically based on a review of the current status of existing receivables and historical collection trends to reflect the actual and anticipated experience.

##### (e) Useful Lives of Intangibles Assets Acquired through Business Combination

The useful life over which intangible assets are amortised depends on management's estimate of the period over which economic benefit will be derived from the asset. Useful lives are periodically reviewed to ensure that they remain appropriate. The basis for determining the useful lives for the intangible assets acquired through business combination are as follows:

- Telecommunication spectrum estimated useful life is estimated to have an indefinite useful life with the presumption that any renewal are at negligible cost and the Group is expected to continue utilising the spectrum in providing its telecommunication services indefinitely.
- The estimated useful life of the acquired customer base principally reflects the Group's view of the average economic life of the customer base and is assessed by reference to customer churn rates.

##### (f) Taxation

###### (i) Income Taxes

The Group is subject to income taxes in numerous jurisdictions. Judgment is involved in determining the group-wide provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for tax matters based on estimates of whether additional taxes will be due. If the final outcome of these tax matters result in a difference in the amounts initially recognised, such differences will impact the income tax and/or deferred tax provisions in the period in which such determination is made.

### 3. CRITICAL ACCOUNTING ESTIMATES (continued)

#### Critical Accounting Estimates and Assumptions (continued)

##### (f) Taxation (continued)

###### (ii) Deferred Tax Assets

Deferred tax asset is recognised to the extent that it is probable that future taxable profit will be available against which temporary differences or unutilised tax losses and tax credits (including investment allowances) can be utilised. This involves judgment regarding future taxable profits of a particular entity in which the deferred tax asset has been recognised.

Estimating the future taxable profits involved significant assumptions, especially in respect of demand on existing and new services, competition and regulatory changes that may impact the pricing of services. These assumptions were derived based on past performance and adjusted for non-recurring circumstances.

##### (g) Contingent Liabilities

Determination of the treatment of contingent liabilities is based on Directors' view of the expected outcome of the contingencies after consulting legal counsel for litigation cases and experts internal and external to the Group for matters in the ordinary course of business. Details of the legal proceedings in which the Group is involved as at 31 December 2015 is disclosed in note 50 to the financial statements.

##### (h) Fair Value of Derivatives and Other Financial Instruments

The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined by using valuation techniques. The Group exercises its judgment in selecting a variety of valuation methods and makes assumptions that are mainly based on market conditions existing at the end of each reporting period.

The fair value of derivatives is the present value of their future cash flows. The Group estimated the fair values at the reporting date, of certain available-for-sale financial assets that are not traded in an active market by using the net tangible assets and the discounted cash flow methods. In estimating the fair value of put and call options on shares of a subsidiary, the Group has used valuation models in projecting expected share prices utilising comparable discount and growth rates reflective of market conditions specific to relevant industry existing at the end of the reporting period. Although the Group and the Company believe that estimates of fair value are appropriate, the use of different methodologies or assumptions could lead to different measurements of fair value.

The summary of financial instruments by category is disclosed in note 46 to the financial statements. The valuation of such financial instruments is further discussed in note 47 to the financial statements.

### 4. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

#### (a) Financial Risk Factor

The main risks arising from the Group's financial assets and liabilities are market risk (comprises foreign exchange risk, price risk and interest rate risk), credit risk and liquidity risk. The Group's overall risk management seeks to minimise potential adverse effects of these risks on the financial performance of the Group.

The Group has established risk management policies, guidelines and procedures in order to manage its exposure to these financial risks. Hedging strategies are determined in light of commercial commitments to mitigate the relevant risks exposures. Derivative financial instruments are used to hedge the underlying commercial exposures and are not held for speculative purposes.



#### 4. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

##### (a) Financial Risk Factor (continued)

###### (i) Market Risk

- Foreign Exchange Risk

The Group's foreign exchange risk refers to adverse exchange rate movements on foreign currency positions originating from trade receivables and payables, deposits and borrowings denominated in foreign currencies, and from retained profits in overseas subsidiaries, where the functional currencies are not in Ringgit Malaysia.

The Group's objective is to mitigate foreign exchange exposure to an acceptable level against pre-determined limits and impact to the Income Statement. The Group monitors its foreign currency denominated assets and liabilities and uses various hedging instruments such as forward contracts, Cross Currency Interest Rate Swaps (CCIRS) contracts and option structures as well as maintaining funds in foreign currencies at appropriate levels to support operating cash flows requirement. The Group's policy requires all transactions for hedging foreign currency exchange risk exposure be executed within the parameters approved by the Board of Directors.

The foreign exchange risk of the Group arises predominantly from borrowings denominated in foreign currencies, mainly the US Dollar and Japanese Yen. During the financial year, in addition to the existing US Dollar and Japanese Yen forward and CCIRS contracts, the Group entered into additional forward contracts to hedge US Dollar purchases in order to reduce foreign currency exposures. After hedging of the US Dollar and Japanese Yen borrowings, the foreign currency borrowings composition is reduced to 13.1% (2014: 10.9%) of the Group's total borrowings as at 31 December 2015.

Based on the borrowings position as at 31 December 2015, if the Ringgit Malaysia had weakened/strengthened by 5.0% against the US Dollar and Japanese Yen with all other variables held constant, the post-tax profit for the financial year for the Group would have been lower/higher by approximately RM85.9 million and RM13.9 million (before hedging) respectively and RM42.9 million and RM nil million (after hedging) respectively as a result of foreign exchange losses or gains on translation of US Dollar and Japanese Yen denominated borrowings.

- Price Risk

The Group is exposed to equity and fixed income securities price risk arising from investments as reflected on the Statement of Financial Position, classified either as available-for-sale or at fair value through profit or loss. The Group is not exposed to commodity price risk. The quoted equity securities portfolio has decreased to RM6.6 million as at 31 December 2015 from RM9.2 million at the end of 2014 due to decline in market value for the existing portfolio.

Based on the quoted equity securities portfolio as at 31 December 2015, if Bursa Malaysia equity index move by 5.0%, with all other variables remain constant, post-tax profit for the financial year would have been impacted by approximately RM0.2 million. Post-tax profit for the financial year would increase or decrease as a result of gains/losses on equity securities classified as fair value through profit or loss. Moving forward, the impact will further reduce to commensurate with efforts made towards the total closure of equity portfolio.

Other components of equity would increase/decrease as a result of gains/losses on equity and fixed income securities classified as available-for-sale.

#### 4. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

##### (a) Financial Risk Factor (continued)

##### (i) Market Risk (continued)

- Interest Rate Risk

The Group has cash and short term deposits and fixed income securities that are exposed to interest rate movement. The Group manages its interest rate risk on cash and short term deposits through allocation in suitable tenure. While on fixed income securities, the Group applies suitable duration and basis point valuation analysis impact to manage its interest rate risk.

The Group's investments in money market and fixed income securities as at 31 December 2015 were RM2,359.4 million (2014: RM2,042.8 million) and RM515.6 million (2014: RM469.3 million) respectively. For an increase of 25 basis points in the Overnight Policy Rate (OPR) by Bank Negara Malaysia and assuming the overall yield curve also increases by the same percentage, the finance income from the money market portfolio would correspondingly move by approximately RM5.9 million while the net asset value of the fixed income portfolio would inversely move by approximately RM5.9 million.

The Group's debts include revolving credits, borrowings, bonds, notes and debentures. The Group's objective is to manage the interest rate risk to an acceptable level of exposure on the finance cost. The Group reviews its composition of fixed and floating rate debt based on assessment of its existing exposure and desirable interest rate profile acceptable to the Group. Hedging instruments such as interest rate swaps are used to manage these risks.

The Group's policy requires all transactions for hedging interest rate risk exposure be executed within the parameters approved by the Board of Directors.

The Group has entered into a few interest rate swap transactions with creditworthy financial institutions. Based on the hedging position as at 31 December 2015, if there were to be a hike in the OPR by 25 basis points, the finance cost would be higher by approximately RM0.6 million.

As at 31 December 2015, the Group's fixed-to-floating interest rate profile, after hedging, was 93:7 (2014: 92:8).

The interest rate exposure is mitigated, to some extent, by the offsetting effect between assets and liabilities.

##### (ii) Credit Risk

Financial assets that are primarily exposed to credit risks are receivables, cash and bank balances, marketable securities and financial instruments used in hedging activities.

Due to the nature of the Group's business, customers are mainly segregated according to business segments. The Group has no significant concentration of credit risk due to its diverse customer base. Credit risk is managed through the application of stringent credit control assessment and approval, credit limit and monitoring procedures. Where appropriate, the Group obtains deposits or bank guarantees from customers to be held as collaterals.

The Group places its cash and cash equivalents with various creditworthy financial institutions. The Group's policy limits the concentration of credit exposure to any single financial institution based on its net tangible asset position and/or credit rating, which is subject to annual review.

The Group has appointed several fixed income and commercial papers fund managers to manage its investment portfolios. In managing the portfolios' credit risks, the investment parameter was established to restrict all fund managers to only invest in securities that carry at least A3/P1 credit ratings or equivalent. This is in accordance with the Group's Treasury Investment Policies and Guidelines. In the current financial year, the Group's investment portfolios were predominantly securities carrying AA/P1 credit ratings or above, as shown in note 28 to the financial statements.

#### 4. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

##### (a) Financial Risk Factor (continued)

###### (ii) Credit Risk (continued)

All hedging instruments are executed with creditworthy financial institutions with a view to limiting the credit risk exposure of the Group. The Group, however, is exposed to credit-related losses in the event of non-performance by counterparties to financial derivative instruments, but does not expect any counterparties to fail to meet their obligations.

In complying with the risk management policies, all counterparties are required to maintain certain credit rating as defined by the international and local rating agencies.

###### (iii) Liquidity Risk

Group Treasury maintains cash and cash equivalents at a level that is deemed appropriate by the management to finance the Group's operations. It also actively monitors and controls liquidity risk exposures and funding needs across legal entities within the Group, business lines and currencies, taking into account legal, regulatory and operational limitations via a centralised Treasury operation.

Due to the dynamic nature of the underlying business, the Group also aims at maintaining flexibility in funding by keeping both committed and uncommitted credit lines available.

Cash flow forecasts are performed in the operating entities of the Group on a rolling basis and are aggregated by Group Treasury to ensure sufficient cash is available to meet operational needs while maintaining adequate headroom on its undrawn committed credit facilities at all times. As at 31 December 2015, the Group held deposits with financial institutions of RM2,359.4 million (2014: RM2,042.8 million) and cash and bank balances of RM1,152.2 million (2014: RM943.0 million) that are expected to be readily available to meet any payment obligation when it falls due.

Refinancing risk is managed by limiting the amount of borrowings that mature within any specific period and by having appropriate strategies in place to manage refinancing needs as they arise. The Group has available funding with the establishment of the new Islamic Commercial Papers programme and Islamic Medium Term Notes programme with remaining combined limit of up to RM1.0 billion in nominal value to meet capital expenditure and business operating requirements. The analysis of the maturity profile of the Group's and the Company's financial liabilities are shown in note 48 to the financial statements.

There has been no significant change in the Group's financial risk management objectives and policies as well as its financial risk exposure in the current financial year as compared to the preceding financial year.

##### (b) Capital Risk Management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide long term return to shareholders and benefits for other stakeholders. The Group's capital management framework comprises of a dividend policy and strives to maintain an optimal capital structure that will improve its capital efficiency.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends to be paid to the shareholders or may return capital to shareholders vis-à-vis its debt-to-equity ratio (gearing level). In 2014, the Group introduced a Dividend Reinvestment Scheme (DRS) whereby its shareholders have the option to receive cash dividends or reinvest the dividends in new ordinary shares of the Company. Depending on the level of subscription of DRS, the Group is expected to enlarge its share capital base as well as strengthen its capital position.

#### 4. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

##### (b) Capital Risk Management (continued)

The gearing ratios as at 31 December were as follows:

	The Group	
	2015	2014
Borrowings (RM million) (note 17)	7,583.7	6,448.4
Total Shareholders' Equity (RM million)	7,780.6	7,571.1
Debt-to-equity Ratio	1.0	0.9

The Group also monitors its gearing level in comparison to its peers within the industry while maintaining the desired level of credit rating. During 2015, the Group's credit rating remained unchanged at AAA by RAM, A- by S&P and A3 by Moody's.

Furthermore, the Group complies with Bursa Malaysia Securities Berhad Main Market Listing Requirement to maintain a consolidated shareholders' equity of more than 25 percent of the issued and paid up capital and maintain such shareholders' equity at not less than RM40.0 million.

#### 5. BUSINESS COMBINATIONS

The following are business combination events completed during the previous financial year:

##### (a) Packet One Networks (Malaysia) Sdn Bhd (P1)

On 27 March 2014, the Group announced that its wholly-owned subsidiary, Mobikom Sdn Bhd (Mobikom) had entered into a conditional investment agreement with the following parties in relation to, amongst others, the subscription by Mobikom of new ordinary shares of RM1.00 each in P1 (P1 Shares) for a total consideration of RM350.0 million (Share Subscription) (Investment Agreement):

- Packet One Sdn Bhd (Packet One), a wholly-owned subsidiary of Green Packet Berhad (Green Packet);
- SK Telecom Co. Ltd (SKT or SKT Guarantor where applicable);
- Green Packet (also Packet One Guarantor where applicable);
- Telekom Malaysia Berhad (the Company) (Mobikom Guarantor where applicable); and
- Packet One Networks (Malaysia) Sdn Bhd (P1)

The completion of the Share Subscription (Completion) was announced on 30 September 2014 following the waiver of certain Conditions, as agreed by all parties to the Investment Agreement on 25 September 2014 and the completion of all other terms and conditions of the Investment Agreement and the applicable approval, including from the relevant regulatory bodies and Green Packet shareholders.

The Completion resulted to the Company via Mobikom emerging as the new holding company of P1 (including its subsidiaries) with a 55.3% shareholding after closing adjustments made pursuant to P1's internal restructuring and determination of the equity value of P1 as at 31 May 2014 in accordance to the terms of the Investment Agreement. The remaining 44.7% shareholding are held by Green Packet with 31.1% and SKT at 13.6%.

The partnership drives strong synergies from the three (3) complementary partners to work together to capitalise on a mobile opportunity and deliver the next generation of converged communication services. It essentially enables P1 to crossover to Long-Term Evolution (LTE) and offer full mobility while providing the Company with an LTE-ready platform to accelerate and more efficiently make wireless broadband products available to its customers. This includes access to suitable spectrum bands, the ability to draw on advanced technological knowhow of SKT, an existing customer base to build on, and the strong base of LTE upgradeable WIMAX sites to quickly achieve extensive LTE coverage.

## 5. BUSINESS COMBINATIONS (continued)

The following are business combination events completed during the previous financial year: (continued)

### (a) Packet One Networks (Malaysia) Sdn Bhd (P1) (continued)

Pursuant to the Investment Agreement, Green Packet has entered into a programme agreement amongst others with Mobikom in relation to an 8-year redeemable Exchangeable Medium Term Notes (Exchangeable MTN) programme by Green Packet to raise up to RM210.0 million (Exchangeable MTN Programme) (Exchangeable MTN Programme Agreement). The Exchangeable MTNs may be exchangeable into, amongst others, P1 Shares held by Packet One from the fifth year after the issuance date in accordance with the terms of the Exchangeable MTN Programme Agreement. The Exchangeable MTNs will be secured against the P1 Shares held by Packet One immediately following Completion and the 8-year Convertible Medium Term Notes (Convertible MTN) issued by P1 under the Convertible MTN Programme (Convertible MTN Programme) to be subscribed amongst others by Packet One and/or its related corporation at any time using part of the proceeds from the issuance of Exchangeable MTNs pursuant to the Exchangeable MTN Programme (including any P1 Shares issued on conversion of such Convertible MTNs).

The Company via Mobikom has subscribed for the first tranche of the issuance of the Exchangeable MTN under the Exchangeable MTN Programme on 30 September 2014 with a subscription value of RM119.3 million (Series 1 Exchangeable MTN). Subsequently on 14 September 2015 and 28 September 2015, Mobikom subscribed to additional RM37.5 million and RM30.0 million nominal value of the Exchangeable MTN respectively.

Pursuant to the Investment Agreement and the Completion, the following key agreements were also entered into by P1 with the relevant parties:

- (i) A subscription programme agreement amongst others with Mobikom (and/or its related corporation), Packet One (and/or its related corporation), SKT (and/or its related corporation) in relation to the Convertible MTN Programme by P1 to raise up to RM1.65 billion in tranches which was subsequently executed as disclosed in note 17(f) to the financial statements; and
- (ii) Collaboration agreements between each of the Company, Green Packet and SKT (on the one hand) and P1 (on the other hand) in relation to the operational and business collaboration between the relevant parties and various other operational agreements to be entered into (Collaboration Agreements). The Collaboration Agreements govern the parameters of their partnership in principal areas such as the use of infrastructure, transmission networks and distribution channels, the leasing of spectrum and the provision of consulting and technical services, products and/or services, amongst others.

The Investment Agreement also amongst others includes certain granting of call and put options between Mobikom with Packet One and SKT respectively over shares of P1, as follows:

- (i) Put option on non-controlling interest (Packet One Put Option)

Mobikom has granted Packet One an option to sell, which would require Mobikom to buy, all shares in the capital of P1 registered in Packet One's (including Packet One's related corporation) name, collectively (Packet One Put Option).

The Packet One Put Option may be exercised in whole and not in part at any time on or after 31 March 2021 up to 30 September 2022 at the volume weighted average market price of P1 at the time of the exercise if it is traded or listed at a recognised stock exchange such as Bursa Malaysia Securities or if P1 shares are not publicly traded, the fully distributed market or equity value at which the P1 shares would trade on a recognised stock exchange.

- (ii) Call Option on P1 Shares (SKT Call Option)

SKT has granted to Mobikom an option to buy and SKT to sell, all shares in the capital of P1 registered under SKT's (including SKT's related corporation) name, collectively (SKT Call Option).

## 5. BUSINESS COMBINATIONS (continued)

The following are business combination events completed during the previous financial year: (continued)

### (a) Packet One Networks (Malaysia) Sdn Bhd (P1) (continued)

The Investment Agreement also amongst others includes certain granting of call and put options between Mobikom with Packet One and SKT respectively over shares of P1, as follows: (continued)

#### (ii) Call Option on P1 Shares (SKT Call Option) (continued)

Among other conditions, the SKT Call Option may be exercised only in whole and not in part, any time after SKT and its related corporation cease to own at least 10% of the issued share capital of P1 and will automatically lapse upon the earlier of:

- (i) Two (2) months after the completion of the issuance of the RM1.65 billion Convertible MTN;
- (ii) the date immediately prior to completion of any capital increase other than those contained in the Investment Agreement; or
- (iii) any initial public offering implemented by P1.

The exercise price is at a price equal to Mobikom's per share subscription price during Completion as at 30 September 2014.

Other than the above, there were other derivatives arising from the Group's investment in P1 but for which exercise prices are at fair market value of the shares in P1 at the time when the options are to be exercised and as such, the fair value of these options are nil.

The following table summarises the consideration paid for P1 and the fair value of assets acquired and liabilities assumed at the acquisition date:

Consideration at 30 September 2014	RM
Cash (Total Consideration)	350.0
<b>Recognised amounts of identifiable assets acquired and liabilities assumed</b>	
Cash and bank balances	112.0
Property, plant and equipment (note 22)	555.7
Intangible assets (note 24)	211.1
Trade and other receivables	114.5
Loans and borrowings	(33.4)
Trade and other payables (current and non-current)	(411.4)
Deferred tax liabilities (note 20)	(9.7)
Total identifiable net assets	538.8
Non-controlling interest	(240.9)
Goodwill (note 24)	52.1
<b>Total</b>	<b>350.0</b>

## 5. BUSINESS COMBINATIONS (continued)

The following are business combination events completed during the previous financial year: (continued)

### (b) GTC Global Sdn Bhd (GTC)

On 27 November 2013, the Company entered into a conditional Share Sale Agreement (SSA) with Gapurna Global Solutions Sdn Bhd (GGS) to acquire the entire equity interest held by GGS in GTC (Sale Shares) for a total consideration of RM45.0 million to be satisfied by way of cash (Acquisition). The SSA was conditional upon fulfilment of several Conditions Precedent, within three (3) months from the date of the SSA or such other date as may be agreed upon between the Company and GGS.

The Acquisition was completed on 10 January 2014 upon fulfilment of the Conditions Precedent and GTC became the Company's wholly-owned subsidiary with effect from the same date. GTC complements the Company's core competencies as well as broaden the Group's capabilities in the information and communications technology (ICT) to better serve its range of customers, particularly in the Enterprise and Government segments.

The following table summarises the consideration paid for GTC and the fair value of assets acquired and liabilities assumed at the acquisition date:

Consideration at 10 January 2014	RM
Cash (Total Consideration)	45.0
<b>Recognised amounts of identifiable assets acquired and liabilities assumed</b>	
Cash and bank balances	23.4
Property, plant and equipment (note 22)	0.6
Finance lease receivables	133.6
Trade and other receivables	102.6
Loans and borrowings	(119.6)
Deferred income	(46.8)
Trade and other payables	(26.7)
Current and deferred tax liabilities	(0.2)
Total identifiable net assets	66.9
Negative goodwill credited to Consolidated Income Statement	(21.9)
Total	45.0



## 6. OPERATING REVENUE

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Voice services	3,506.9	3,469.2	3,501.0	3,460.8
Internet and multimedia services	3,367.5	2,995.1	3,169.4	2,942.9
Data services	2,669.7	2,606.0	2,372.3	2,300.6
Other telecommunications related services	1,881.2	1,864.7	1,242.6	1,306.9
Non-telecommunications related services	296.3	300.1	–	–
<b>TOTAL OPERATING REVENUE</b>	<b>11,721.6</b>	<b>11,235.1</b>	<b>10,285.3</b>	<b>10,011.2</b>

## 7(a) DEPRECIATION, IMPAIRMENT AND AMORTISATION

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Depreciation of property, plant and equipment (PPE) (note 22)	2,329.6	2,259.9	1,988.7	2,018.6
Depreciation of investment property (note 23)	–	–	2.3	2.2
Impairment of PPE (note 22(c))	31.9	2.3	–	–
(Reversal)/impairment of non-current assets held for sale (note 32(a))	(6.3)	6.3	(6.3)	6.3
Write-off/retirement of PPE (note 22)	44.5	52.8	42.2	50.8
Amortisation of intangible assets (note 24)	37.6	20.0	–	–
<b>TOTAL DEPRECIATION, IMPAIRMENT AND AMORTISATION</b>	<b>2,437.3</b>	<b>2,341.3</b>	<b>2,026.9</b>	<b>2,077.9</b>

**7(b) OTHER OPERATING COSTS**

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Agency commissions and charges	73.1	64.0	88.6	88.9
Domestic interconnect and international outpayment	1,016.3	821.7	1,080.3	890.3
Impairment of trade and other receivables (net of debt recoveries)	165.6	228.9	157.1	238.1
Impairment/(Reversal of impairment) for investment in subsidiaries	–	–	2.8	(76.0)
Maintenance	778.1	846.2	772.4	848.4
Marketing, advertising and promotion	321.4	297.6	333.4	339.8
Net (gain)/loss on foreign exchange on settlements and placements				
– realised	(42.7)	3.0	(47.7)	0.6
– unrealised	(95.4)	(9.7)	(96.8)	(20.8)
Outsourcing costs	58.2	61.7	309.4	301.3
Rental – equipment	45.7	58.2	90.7	103.0
Rental – land and buildings	268.1	198.4	164.3	156.8
Rental – leased lines	208.7	226.6	–	–
Rental – others	29.1	26.3	14.3	10.6
Research and development	10.7	8.6	70.4	61.9
Staff costs	2,703.1	2,511.9	1,979.6	1,873.1
Staff costs capitalised into PPE	(115.5)	(118.7)	(115.5)	(118.7)
Supplies and materials	875.1	782.0	503.2	518.0
Transportation and travelling	68.4	72.2	50.7	55.5
Universal Service Provision contribution	352.1	301.7	325.6	276.5
Utilities	355.8	368.6	296.3	318.4
Others	1,075.0	1,004.6	1,098.7	1,019.3
<b>TOTAL OTHER OPERATING COSTS</b>	<b>8,150.9</b>	<b>7,753.8</b>	<b>7,077.8</b>	<b>6,885.0</b>
Staff costs include:				
– salaries, allowances, overtime and bonus	2,078.8	1,900.4	1,492.3	1,387.0
– contribution to Employees Provident Fund (EPF)	314.1	279.2	227.2	205.3
– termination benefit	77.4	111.2	72.2	101.4
– other staff benefits	224.9	214.3	180.7	173.3
– remuneration of Executive Directors of the Company				
– salaries, allowances and bonus	3.7	2.5	3.7	2.5
– contribution to EPF	0.8	0.9	0.8	0.9
– remuneration of Non-Executive Directors of the Company				
– fees	2.6	2.5	2.0	1.9
– allowances and bonus	0.8	0.9	0.7	0.8
Others include:				
– statutory audit fees				
– PricewaterhouseCoopers Malaysia	2.9	3.6	1.7	2.2
– member firms of PricewaterhouseCoopers International Limited	0.2	0.2	–	–
– audit related fees	0.7	0.7	0.6	0.4
– tax and other non-audit services	0.9	5.0	0.3	4.9

Estimated money value of benefits of Directors amounted to RM721,388 (2014: RM622,829) for the Group and RM721,388 (2014: RM622,829) for the Company.

### 7(b) OTHER OPERATING COSTS (continued)

In ensuring independence of the external auditors, the Board Audit Committee has policies governing the engagement of the external auditors for non-audit services and the related approval process that has to be adhered before any such non-audit services commence. Non-audit services can be offered by the external auditors if there are efficiencies and value-added benefits to the Group.

### 8. OTHER OPERATING INCOME (net)

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Dividend income from subsidiaries	–	–	224.5	85.9
Dividend income from equity securities – quoted	1.2	1.3	1.2	1.3
– unquoted	5.9	7.1	5.9	7.1
Income from sales of scraps	13.8	10.6	13.8	10.6
Income from subsidiaries – interest	–	–	20.6	11.6
– others	–	–	3.3	4.1
Insurance claims	6.2	0.5	6.1	0.5
Loss on disposal of staff loans	(0.6)	(0.4)	(0.6)	(0.4)
Profit on disposal of PPE	2.4	5.6	2.8	5.7
Profit on disposal of non-current asset held for sale	0.1	27.0	0.1	27.0
Penalty on breach of contract	6.7	5.5	6.7	5.5
Rental income from land and buildings	43.9	43.5	70.6	62.5
Rental income from vehicles	–	–	0.6	0.7
Revenue from training and related activities	1.6	1.8	3.2	2.2
Others	42.5	51.8	50.3	45.5
<b>TOTAL OTHER OPERATING INCOME (net)</b>	<b>123.7</b>	<b>154.3</b>	<b>409.1</b>	<b>269.8</b>

### 9. OTHER (LOSSES)/GAINS (net)

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Fair value movement of financial assets at fair value through profit or loss				
– equity securities quoted on the Bursa Malaysia Securities Berhad	(2.6)	(4.3)	(2.6)	(4.3)
– call option on shares held by non-controlling interest	(1.3)	9.0	–	–
– forward foreign currency contract on purchases	0.4	–	–	–
Fair value movement of put option liability over shares of a subsidiary (note 47(a))	(25.4)	–	–	–
Available-for-sale investments				
– reclassification from fair value reserves	2.3	0.1	2.3	0.1
<b>TOTAL OTHER (LOSSES)/GAINS (net)</b>	<b>(26.6)</b>	<b>4.8</b>	<b>(0.3)</b>	<b>(4.2)</b>

**10. NET FINANCE COST**

The Group	2015				2014			
	Foreign RM	Domestic RM	Islamic Principles RM	Total RM	Foreign RM	Domestic RM	Islamic Principles RM	Total RM
Finance income from								
– short term bank deposits	0.2	56.8	64.9	121.9	#	60.4	42.2	102.6
– other deposits	–	9.2	2.5	11.7	–	3.4	3.0	6.4
– Redeemable Exchangeable Medium Term Notes (note 30)	–	11.1	–	11.1	–	2.4	–	2.4
– staff loans	–	1.0	4.9	5.9	–	0.7	3.2	3.9
– accretion of finance income	–	12.3	–	12.3	–	19.1	–	19.1
– available-for-sale receivables	–	1.5	–	1.5	–	2.2	–	2.2
<b>TOTAL FINANCE INCOME</b>	<b>0.2</b>	<b>91.9</b>	<b>72.3</b>	<b>164.4</b>	<b>#</b>	<b>88.2</b>	<b>48.4</b>	<b>136.6</b>
Finance cost on								
– borrowings	(124.6)	(15.9)	–	(140.5)	(162.5)	(8.2)	–	(170.7)
– TM Islamic Stapled Income Securities (note 17(b))	–	–	(44.9)	(44.9)	–	–	(44.9)	(44.9)
– fair value gain on interest rate swaps								
– realised (note 17(c))	–	–	1.8	1.8	–	–	3.8	3.8
– Islamic Medium Term Notes (note 17(d))	–	–	(156.8)	(156.8)	–	–	(107.4)	(107.4)
– accretion of finance cost (note 17(e) and 37(b))	–	(6.7)	–	(6.7)	–	(8.4)	–	(8.4)
– finance lease (note 17(g))	–	(2.7)	–	(2.7)	–	(3.0)	–	(3.0)
– unwinding of discount on put option over shares of a subsidiary (note 47(a))	–	(9.7)	–	(9.7)	–	(2.5)	–	(2.5)
– amortisation of interest subsidy on staff loan	–	–	(1.0)	(1.0)	–	–	(0.8)	(0.8)
Borrowing costs capitalised	2.8	6.3	28.0	37.1	6.6	8.4	27.3	42.3
<b>TOTAL FINANCE COST</b>	<b>(121.8)</b>	<b>(28.7)</b>	<b>(172.9)</b>	<b>(323.4)</b>	<b>(155.9)</b>	<b>(13.7)</b>	<b>(122.0)</b>	<b>(291.6)</b>
Foreign exchange (loss)/gain on borrowings								
– realised	(7.8)	–	–	(7.8)	254.2	–	–	254.2
– unrealised	(386.5)	–	–	(386.5)	(314.6)	–	–	(314.6)
– reclassification from hedging reserve	209.9	–	–	209.9	28.6	–	–	28.6
Fair value loss on forward foreign currency contracts (realised) (note 19)	–	–	–	–	(16.1)	–	–	(16.1)
<b>TOTAL FOREIGN EXCHANGE LOSS ON BORROWINGS</b>	<b>(184.4)</b>	<b>–</b>	<b>–</b>	<b>(184.4)</b>	<b>(47.9)</b>	<b>–</b>	<b>–</b>	<b>(47.9)</b>
<b>NET FINANCE COST</b>	<b>(306.0)</b>	<b>63.2</b>	<b>(100.6)</b>	<b>(343.4)</b>	<b>(203.8)</b>	<b>74.5</b>	<b>(73.6)</b>	<b>(202.9)</b>

# Amount less than RM0.1 million

**10. NET FINANCE COST (continued)**

The Company	2015				2014			
	Foreign RM	Domestic RM	Islamic Principles RM	Total RM	Foreign RM	Domestic RM	Islamic Principles RM	Total RM
Finance income from								
– short term bank deposits	0.1	54.4	63.5	118.0	#	58.3	40.6	98.9
– other deposits	–	9.1	1.8	10.9	–	3.4	1.7	5.1
– staff loans	–	1.0	4.9	5.9	–	0.7	3.2	3.9
– available-for-sale receivables	–	1.5	–	1.5	–	2.2	–	2.2
<b>TOTAL FINANCE INCOME</b>	<b>0.1</b>	<b>66.0</b>	<b>70.2</b>	<b>136.3</b>	<b>#</b>	<b>64.6</b>	<b>45.5</b>	<b>110.1</b>
Finance cost on								
– borrowings	(114.6)	–	–	(114.6)	(160.3)	–	–	(160.3)
– TM Islamic Stapled Income Securities (note 17(b))	–	–	(44.9)	(44.9)	–	–	(44.9)	(44.9)
– fair value gain on interest rate swaps								
– realised (note 17(c))	–	–	1.8	1.8	–	–	3.8	3.8
– Islamic Medium Term Notes (note 17(d))	–	–	(156.8)	(156.8)	–	–	(107.4)	(107.4)
– accretion of finance cost (note 17(e) and 37(b))	–	(6.7)	–	(6.7)	–	(8.4)	–	(8.4)
– finance lease (note 17(g))	–	(2.7)	–	(2.7)	–	(3.0)	–	(3.0)
– Inter-Company Fund Optimisation (note 43(a) and (b))	–	(23.4)	(1.5)	(24.9)	–	(17.5)	(0.8)	(18.3)
– amortisation of interest subsidy on staff loan	–	–	(1.0)	(1.0)	–	–	(0.8)	(0.8)
Borrowing costs capitalised	2.8	6.3	28.0	37.1	6.6	8.4	27.3	42.3
<b>TOTAL FINANCE COST</b>	<b>(111.8)</b>	<b>(26.5)</b>	<b>(174.4)</b>	<b>(312.7)</b>	<b>(153.7)</b>	<b>(20.5)</b>	<b>(122.8)</b>	<b>(297.0)</b>
Foreign exchange gain/(loss) on borrowings								
– realised	#	–	–	#	254.2	–	–	254.2
– unrealised	(369.0)	–	–	(369.0)	(314.6)	–	–	(314.6)
– reclassification from hedging reserve	209.9	–	–	209.9	28.6	–	–	28.6
Fair value loss on forward foreign currency contracts (realised) (note 19)	–	–	–	–	(16.1)	–	–	(16.1)
<b>TOTAL FOREIGN EXCHANGE LOSS ON BORROWINGS</b>	<b>(159.1)</b>	<b>–</b>	<b>–</b>	<b>(159.1)</b>	<b>(47.9)</b>	<b>–</b>	<b>–</b>	<b>(47.9)</b>
<b>NET FINANCE COST</b>	<b>(270.8)</b>	<b>39.5</b>	<b>(104.2)</b>	<b>(335.5)</b>	<b>(201.6)</b>	<b>44.1</b>	<b>(77.3)</b>	<b>(234.8)</b>

# Amount less than RM0.1 million

**11. TAXATION AND ZAKAT**

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
The taxation charge for the Group and the Company comprise:				
<b>Malaysia</b>				
<b>Income Tax</b>				
Current year	212.3	161.3	139.4	108.6
Prior year	(13.5)	(4.5)	(11.4)	0.9
<b>Deferred Tax (net)</b>	<b>113.6</b>	<b>103.3</b>	<b>134.5</b>	<b>104.1</b>
	<b>312.4</b>	<b>260.1</b>	<b>262.5</b>	<b>213.6</b>
<b>Overseas</b>				
<b>Income Tax</b>				
Current year	2.0	3.5	–	–
Prior year	(0.1)	(2.3)	–	–
<b>Deferred Tax (net)</b>	<b>#</b>	<b>(1.4)</b>	<b>–</b>	<b>–</b>
	<b>1.9</b>	<b>(0.2)</b>	<b>–</b>	<b>–</b>
<b>TOTAL TAXATION</b>	<b>314.3</b>	<b>259.9</b>	<b>262.5</b>	<b>213.6</b>
<b>Zakat</b>	<b>5.7</b>	<b>3.1</b>	<b>2.6</b>	<b>1.8</b>
<b>TAXATION AND ZAKAT</b>	<b>320.0</b>	<b>263.0</b>	<b>265.1</b>	<b>215.4</b>
<b>Current taxation</b>				
Current year	214.3	164.8	139.4	108.6
(Over)/Under accrual in prior years (net)	(13.6)	(6.8)	(11.4)	0.9
<b>Deferred taxation</b>				
Origination and reversal of temporary differences	105.1	101.8	126.7	100.2
Change in tax rate	8.5	3.9	7.8	3.9
Benefit from previously unrecognised tax losses	–	(3.8)	–	–
	<b>314.3</b>	<b>259.9</b>	<b>262.5</b>	<b>213.6</b>

# Amount less than RM0.1 million

## 11. TAXATION AND ZAKAT (continued)

The relationship between taxation and profit before taxation and zakat can be explained by the numerical reconciliation between taxation expense and the product of accounting profit multiplied by the Malaysian tax rate as follows:

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Profit Before Taxation and Zakat	911.8	1,105.5	1,253.9	1,079.1
Taxation calculated at the applicable Malaysian taxation rate of 25.0%	228.0	276.4	313.5	269.8
Tax effects of:				
– share of results of associates	(6.2)	(2.3)	–	–
– different taxation rates in other countries	0.2	0.5	–	–
– expenses not deductible for taxation purposes	201.1	146.6	174.3	121.3
– income not subject to taxation	(161.9)	(162.3)	(203.4)	(166.2)
– expenses allowed for double deduction	(18.3)	(16.1)	(18.3)	(16.1)
– previously unrecognised tax losses and temporary differences (net)	(9.3)	6.7	–	–
– changes in tax rate	11.1	3.9	7.8	3.9
– current year tax losses not recognised	83.2	13.3	–	–
– (over)/under accrual of income tax (net)	(13.6)	(6.8)	(11.4)	0.9
<b>TOTAL TAXATION</b>	<b>314.3</b>	<b>259.9</b>	<b>262.5</b>	<b>213.6</b>

## 12. EARNINGS PER SHARE

Basic earnings per share of the Group was calculated by dividing the net profit attributable to equity holders by the weighted average number of issued and paid-up ordinary shares of the Company in issue during the financial year. There is no dilutive potential ordinary shares as at 31 December 2015. Thus, diluted earnings per share equals basic earnings per share.

	The Group	
	2015 RM	2014 RM
Profit attributable to equity holders of the Company (RM million)	700.3	831.8
Weighted average number of ordinary shares (million)	3,740.2	3,633.8
<b>Basic/Diluted earnings per share (sen) attributable to equity holders of the Company</b>	<b>18.7</b>	<b>22.9</b>



### 13. DIVIDENDS IN RESPECT OF ORDINARY SHARES

Dividends approved and paid in respect of ordinary shares:

The Company	2015		2014	
	Dividend per share Sen	Amount of single-tier dividend RM	Dividend per share Sen	Amount of single-tier dividend RM
Final dividend paid in respect of the financial years ended:				
– 31 December 2014	13.4	498.4	–	–
– 31 December 2013	–	–	16.3	583.1
Interim dividend paid in respect of the financial years ended:				
– 31 December 2015	9.3	349.5	–	–
– 31 December 2014	–	–	9.5	348.4
<b>DIVIDENDS RECOGNISED AS DISTRIBUTION TO ORDINARY EQUITY HOLDERS OF THE COMPANY</b>	<b>22.7</b>	<b>847.9</b>	<b>25.8</b>	<b>931.5</b>

The Dividend Reinvestment Scheme (DRS) as explained in note 14(c) to the financial statements was made applicable to only the entire Final Dividend of the financial year ended 31 December 2014 where the entire Electable Portion of the Final Dividend could be elected to be reinvested in new ordinary shares of RM0.70 each in the Company (TM Shares) in accordance to the DRS. The DRS was not made applicable to the first Interim Dividend of the financial year ended 31 December 2015.

The Board of Directors has declared a second interim single-tier cash dividend of 12.1 sen per share for the financial year ended 31 December 2015. The dividend will be paid on 24 March 2016 to shareholders whose names appear in the Register of Members and Record of Depositors on 10 March 2016.

The Board of Directors is not recommending the payment of any final dividend in respect of the financial year ended 31 December 2015. The total dividends for the current financial year ended 31 December 2015 is 21.4 sen per ordinary share (2014: 22.9 sen).

### 14. SHARE CAPITAL

The Group and Company	2015		2014	
	Number of shares	RM	Number of shares	RM
Authorised:				
Ordinary shares of RM0.70 each	5,040.0	3,528.0	5,040.0	3,528.0
Special Share of RM1.00 (sub-note (a))	#	#	#	#
2,000 Class C Non-Convertible Redeemable Preference Shares of RM1.00 each (sub-note (b))	#	#	#	#
1,000 Class D Non-Convertible Redeemable Preference Shares of RM1.00 each (sub-note (b))	#	#	#	#
<b>TOTAL AUTHORISED SHARE CAPITAL</b>	<b>5,040.0</b>	<b>3,528.0</b>	<b>5,040.0</b>	<b>3,528.0</b>

**14. SHARE CAPITAL (continued)**

The Group and Company	2015		2014	
	Number of shares	RM	Number of shares	RM
Issued and fully paid:				
Ordinary shares of RM0.70 each				
At 1 January	3,719.4	2,603.6	3,577.4	2,504.2
Shares issued under Dividend Reinvestment Scheme (sub-note (c))	38.6	27.0	142.0	99.4
At 31 December	3,758.0	2,630.6	3,719.4	2,603.6
Special Share of RM1.00 (sub-note (a))				
At 1 January and 31 December	#	#	#	#
Class D Non-Convertible Redeemable Preference Shares of RM1.00 (sub-note (b))				
At 1 January and 31 December	#	#	#	#
<b>TOTAL ISSUED AND FULLY PAID-UP SHARE CAPITAL</b>	<b>3,758.0</b>	<b>2,630.6</b>	<b>3,719.4</b>	<b>2,603.6</b>

# Amount less than RM0.1 million

**(a) Special Rights Redeemable Preference Share (Special Share)**

The Special Share of RM1.00 would enable the Government through the Minister of Finance to ensure that certain major decisions affecting the operations of the Company are consistent with the Government's policy. The Special Shareholder, which may only be the Government or any representative or person acting on its behalf, is entitled to receive notices of meetings but does not carry any right to vote at such meetings of the Company. However, the Special Shareholder is entitled to attend and speak at such meetings.

Certain matters, in particular, the alteration of the Articles of Association of the Company relating to the rights of the Special Shareholder, the dissolution of the Company, any substantial acquisitions and disposal of assets, amalgamation, merger and takeover, require the prior consent of the Special Shareholder.

The Special Shareholder has the right to require the Company to redeem the Special Share at par at any time. In a distribution of capital in a winding up of the Company, the Special Shareholder is entitled to the repayment of the capital paid up on the Special Share in priority to any repayment of capital to any other member. The Special Share does not confer any right to participate in the capital or profits of the Company.

**(b) Non-Convertible Redeemable Preference Shares (NCRPS)**

These comprise 2,000 Class C NCRPS of RM1.00 each and 1,000 Class D NCRPS of RM1.00 each. On 20 July 2007, the Company issued 2,000 Class C NCRPS (TM NCRPS C) and 925 Class D NCRPS (TM NCRPS D) at a premium of RM999.00 each over the par value of RM1.00 each. TM NCRPS C and TM NCRPS D rank pari passu amongst themselves but below the Special Share and ahead of the ordinary shares of the Company in a distribution of capital in the event of the winding up or liquidation of the Company. TM NCRPS C and TM NCRPS D have been classified as liabilities. On 30 December 2013, the Company had redeemed TM NCRPS C upon its maturity.

The details of TM NCRPS C and TM NCRPS D are set out in note 17(b)(i) to the financial statements.

## 14. SHARE CAPITAL (continued)

### (c) Dividend Reinvestment Scheme

On 27 March 2014, the Company announced a proposal to undertake a Dividend Reinvestment Scheme (DRS) that provides shareholders of the Company (Shareholders) the option to elect to reinvest, in whole or in part, their cash dividend which includes interim, final, special or any other cash dividend, in new ordinary share(s) of RM0.70 each in the Company (New TM Share).

The DRS has received the approval from the Bursa Malaysia Securities Berhad via its letter dated 7 April 2014 and the Shareholders' approval at the Company's Extraordinary General Meeting on 8 May 2014.

Shareholders have the following options to reinvest their cash dividend in New TM Shares (Option to Reinvest):

- to elect to participate by reinvesting in whole or in part the portion of such dividend to which the Option to Reinvest applies (Electable Portion), at the issue price for New TM Shares.

In the event that only part of the Electable Portion is reinvested, the Shareholders shall receive the remaining portion of the dividend in cash; or

- to elect not to participate in the Option to Reinvest and thereby receive the entire dividend in cash.

On 26 February 2015, as part of the 2014 fourth quarter result, the Company announced a final dividend in respect of financial year ended 31 December 2014 of 13.4 sen per share (Final Dividend) for approval in the 30th Annual General Meeting (AGM) of the Company. The Directors determined that the DRS (as approved in the Company's Extraordinary Meeting on 8 May 2014) would be applicable to the entire Final Dividend.

On 30 April 2015, the Shareholders approved the renewal of authority for Directors of the Company to allot and issue New TM Shares at the AGM. The allotment and issuance of New TM Shares of RM0.70 each in relation to the DRS was approved by the Shareholders and its listing and quotation approved by Bursa Malaysia Securities Berhad (Bursa Malaysia).

Pursuant to the DRS, the Company increased its issued and fully paid share capital from RM2,603,559,225.30 to RM2,630,555,302.10 via the issuance of 38,565,824 New TM Shares on 18 June 2015 at an issue price of RM6.98 per New TM Share. This translates to 54.0% rate of acceptance of Shareholders to reinvest their cash dividend in New TM Shares.

Upon completion of the DRS on listing and quotation of the above New TM Shares on Main Market Bursa Malaysia on 19 June 2015, the total issued and paid-up share capital of the Company was RM2,630,555,302.10 comprising 3,757,934,823 ordinary shares of RM0.70 each, 1 Special Rights Redeemable Preference Share of RM1.00 and 925 Class D NCRPS of RM1.00 each.

## 15. OTHER RESERVES

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Fair value reserves (note 2(h)(iii))	90.2	57.8	90.2	57.8
Hedging reserve (note 2(j))	95.2	63.5	95.2	63.5
Capital redemption reserve	71.6	71.6	71.6	71.6
Other reserve (note 2(q)(iii) and note 47(a))	(267.6)	(267.6)	–	–
Currency translation differences arising from translation of:				
– subsidiaries	25.7	3.6	–	–
– associate	1.9	0.2	–	–
<b>TOTAL OTHER RESERVES</b>	<b>17.0</b>	<b>(70.9)</b>	<b>257.0</b>	<b>192.9</b>

## 16. RETAINED PROFITS

As at 31 December 2015, all of the Company's retained profits of RM3,299.2 million (2014: RM3,158.3 million) is available for tax exempt dividend distribution to shareholders.

**17. BORROWINGS**

The Group	2015				2014			
	Weighted Average Rate of Finance	Non- current RM	Current RM	Total RM	Weighted Average Rate of Finance	Non- current RM	Current RM	Total RM
<b>DOMESTIC</b>								
<b>Secured</b>								
Borrowings from financial institutions (sub-note (a))	4.93%	134.0	119.8	253.8	4.90%	164.7	81.2	245.9
Finance lease	2.89%	0.1	0.1	0.2	2.89%	0.2	0.1	0.3
<b>Total Domestic Secured</b>	<b>4.93%</b>	<b>134.1</b>	<b>119.9</b>	<b>254.0</b>	<b>4.90%</b>	<b>164.9</b>	<b>81.3</b>	<b>246.2</b>
<b>Unsecured</b>								
Borrowings from financial institutions	–	–	–	–	4.31%	–	13.0	13.0
Borrowings under Islamic principles								
– TM Islamic Stapled Income Securities (sub-note (b) and (c))	4.87%	925.0	–	925.0	4.87%	925.0	–	925.0
– Fair value of hedged risk (sub-note (c))	–	1.8	–	1.8	–	3.6	–	3.6
– Islamic Medium Term Notes (sub-note (d))	4.35%	4,000.0	–	4,000.0	4.32%	3,400.0	–	3,400.0
Convertible Medium Term Notes (sub-note (f))	4.88%	35.7	0.1	35.8	–	–	–	–
Other borrowings (sub-note (e))	4.71%	46.0	148.0	194.0	4.71%	89.8	98.1	187.9
Finance lease (sub-note (g))	6.23%	37.6	4.6	42.2	6.23%	42.2	4.4	46.6
<b>Total Domestic Unsecured</b>	<b>4.47%</b>	<b>5,046.1</b>	<b>152.7</b>	<b>5,198.8</b>	<b>4.46%</b>	<b>4,460.6</b>	<b>115.5</b>	<b>4,576.1</b>
<b>Total Domestic</b>	<b>4.50%</b>	<b>5,180.2</b>	<b>272.6</b>	<b>5,452.8</b>	<b>4.48%</b>	<b>4,625.5</b>	<b>196.8</b>	<b>4,822.3</b>
<b>FOREIGN</b>								
<b>Unsecured</b>								
Borrowings from financial institutions	1.55%	706.3	135.5	841.8	1.07%	575.7	–	575.7
Notes and Debentures (sub-note (h))	7.88%	1,286.1	–	1,286.1	7.88%	1,047.3	–	1,047.3
Other borrowings	–	2.8	0.2	3.0	–	2.9	0.2	3.1
<b>Total Foreign</b>	<b>5.37%</b>	<b>1,995.2</b>	<b>135.7</b>	<b>2,130.9</b>	<b>5.46%</b>	<b>1,625.9</b>	<b>0.2</b>	<b>1,626.1</b>
<b>TOTAL BORROWINGS</b>	<b>4.74%</b>	<b>7,175.4</b>	<b>408.3</b>	<b>7,583.7</b>	<b>4.73%</b>	<b>6,251.4</b>	<b>197.0</b>	<b>6,448.4</b>

**17. BORROWINGS (continued)**

	2015			2014		
	Domestic RM	Foreign RM	Total RM	Domestic RM	Foreign RM	Total RM
The Group's non-current borrowings are repayable as follows:						
After one year and up to five years	1,310.1	706.9	2,017.0	1,182.3	228.3	1,410.6
After five years and up to ten years	3,867.0	1,286.8	5,153.8	3,443.2	348.6	3,791.8
After ten years and up to fifteen years	3.1	0.8	3.9	–	1,048.0	1,048.0
After fifteen years	–	0.7	0.7	–	1.0	1.0
	<b>5,180.2</b>	<b>1,995.2</b>	<b>7,175.4</b>	<b>4,625.5</b>	<b>1,625.9</b>	<b>6,251.4</b>

	2015				2014			
	Weighted Average Rate of Finance	Non-current RM	Current RM	Total RM	Weighted Average Rate of Finance	Non-current RM	Current RM	Total RM
<b>The Company</b>								
<b>DOMESTIC</b>								
<b>Unsecured</b>								
Borrowings under Islamic principles								
– TM Islamic Stapled Income Securities (sub-note (b) and (c))	4.87%	925.0	–	925.0	4.87%	925.0	–	925.0
– Fair value of hedged risk (sub-note (c))	–	1.8	–	1.8	–	3.6	–	3.6
– Islamic Medium Term Notes (sub-note (d))	4.35%	4,000.0	–	4,000.0	4.32%	3,400.0	–	3,400.0
Other borrowings (sub-note (e))	4.71%	46.0	148.0	194.0	4.71%	89.8	98.1	187.9
Finance lease (sub-note (g))	6.23%	37.6	4.6	42.2	6.23%	42.2	4.4	46.6
<b>Total Domestic</b>	<b>4.47%</b>	<b>5,010.4</b>	<b>152.6</b>	<b>5,163.0</b>	<b>4.46%</b>	<b>4,460.6</b>	<b>102.5</b>	<b>4,563.1</b>
<b>FOREIGN</b>								
<b>Unsecured</b>								
Notes and Debentures (sub-note (h))	7.88%	1,286.1	–	1,286.1	7.88%	1,047.3	–	1,047.3
Other borrowings	–	2.8	0.2	3.0	–	2.9	0.2	3.1
<b>Total Foreign</b>	<b>7.87%</b>	<b>1,288.9</b>	<b>0.2</b>	<b>1,289.1</b>	<b>7.86%</b>	<b>1,050.2</b>	<b>0.2</b>	<b>1,050.4</b>
<b>TOTAL BORROWINGS</b>	<b>5.15%</b>	<b>6,299.3</b>	<b>152.8</b>	<b>6,452.1</b>	<b>5.10%</b>	<b>5,510.8</b>	<b>102.7</b>	<b>5,613.5</b>

**17. BORROWINGS (continued)**

	2015			2014		
	Domestic RM	Foreign RM	Total RM	Domestic RM	Foreign RM	Total RM
The Company's non-current borrowings are repayable as follows:						
After one year and up to five years	1,194.2	0.6	1,194.8	1,038.6	0.5	1,039.1
After five years and up to ten years	3,816.1	1,286.9	5,103.0	3,422.0	0.7	3,422.7
After ten years and up to fifteen years	–	0.8	0.8	–	1,048.0	1,048.0
After fifteen years	–	0.7	0.7	–	1.0	1.0
	<b>5,010.3</b>	<b>1,289.0</b>	<b>6,299.3</b>	4,460.6	1,050.2	5,510.8

The currency exposure profile of borrowings is as follows:

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Ringgit Malaysia	5,452.8	4,822.3	5,163.0	4,563.1
US Dollar	1,849.5	1,395.2	1,286.1	1,047.3
Other currencies	281.4	230.9	3.0	3.1
	<b>7,583.7</b>	6,448.4	<b>6,452.1</b>	5,613.5

- (a) Secured borrowings of subsidiaries are facilities relating to projects of the subsidiaries and are secured mainly by either assignment of proceeds receivable from projects as well as fixed and floating charge over assets.
- (b) On 20 July 2007, the Company had, through itself and its wholly-owned subsidiary, Hijrah Pertama Berhad (HPB), issued the TM Islamic Stapled Income Securities (TM ISIS) consisting of:
- (i) (a) RM2.0 million Class C Non-Convertible Redeemable Preference Shares (NCRPS) (TM NCRPS C) consisting of 2,000 Class C NCRPS of RM1.00 each at a premium of RM999.00 issued by the Company at an issue price of RM1,000 each;
- (b) Sukuk Ijarah Class A of nominal value RM1,998.0 million issued by HPB; and
- (ii) (a) RM925,000 Class D NCRPS (TM NCRPS D) consisting of 925 Class D NCRPS of RM1.00 each at a premium of RM999.00 issued by the Company at an issue price of RM1,000 each;
- (b) Sukuk Ijarah Class B of nominal value RM924,075,000 issued by HPB.

Sukuk Ijarah Class A and B are collectively referred to as 'Sukuk'.

The TM NCRPS (which comprises Class C and Class D NCRPS respectively) are effectively linked to the Sukuk in that the TM NCRPS and the Sukuk are issued simultaneously to the same parties and the periodic distribution obligations under the Sukuk are dependent on the payments made under the TM NCRPS. The outstanding amount of Sukuk are treated as borrowing by the Company as the Sukuk are effectively obligations of the Company.

## 17. BORROWINGS (continued)

- (b) The TM ISIS are classified as debt instruments and hence are reported as liabilities. Consequently, dividend payable under TM NCRPS and rental payable under Sukuk are reported as finance cost.

On 30 December 2013, the Company repaid the RM2.0 million Class C NCRPS and RM1,998.0 million Class A Sukuk at nominal value.

Salient terms of the above transactions are:

### (I) TM NCRPS

The principle features of the TM NCRPS are summarised as follows:

- (i) The NCRPS will not be convertible to ordinary shares of the Company.
- (ii) The NCRPS are not transferable/tradable and will be held by Primary Subscribers. The NCRPS will be mandatorily redeemed by the Company upon maturity of the Sukuk.
- (iii) There will be no voting rights except with regards to the proposal to reduce the capital of the Company, sanctioning the disposal of the whole of the Company's property, business and undertaking or where the proposition to be submitted to the meeting directly affects the rights and privileges of the NCRPS holders or as provided for in the Companies Act, 1965.
- (iv) The NCRPS will not be listed on any of the boards of Bursa Malaysia Securities Berhad.
- (v) The NCRPS shall rank pari passu amongst themselves but below the Special Share and ahead of the Company's ordinary shares in a distribution of capital in the event of the winding up or liquidation of the Company.

### (II) Sukuk Ijarah

The Sukuk are issued in 4 classes and is for the purposes of financing the purchase by HPB of the beneficial ownership of certain assets. The Sukuk comprise the following classes:

- (i) Class A Sukuk comprising Class A1 Sukuk and Class A2 Sukuk (collectively referred to as 'Class A Sukuk')
- (ii) Class B Sukuk comprising Class B1 Sukuk and Class B2 Sukuk (collectively referred to as 'Class B Sukuk')

The Class A Sukuk and Class B Sukuk shall represent undivided beneficial ownership in the relevant assets and shall constitute direct, unconditional and unsecured trust obligations of HPB and shall at all times rank pari passu, without discrimination, preference or priority amongst themselves.

Features of the Sukuk are summarised as follows:

- (i) The Sukuk shall constitute trust obligations of HPB in relation to, and represent undivided beneficial ownership in the assets.
- (ii) Class A2 Sukuk and Class B2 Sukuk are not transferable/tradable and will be held by Primary Subscribers until maturity of the Sukuk.



**17. BORROWINGS (continued)**

(b) Salient terms of the above transactions are: (continued)

**(II) Sukuk Ijarah (continued)**

- (iii) The Sukuk will constitute, inter alia, the obligations of the Company.
- (iv) The obligations of the Company in respect of the Sukuk will constitute direct, unconditional and unsecured obligations of the Company and shall at all times rank pari passu, without discrimination, preference or priority amongst themselves and at least pari passu with all other present and future unsecured and unsubordinated obligations of the Company, subject to those preferred by law or the transaction documents.
- (v) The Sukuk carry a rating of AAA by RAM Rating Services Berhad at the date of issue.

The respective tenure of the Sukuk are as follows:

Class	Maturity Dates
A1	30 December 2013
A2	30 December 2013
B1	28 December 2018
B2	28 December 2018

During the tenure of the TM ISIS, the Company can elect to either:

- (i) Pay gross dividends, comprising net dividend with the respective tax credits to investors and Nominal Rental payable to HPB; or
- (ii) Pay full rental to HPB, which in turn distributes the same as periodic distribution to investors who are holding Class A2 Sukuk and Class B2 Sukuk.

Where the Company elects to pay dividend, HPB will only receive Nominal Rental under the lease agreement which it in turn would pay out to investors under Class A2 Sukuk and Class B2 Sukuk as nominal periodic distribution. The nominal periodic distribution rate is 0.01% per annum.

Where the Company elects to pay full rental, the Periodic Distribution Rate as in the TM ISIS of Class C NCRPS and Class D NCRPS which is linked to Class A Sukuk and Class B Sukuk is 6.20% and 5.25% per annum respectively, payable semi-annually in arrears. The Periodic Distribution Rate for Class B Sukuk was reset on 31 December 2008 to 4.193% per annum payable semi-annually in arrears. The Periodic Distribution Rate for Class B Sukuk was reset again on 31 December 2013 to 4.87% per annum payable semi-annually in arrears. There will be no resetting of the Periodic Distribution Rate for Class B Sukuk subsequent to 2013 up to the maturity dates of the Sukuk.

Pursuant to Finance Act, 2007, tax credits can no longer be passed on to the investors who are not ordinary shareholders effective from 1 January 2008.

- (c) A portion of the security as described in sub-note (b) above, has been hedged with interest rate swaps which are accounted for using hedge accounting. Hence, fair value attributable to the changes in interest rate risk that has been hedged, is included in borrowings.

## 17. BORROWINGS (continued)

- (d) On 30 August 2013, the Company received approval from the Securities Commission Malaysia for the establishment of an Islamic Commercial Papers (ICP) programme and Islamic Medium Term Notes (IMTN) programme with a total combined limit of up to RM3.0 billion in nominal value, which have respective tenures of 7 and 20 years from the date of first issue. The ICP shall have a tenure of not more than 12 months whilst the IMTN between 1 to 20 years provided that the respective debt securities mature before the expiry of the respective programmes.

On 5 April 2011, the Company also established an ICP and IMTN programmes with a combined limit of up to RM2.0 billion in nominal value, which has been fully issued in 2013.

The proceeds from the issuance of the ICP and/or IMTN are used by the Company to meet its capital expenditure and business operating requirements. The IMTN in issue comprise the following:

	The Group and Company	
	2015 RM	2014 RM
IMTN due in 2020 (4.30%)	200.0	200.0
IMTN due in 2021 (4.20% – 4.50%)	800.0	800.0
IMTN due in 2022 (3.95% – 4.00%)	850.0	550.0
IMTN due in 2023 (3.93% – 3.95%)	650.0	650.0
IMTN due in 2024 (4.55% – 4.82%)	1,200.0	1,200.0
IMTN due in 2025 (4.88%)	300.0	–
	<b>4,000.0</b>	<b>3,400.0</b>

- (e) Domestic other borrowings include the present value of future payment obligation related to a government grant received by the Company.
- (f) Convertible Medium Term Notes (Convertible MTN)

Further to the disclosure in note 5(a) to the financial statements in relation to the 8-year Convertible MTN, on 15 September 2015 Packet One Networks (Malaysia) Sdn Bhd (P1) issued RM660.0 million nominal value of the first tranche issuance of the Convertible MTN (First Tranche Convertible MTN). RM622.5 million was subscribed by Mobikom Sdn Bhd, a wholly-owned subsidiary of the Group. The remaining RM37.5 million of the First Tranche Convertible MTN was subscribed by Packet One Sdn Bhd (a wholly-owned subsidiary of Green Packet Berhad) which holds a non-controlling interest in P1. The Convertible MTN which will mature on 15 September 2023 has an annual coupon rate of 1.0%, payable annually, and additional yield at redemption of 4.0% per annum, resulting in a yield to maturity of approximately 4.88% per annum.

**17. BORROWINGS (continued)**

(g) Minimum lease payments at the reporting date are as follows:

<b>The Group</b>	<b>2015 RM</b>	<b>2014 RM</b>
Not later than one year	7.2	7.3
Later than one year and not later than five years	28.5	28.6
Later than five years and not later than ten years	17.1	24.2
	<b>52.8</b>	60.1
Future finance charges	<b>(10.4)</b>	(13.2)
Present value of finance lease liabilities	<b>42.4</b>	46.9
Present value of finance lease liabilities at the reporting date is as follows:		
Not later than one year	4.7	4.6
Later than one year and not later than five years	21.7	20.4
Later than five years and not later than ten years	16.0	21.9
	<b>42.4</b>	46.9

<b>The Company</b>	<b>2015 RM</b>	<b>2014 RM</b>
Not later than one year	7.1	7.1
Later than one year and not later than five years	28.4	28.4
Later than five years and not later than ten years	17.1	24.2
	<b>52.6</b>	59.7
Future finance charges	<b>(10.4)</b>	(13.1)
Present value of finance lease liabilities	<b>42.2</b>	46.6
Present value of finance lease liabilities at the reporting date is as follows:		
Not later than one year	4.6	4.4
Later than one year and not later than five years	21.6	20.3
Later than five years and not later than ten years	16.0	21.9
	<b>42.2</b>	46.6

The finance lease refers to a leasing arrangement for an office building of the Company in Melaka.

(h) Notes and Debentures consist of the following:

	<b>The Group</b>		<b>The Company</b>	
	<b>2015 RM</b>	<b>2014 RM</b>	<b>2015 RM</b>	<b>2014 RM</b>
USD300.0 million 7.875% Debentures due in 2025	<b>1,286.1</b>	1,047.3	<b>1,286.1</b>	1,047.3

None of the Debentures was redeemed, purchased or cancelled during the current financial year.

## 18. PAYABLE TO A SUBSIDIARY

On 20 November 2012, the Company's wholly-owned subsidiary, TM Global Incorporated, a company incorporated in the Federal Territory of Labuan under the Offshore Companies Act, 1990, obtained a 5-year JPY7.8 billion loan from a financial institution which will mature on 20 November 2017. The loan carries a fixed JPY interest rate of 0.91375% per annum payable semi-annually on 20 May and 20 November of each financial year. The loan was utilised to repay the two Islamic Commercial Papers issued by the Company of RM150.0 million each which matured on 21 November 2012. The loan is unconditionally and irrevocably guaranteed by the Company.

On 12 November 2013, the Company's wholly-owned subsidiary, TM Global Incorporated, obtained a 7-year USD100.0 million loan from another financial institution which will mature on 30 October 2020. The loan carries a floating USD interest rate of 3 months London Interbank Offer Rate (LIBOR) plus 0.91% per annum payable quarterly on 12 February, May, August and November of each financial year including 30 October 2020. The loan is unconditionally and irrevocably guaranteed by the Company.

The term loans are reflected as borrowings of the Group (note 17 to the financial statements).

## 19. DERIVATIVE FINANCIAL INSTRUMENTS AND HEDGING TRANSACTIONS

The Group	Contract or notional amount RM	Fair value		Fair value changes during the financial year RM
		Assets RM	Liabilities RM	
<b>2015</b>				
<b>Derivatives at fair value through profit or loss</b>				
Forward foreign currency contracts (sub-note (b)(ii) and (iii))				
– less than 1 year	19.3	0.4	–	0.4
Call option on shares held by non-controlling interest				
– more than 3 years (sub-note (f)(ii))	87.1	7.8	–	(1.2)
<b>Put option liability over shares held by non-controlling interest</b>				
– more than 3 years (sub-note (f)(i) and note 47(a))	–	–	305.2	(25.4)
<b>Derivatives accounted for under hedge accounting</b>				
Interest rate swaps – fair value hedge (sub-note (i))				
– less than 1 year (sub-note (c))	500.0	1.8	–	(1.8)
Cross currency interest rate swaps – cash flow hedge (sub-note (ii))				
– 1 year to 3 years (sub-note (d))	298.9	–	16.7	51.0
– more than 3 years (sub-note (a) and (e))	627.3	325.3	–	190.6
<b>TOTAL</b>	<b>1,532.6</b>	<b>335.3</b>	<b>321.9</b>	<b>213.6</b>

**19. DERIVATIVE FINANCIAL INSTRUMENTS AND HEDGING TRANSACTIONS (continued)**

The Group	Contract or notional amount RM	Fair value		Fair value changes during the financial year RM
		Assets RM	Liabilities RM	
<b>2014</b>				
<b>Derivatives at fair value through profit or loss</b>				
Forward foreign currency contracts (sub-note (b)(i))				
– less than 1 year	–	–	–	(16.1)
Call option on shares held by non-controlling interest				
– more than 3 years (sub-note (f)(ii))	87.1	9.0	–	9.0
<b>Put option liability over shares held by non-controlling interest</b>				
– more than 3 years (sub-note (f)(i))	–	–	270.1	(270.1)
<b>Derivatives accounted for under hedge accounting</b>				
Interest rate swaps – fair value hedge (sub-note (i))				
– 1 year to 3 years (sub-note (c))	500.0	3.6	–	(3.9)
Cross currency interest rate swaps – cash flow hedge (sub-note (ii))				
– more than 3 years (sub-note (a), (d) and (e))	926.2	134.7	67.7	45.6
<b>TOTAL</b>	<b>1,513.3</b>	<b>147.3</b>	<b>337.8</b>	<b>(235.5)</b>

The Company	Contract or notional amount RM	Fair value		Fair value changes during the financial year RM
		Assets RM	Liabilities RM	
<b>2015</b>				
<b>Derivatives accounted for under hedge accounting</b>				
Interest rate swaps – fair value hedge (sub-note (i))				
– less than 1 year (sub-note (c))	500.0	1.8	–	(1.8)
Cross currency interest rate swaps – cash flow hedge (sub-note (ii))				
– 1 year to 3 years (sub-note (d))	298.9	–	16.7	51.0
– more than 3 years (sub-note (a) and (e))	627.3	325.3	–	190.6
<b>TOTAL</b>	<b>1,426.2</b>	<b>327.1</b>	<b>16.7</b>	<b>239.8</b>

## 19. DERIVATIVE FINANCIAL INSTRUMENTS AND HEDGING TRANSACTIONS (continued)

The Company	Contract or notional amount RM	Fair value		Fair value changes during the financial year RM
		Assets RM	Liabilities RM	
<b>2014</b>				
<b>Derivatives at fair value through profit or loss</b>				
Forward foreign currency contracts (sub-note (b))				
– less than 1 year	–	–	–	(16.1)
<b>Derivatives accounted for under hedge accounting</b>				
Interest rate swaps – fair value hedge (sub-note (i))				
– 1 year to 3 years (sub-note (c))	500.0	3.6	–	(3.9)
Cross currency interest rate swaps – cash flow hedge (sub-note (ii))				
– more than 3 years (sub-note (a), (d) and (e))	926.2	134.7	67.7	45.6
<b>TOTAL</b>	<b>1,426.2</b>	<b>138.3</b>	<b>67.7</b>	<b>25.6</b>

(i) The cumulative gains or losses on the hedged items attributable to the hedged risk is disclosed in note 17 to the financial statements.

(ii) Hedge accounting has been applied for these cash flow hedges where the underlying hedged items are as follows:

- the hedged portion of the recurring semi-annual coupon payment and final settlement of the USD300.0 million 7.875% Debentures due in 2025.
- semi-annual interest payment and final settlement of the JPY7.8 billion loan due in 2017.
- quarterly interest payment and final settlement of the USD100.0 million loan due in 2020.

There is no ineffectiveness to be recorded from fair value and cash flow hedges accounted for under hedge accounting.

Fair values of financial derivative instruments are the present values of their future cash flows. Favourable fair value indicates amount receivable by the Group and the Company if the contracts are terminated or vice versa. The Group and the Company are exposed to credit risk where the fair value of the contract is favourable, where the counterparty is required to pay the Group or the Company in the event of contract termination.

The maximum exposure to credit risk at the reporting date is the carrying amount of the derivative assets as presented on the Statements of Financial Position.

Summarised below are the derivative hedging transactions entered into by the Company:

### (a) Cross Currency Interest Rate Swap (CCIRS) Contracts

#### Underlying Liability

#### USD300.0 million 7.875% Debentures due in 2025

In 1995, the Company issued USD300.0 million 7.875% Debentures due in 2025.

## 19. DERIVATIVE FINANCIAL INSTRUMENTS AND HEDGING TRANSACTIONS (continued)

Summarised below are the derivative hedging transactions entered into by the Company: (continued)

### (a) Cross Currency Interest Rate Swap (CCIRS) Contracts (continued)

#### Hedging Instruments

On 17 October 2011, the Company entered into a CCIRS agreement with a notional amount of USD50.0 million that entitles it to receive interest at a fixed rate of 7.875% per annum on USD notional amount and obliges it to pay interest at a fixed rate of 7.875% on the RM notional amount (calculated at a pre-determined exchange rate). The swap will mature on 1 August 2025. On the maturity date, the Company would receive the USD notional amount and pay the counterparty an equivalent RM amount of RM154.0 million.

On 2 December 2011, the Company entered into another CCIRS agreement with a notional amount of USD50.0 million that entitles it to receive interest at a fixed rate of 7.875% per annum on USD notional amount and obliges it to pay interest at a fixed rate of 7.875% on the RM notional amount (calculated at a pre-determined exchange rate). The swap will mature on 1 August 2025. On the maturity date, the Company would receive the USD notional amount and pay the counterparty an equivalent RM amount of RM156.5 million.

The CCIRS contracts effectively convert part of the USD liability into RM liability.

### (b) Forward Foreign Currency Contracts

#### (i) Underlying Liability

##### USD465.1 million 5.25% Guaranteed Notes due in 2014

In 2004, TM Global Incorporated issued USD500.0 million 5.25% Guaranteed Notes due in 2014. On 4 December 2009, the Company repurchased USD34.9 million of the Notes. The Notes had matured and redeemed in full on 22 September 2014.

#### Hedging Instruments

On 10 March 2009 and 28 May 2009, the Company entered into two forward foreign currency contracts which matured on 22 September 2014. On the maturity date, the Company received USD50.0 million each from the counterparties in return for a payment of RM174.5 million and RM169.8 million respectively.

On 12 September 2012, the Company entered into a forward foreign currency contract which matured on 19 September 2014. The terms of the contract was such that on the maturity date, the Company received USD50.0 million from the counterparty in return for a payment at maturity. If the exchange rate at maturity date is below the pre-determined rate, the Company would buy USD for RM for the notional amount at the minimum rate. If the exchange rate at maturity date is above the pre-determined rate, the Company would buy USD for RM for the notional amount based on the exchange rate adjusted for the difference between the pre-determined rate and the minimum rate. Subsequently, on 17 October 2012, the Company entered into another forward foreign currency contract which matured on 19 September 2014. On the maturity date, the Company received USD30.0 million from the counterparty in return for a payment of RM94.9 million.

On 3 January 2013 and 11 January 2013, the Company entered into two forward foreign currency contracts which matured on 19 September 2014. On the maturity date, the Company received USD30.0 million and USD40.0 million from the counterparties in return for a payment of RM94.8 million and RM125.6 million respectively. On 18 October 2013, the Company entered into another forward foreign currency contract which matured on 19 September 2014. On the maturity date, the Company received USD30.0 million from the counterparty in return for a payment of RM96.5 million.

Between February and August 2014, the Company entered into additional forward foreign currency contracts which matured on 19 September 2014. On the maturity date, the Company received USD155.0 million from the counterparty in return for a payment of RM506.0 million.

The forward foreign currency contracts effectively converted part of the USD liability into RM principal liability.

Upon maturity of the underlying liability and these forward foreign currency contracts on 19 September 2014, the Company received a total of USD435.0 million for the contracts from the counterparties in return of a total payment of RM1,416.6 million.

## 19. DERIVATIVE FINANCIAL INSTRUMENTS AND HEDGING TRANSACTIONS (continued)

Summarised below are the derivative hedging transactions entered into by the Company: (continued)

### (b) Forward Foreign Currency Contracts (continued)

#### (ii) Underlying Liability

**USD4.8 million purchase contract due in December 2015, January and February 2016**

#### Hedging Instruments

On 1 September 2015, Packet One Networks (Malaysia) Sdn Bhd (P1) entered into three (3) forward foreign currency contracts (contract value of USD0.7 million, USD1.4 million and USD2.7 million) which matured/will mature on 14 December 2015, 13 January 2016 and 12 February 2016 respectively. On maturity, P1 would receive RM21.0 million from the counterparties in return for payment of USD4.8 million. A total of RM2.8 million was received in return for payment of USD0.7 million upon maturity of the first forward contract.

#### (iii) Underlying Liability

**USD0.5 million purchase contract due in January and February 2016**

#### Hedging Instruments

On 4 December 2015, P1 entered into two (2) forward foreign currency contracts (contract value of USD0.1 million and USD0.4 million) which will mature on 8 January 2016 and 12 February 2016 respectively. On maturity, P1 would receive in total RM2.1 million from the counterparties in return for payment of USD0.5 million in total.

### (c) Interest Rate Swap (IRS) Contract

#### Underlying Liability

**RM925.0 million 4.87% TM Islamic Stapled Income Securities (TM ISIS) due in 2018**

In 2007, the Company issued RM925.0 million 5.25% TM ISIS due in 2018. The coupon was reset to 4.193% per annum payable semi-annually in arrears on 31 December 2008 and was reset again on 31 December 2013 to 4.87% per annum.

#### Hedging Instrument

On 2 November 2009, the Company entered into an IRS agreement with a notional principal of RM500.0 million that entitles it to receive interest at a fixed rate of 4.193% per annum and obliges it to pay interest at a floating rate of 6 months KLIBOR minus 0.035% per annum. On 31 December 2013, in tandem with the reset of the underlying liability's coupon to 4.87% per annum, the Company is obliged to pay interest at a floating rate of 6 months KLIBOR plus 0.642% instead. The swap will mature on 30 December 2016.

### (d) Cross Currency Interest Rate Swap (CCIRS) Contract

#### Underlying Liability

**JPY7.8 billion 0.91375% Loan due in 2017**

In 2012, the Company, through its wholly-owned subsidiary, TM Global Incorporated, obtained a 5-year JPY7.8 billion loan from a financial institution.



## 19. DERIVATIVE FINANCIAL INSTRUMENTS AND HEDGING TRANSACTIONS (continued)

Summarised below are the derivative hedging transactions entered into by the Company: (continued)

### (d) Cross Currency Interest Rate Swap (CCIRS) Contract (continued)

#### Hedging Instrument

On 20 November 2012, the Company entered into a CCIRS agreement with a notional amount of JPY7.8 billion that entitles it to receive interest at a fixed rate of 0.91375% per annum on JPY notional amount and obliges it to pay interest at a fixed rate of 3.62% on the RM notional amount (calculated at a pre-determined exchange rate). The swap will mature on 20 November 2017. On the maturity date, the Company would receive the JPY notional amount and pay the counterparty an equivalent RM amount of RM298.9 million.

The CCIRS contracts effectively convert the JPY liability into RM liability.

### (e) Cross Currency Interest Rate Swap (CCIRS) Contract

#### Underlying Liability

#### USD100.0 million 3 months LIBOR plus 0.91% Loan due in 2020

In 2013, the Company, through its wholly-owned subsidiary, TM Global Incorporated, obtained a 7-year USD100.0 million loan from a financial institution.

#### Hedging Instrument

On 12 November 2013, the Company entered into two CCIRS agreements with notional amount of USD70.0 million and USD30.0 million respectively. The former CCIRS entitles the Company to receive interest at a floating rate of 3 months LIBOR plus 0.91% per annum on the USD notional amount and obliges it to pay interest at a fixed rate of 4.02% per annum on the RM notional amount (calculated at a pre-determined exchange rate). The latter CCIRS entitles the Company to receive interest at a floating rate of 3 months LIBOR plus 0.91% per annum on the USD notional amount and obliges it to pay interest at a fixed rate of 4.00% per annum on the RM notional amount (calculated at a pre-determined exchange rate). The swaps will mature on 30 October 2020. On the maturity date, the Company would receive the USD notional amount and pay the counterparties an equivalent combined RM amount of RM316.8 million.

The CCIRS contracts effectively convert the USD liability into RM liability.

### (f) Call and Put Options on Shares of a Subsidiary of the Group

#### (i) Put Option liability over shares held by non-controlling interest

As disclosed in note 5(a) to the financial statements, the Group through Mobikom Sdn Bhd (Mobikom) has granted Packet One Sdn Bhd (Packet One) an option to sell, which would require Mobikom to buy, all shares in the capital of Packet One Networks (Malaysia) Sdn Bhd (P1) registered in Packet One's (including Packet One's related corporation) name, collectively (Packet One Put Option).

The Packet One Put Option may be exercised in whole and not in part at any time on or after 31 March 2021 up to 30 September 2022 at the volume weighted average market price of P1 at the time of the exercise if it is traded or listed at a recognised stock exchange such as Bursa Malaysia Securities or if P1 shares are not publicly traded, the fully distributed market or equity value at which the P1 shares would trade on a recognised stock exchange.

This instrument represents the present value of the Group's liability to purchase its own equity. Fair value movements from changes in expected future liability is recognised as other gains and losses in the Income Statement whilst unwinding of discount of expected future outflow is recognised as finance cost.

## 19. DERIVATIVE FINANCIAL INSTRUMENTS AND HEDGING TRANSACTIONS (continued)

Summarised below are the derivative hedging transactions entered into by the Company: (continued)

### (f) Call and Put Options on Shares of a Subsidiary of the Group (continued)

#### (ii) Call Option on shares held by non-controlling interest

As disclosed in note 5(a) to the financial statements, SK Telecom Co Ltd (SKT) has granted to Mobikom an option to buy and SKT to sell, all shares in the capital of P1 registered under SKT's (including SKT's related corporation) name, collectively (SKT Call Option).

Among other conditions, the SKT Call Option may be exercised only in whole and not in part, any time after SKT and its related corporation ceases to own at least 10% of the issued share capital of P1 and will automatically lapse upon the earlier of:

- (i) two (2) months after the completion of the issuance of the RM1.65 billion Convertible MTN;
- (ii) the date immediately prior to completion of any capital increase other than those contained in the Investment Agreement;  
or
- (iii) any initial public offering implemented by P1.

The exercise price is at a price equal to Mobikom's per share subscription price during the completion of the acquisition of P1 by the Group on 30 September 2014.

Other than the above, there were other derivatives arising from the Group's investment in P1 but for which exercise prices are at fair market value of the shares in P1 at the time when the options are to be exercised and as such, the fair value of these options are nil.

## 20. DEFERRED TAX

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred taxes relate to the same tax authority. The following amounts, determined after appropriate offsetting, are presented on the Statements of Financial Position:

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Subject to income tax:				
Deferred tax assets	11.5	14.8	–	–
Deferred tax liabilities	1,367.6	1,258.0	1,269.4	1,135.0
<b>TOTAL DEFERRED TAX</b>	<b>1,356.1</b>	<b>1,243.2</b>	<b>1,269.4</b>	<b>1,135.0</b>
At 1 January	1,243.2	1,131.7	1,135.0	1,030.9
Acquisition of a subsidiary (note 5(b))	–	0.1	–	–
Current year (credited)/charged to the Income Statement arising from:				
– property, plant and equipment	(66.2)	(89.5)	(78.9)	(86.9)
– intangible assets	–	(0.8)	–	–
– tax incentive	265.3	221.7	265.3	221.7
– provisions and others	(85.6)	(29.5)	(52.0)	(30.7)
	113.5	101.9	134.4	104.1
– fair value adjustment arising from acquisition of a subsidiary (note 5(a))	–	9.7	–	–
– currency translation differences	(0.6)	(0.2)	–	–
<b>At 31 December</b>	<b>1,356.1</b>	<b>1,243.2</b>	<b>1,269.4</b>	<b>1,135.0</b>

## 20. DEFERRED TAX (continued)

Breakdown of cumulative balances by each type of temporary difference:

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
<b>(a) Deferred tax assets</b>				
Property, plant and equipment	9.6	19.6	–	–
Tax incentive	514.9	756.9	514.9	756.9
Tax losses	8.5	7.7	–	–
Provisions and others	559.3	467.8	519.8	445.0
	<b>1,092.3</b>	1,252.0	<b>1,034.7</b>	1,201.9
Offsetting	<b>(1,080.8)</b>	(1,237.2)	<b>(1,034.7)</b>	(1,201.9)
<b>Total deferred tax assets after offsetting</b>	<b>11.5</b>	14.8	<b>–</b>	–
<b>(b) Deferred tax liabilities</b>				
Property, plant and equipment	2,401.8	2,485.8	2,266.8	2,336.9
Intangible assets	5.7	8.9	–	–
Provisions and others	40.9	0.5	37.3	–
	<b>2,448.4</b>	2,495.2	<b>2,304.1</b>	2,336.9
Offsetting	<b>(1,080.8)</b>	(1,237.2)	<b>(1,034.7)</b>	(1,201.9)
<b>Total deferred tax liabilities after offsetting</b>	<b>1,367.6</b>	1,258.0	<b>1,269.4</b>	1,135.0

The Company was granted approval under Section 127 of the Income Tax Act, 1967 for income tax exemption in the form of the following Investment Allowance (IA):

- (i) 100% on qualifying last mile broadband assets acquired within a period of 5 years commencing 8 September 2007 to 7 September 2012 to be set off against 70% of statutory income for each year of assessment.
- (ii) 60% on qualifying high speed broadband assets acquired within a period of 5 years commencing 16 September 2008 to 15 September 2013 to be set off against 70% of statutory income for each year of assessment.

Any unutilised allowance can be carried forward to subsequent years until fully utilised. The amount of income exempted from tax is credited to a tax-exempt account from which tax-exempt dividends can be declared.

The deferred tax assets on unutilised IA have been recognised on the basis of the Company's previous history of recording profits, and to the extent that it is probable that future taxable profits will be available against which temporary differences can be utilised.

**20. DEFERRED TAX (continued)**

The unutilised tax losses and unabsorbed capital/other tax allowances of subsidiaries for which no deferred tax asset has been recognised on the Statement of Financial Position are as follows:

	The Group	
	2015 RM	2014 RM
Unutilised tax losses	933.2	730.3
Unabsorbed capital/other tax allowances	2,014.7	1,921.8
	<b>2,947.9</b>	<b>2,652.1</b>

The benefits of these tax losses and credits will only be obtained if the relevant subsidiaries derive future assessable income of a nature and amount sufficient for the benefits to be utilised.

**21. DEFERRED INCOME**

	The Group and Company	
	2015 RM	2014 RM
At 1 January	1,823.1	1,999.5
Additions	192.4	100.7
Credited to the Income Statement	(353.8)	(277.1)
<b>At 31 December</b>	<b>1,661.7</b>	<b>1,823.1</b>

Deferred income includes government funding for Universal Service Provision (USP), High Speed Broadband (HSBB) and Broadband to the General Population (BBGP) project which is amortised on a straight line basis over the estimated useful lives of the related assets.

## 22. PROPERTY, PLANT AND EQUIPMENT

The Group	Telecom- munications Network RM	Movable Plant and Equipment RM	Computer Support Systems RM	Land (sub-note (f)) RM	Buildings (sub-note (d)) RM	Capital Work-In- Progress RM	Total Property, Plant and Equipment RM
<b>Net Book Value</b>							
At 1 January 2015	9,958.6	387.9	790.5	828.1	1,933.7	886.3	14,785.1
Additions (sub-note (a))	135.2	129.8	23.4	0.5	8.9	2,618.4	2,916.2
Assetisation	1,277.8	81.1	283.2	–	74.4	(1,716.5)	–
Disposals	(2.3)	(3.7)	–	–	–	–	(6.0)
Charged to Income Statement	–	–	–	–	–	(116.0)	(116.0)
Write-off (note 7(a))	(42.2)	(1.1)	(0.2)	–	(0.7)	(0.3)	(44.5)
Depreciation (note 7(a))	(1,675.6)	(169.4)	(345.5)	(1.0)	(138.1)	–	(2,329.6)
Impairment (note 7(a) and sub-note (c))	(21.5)	(9.0)	(1.4)	–	–	–	(31.9)
Transfer to non-current assets held for sale (note 32)	–	–	–	(0.4)	(1.3)	–	(1.7)
Currency translation differences	2.4	5.6	0.4	–	6.9	–	15.3
Reclassification	2.5	(3.1)	0.7	–	(0.1)	–	–
<b>At 31 December 2015</b>	<b>9,634.9</b>	<b>418.1</b>	<b>751.1</b>	<b>827.2</b>	<b>1,883.7</b>	<b>1,671.9</b>	<b>15,186.9</b>
<b>At 31 December 2015</b>							
Cost (sub-note (b))	41,531.0	2,445.9	4,862.8	845.1	4,109.9	1,671.9	55,466.6
Accumulated depreciation	(31,642.6)	(2,015.6)	(4,104.8)	(15.2)	(2,226.0)	–	(40,004.2)
Accumulated impairment	(253.5)	(12.2)	(6.9)	(2.7)	(0.2)	–	(275.5)
<b>Net Book Value</b>	<b>9,634.9</b>	<b>418.1</b>	<b>751.1</b>	<b>827.2</b>	<b>1,883.7</b>	<b>1,671.9</b>	<b>15,186.9</b>
<b>Net Book Value</b>							
At 1 January 2014	9,828.0	420.3	777.7	829.0	1,936.3	780.7	14,572.0
Acquisition of subsidiaries (note 5)	453.3	26.2	20.0	–	0.2	56.6	556.3
Additions (sub-note (a))	164.1	82.5	12.8	0.1	20.4	1,831.6	2,111.5
Assetisation	1,192.5	42.0	338.6	–	71.6	(1,644.7)	–
Disposals	(1.1)	(4.2)	–	(0.1)	–	–	(5.4)
Charged to Income Statement	–	–	–	–	–	(133.5)	(133.5)
Write-off (note 7(a))	(45.3)	(0.4)	(0.8)	–	(2.1)	(4.2)	(52.8)
Depreciation (note 7(a))	(1,628.7)	(146.9)	(357.4)	(0.9)	(126.0)	–	(2,259.9)
Impairment (note 7(a) and sub-note (c))	–	(2.3)	–	–	–	–	(2.3)
Transfer to non-current assets held for sale (note 32)	–	–	–	–	(4.4)	–	(4.4)
Currency translation differences	0.8	1.5	(0.4)	–	1.9	(0.2)	3.6
Reclassification	(5.0)	(30.8)	–	–	35.8	–	–
<b>At 31 December 2014</b>	<b>9,958.6</b>	<b>387.9</b>	<b>790.5</b>	<b>828.1</b>	<b>1,933.7</b>	<b>886.3</b>	<b>14,785.1</b>
<b>At 31 December 2014</b>							
Cost (sub-note (b))	40,771.4	2,356.4	4,887.5	845.0	4,047.5	886.3	53,794.1
Accumulated depreciation	(30,580.8)	(1,965.3)	(4,091.5)	(14.2)	(2,113.6)	–	(38,765.4)
Accumulated impairment	(232.0)	(3.2)	(5.5)	(2.7)	(0.2)	–	(243.6)
<b>Net Book Value</b>	<b>9,958.6</b>	<b>387.9</b>	<b>790.5</b>	<b>828.1</b>	<b>1,933.7</b>	<b>886.3</b>	<b>14,785.1</b>

**22. PROPERTY, PLANT AND EQUIPMENT (continued)**

<b>The Company</b>	<b>Telecom- munications Network RM</b>	<b>Movable Plant and Equipment RM</b>	<b>Computer Support Systems RM</b>	<b>Land (sub-note (f) RM</b>	<b>Buildings (sub-note (d) RM</b>	<b>Capital Work-In- Progress RM</b>	<b>Total Property, Plant and Equipment RM</b>
<b>Net Book Value</b>							
At 1 January 2015	9,029.2	319.2	646.4	348.9	1,370.2	850.2	12,564.1
Additions (sub-note (a))	120.9	73.7	12.2	0.5	3.7	2,516.7	2,727.7
Assetisation	1,223.8	59.4	247.7	–	62.7	(1,593.6)	–
Disposals*	(1.7)	(4.0)	–	–	–	–	(5.7)
Charged to Income Statement	–	–	–	–	–	(115.0)	(115.0)
Write-off (note 7(a))	(40.4)	(1.1)	–	–	(0.4)	(0.3)	(42.2)
Depreciation (note 7(a))	(1,470.2)	(112.7)	(297.0)	(0.9)	(107.9)	–	(1,988.7)
Transfer to non-current assets held for sale (note 32)	–	–	–	(0.4)	(1.3)	–	(1.7)
Reclassification	2.5	(3.1)	0.7	–	(0.1)	–	–
<b>At 31 December 2015</b>	<b>8,864.1</b>	<b>331.4</b>	<b>610.0</b>	<b>348.1</b>	<b>1,326.9</b>	<b>1,658.0</b>	<b>13,138.5</b>
<b>At 31 December 2015</b>							
Cost (sub-note (b))	39,340.6	1,872.1	4,233.3	363.5	3,270.1	1,658.0	50,737.6
Accumulated depreciation	(30,275.2)	(1,540.7)	(3,623.3)	(12.8)	(1,943.2)	–	(37,395.2)
Accumulated impairment	(201.3)	–	–	(2.6)	–	–	(203.9)
<b>Net Book Value</b>	<b>8,864.1</b>	<b>331.4</b>	<b>610.0</b>	<b>348.1</b>	<b>1,326.9</b>	<b>1,658.0</b>	<b>13,138.5</b>
<b>Net Book Value</b>							
At 1 January 2014	9,311.5	368.1	633.5	349.6	1,363.3	804.0	12,830.0
Additions (sub-note (a))	138.1	62.0	9.0	0.1	6.7	1,728.6	1,944.5
Assetisation	1,118.0	41.5	315.8	–	71.3	(1,546.6)	–
Disposals	(0.8)	(4.2)	–	–	–	–	(5.0)
Charged to Income Statement	–	–	–	–	–	(131.6)	(131.6)
Write-off (note 7(a))	(44.5)	(0.2)	(0.5)	–	(1.4)	(4.2)	(50.8)
Depreciation (note 7(a))	(1,488.1)	(117.2)	(311.4)	(0.8)	(101.1)	–	(2,018.6)
Transfer to non-current assets held for sale (note 32)	–	–	–	–	(4.4)	–	(4.4)
Reclassification	(5.0)	(30.8)	–	–	35.8	–	–
<b>At 31 December 2014</b>	<b>9,029.2</b>	<b>319.2</b>	<b>646.4</b>	<b>348.9</b>	<b>1,370.2</b>	<b>850.2</b>	<b>12,564.1</b>
<b>At 31 December 2014</b>							
Cost (sub-note (b))	38,629.3	1,865.8	4,283.4	363.4	3,226.0	850.2	49,218.1
Accumulated depreciation	(29,398.8)	(1,546.6)	(3,637.0)	(11.9)	(1,855.8)	–	(36,450.1)
Accumulated impairment	(201.3)	–	–	(2.6)	–	–	(203.9)
<b>Net Book Value</b>	<b>9,029.2</b>	<b>319.2</b>	<b>646.4</b>	<b>348.9</b>	<b>1,370.2</b>	<b>850.2</b>	<b>12,564.1</b>

\* Included RM0.4 million being movable plant and equipment disposed to a subsidiary.

**22. PROPERTY, PLANT AND EQUIPMENT (continued)**

- (a) Included in additions of the Group and the Company are borrowing costs of RM37.1 million (2014: RM42.3 million) directly attributable to the construction of qualifying assets.
- (b) Included in property, plant and equipment of the Group and the Company are fully depreciated assets which are still in use costing RM26,307.3 million (2014: RM22,747.6 million) and RM25,521.0 million (2014: RM21,962.4 million) respectively.
- (c) Impairment loss  
The review of impairment for property, plant and equipment carried out during the year resulted in certain property, plant and equipment being impaired. RM30.5 million (2014: RM2.3 million) of the impairment loss recognised were relating to assets located at sites that are no longer in operation as well as assets that are affected by obsolescence. As the assets impaired were highly specialised, their fair value less cost to sell was estimated to be nil. The remaining RM1.4 million (2014: nil) impairment loss were in respect of assets with uncertain future cash flows for which recoverable value has been estimated to approximately nil.
- (d) Included in property, plant and equipment of the Group and the Company is an office building with net book value of RM45.6 million (2014: RM48.7 million) which is under finance lease arrangement.
- (e) During the financial year, the Company performed an annual review to assess the useful life of its property, plant and equipment. This review has taken into consideration changes in technology, latest findings in research and development and updated practises of the telecommunication industry. Arising from this review, the useful life of certain network equipments have been extended from 20 to 25 years and from 25 to 30 years respectively whilst the useful life of certain computer support system assets have been extended from between 3 to 7 years to 8 years effective from 1 October 2015. The net impact of this change in estimate was a lower depreciation charge of RM19.9 million for the current financial year.



**22. PROPERTY, PLANT AND EQUIPMENT (continued)**

(f) Details of land are as follows:

The Group	Freehold RM	Leasehold (sub-note (i)) RM	Other Land (sub-note (ii)) RM	Total RM
<b>Net Book Value</b>				
At 1 January 2015	729.1	67.6	31.4	828.1
Addition	–	0.5	–	0.5
Depreciation	–	(1.0)	–	(1.0)
Transfer to non-current asset held for sale (note 32)	(0.3)	(0.1)	–	(0.4)
Reclassification	(0.1)	2.6	(2.5)	–
<b>At 31 December 2015</b>	<b>728.7</b>	<b>69.6</b>	<b>28.9</b>	<b>827.2</b>
<b>At 31 December 2015</b>				
Cost	731.4	84.4	29.3	845.1
Accumulated depreciation	–	(14.8)	(0.4)	(15.2)
Accumulated impairment	(2.7)	–	–	(2.7)
<b>Net Book Value</b>	<b>728.7</b>	<b>69.6</b>	<b>28.9</b>	<b>827.2</b>
<b>Net Book Value</b>				
At 1 January 2014	729.0	68.1	31.9	829.0
Addition	–	0.1	–	0.1
Disposal	(0.1)	–	–	(0.1)
Depreciation	–	(0.9)	–	(0.9)
Reclassification	0.2	0.3	(0.5)	–
At 31 December 2014	729.1	67.6	31.4	828.1
<b>At 31 December 2014</b>				
Cost	731.8	81.4	31.8	845.0
Accumulated depreciation	–	(13.8)	(0.4)	(14.2)
Accumulated impairment	(2.7)	–	–	(2.7)
<b>Net Book Value</b>	<b>729.1</b>	<b>67.6</b>	<b>31.4</b>	<b>828.1</b>

**22. PROPERTY, PLANT AND EQUIPMENT (continued)**

(f) Details of land are as follows: (continued)

The Company	Freehold RM	Leasehold (sub-note (i)) RM	Other Land (sub-note (ii)) RM	Total RM
<b>Net Book Value</b>				
At 1 January 2015	260.3	57.2	31.4	348.9
Addition	–	0.5	–	0.5
Depreciation	–	(0.9)	–	(0.9)
Transfer to non-current asset held for sale (note 32)	(0.3)	(0.1)	–	(0.4)
Reclassification	(0.1)	2.6	(2.5)	–
<b>At 31 December 2015</b>	<b>259.9</b>	<b>59.3</b>	<b>28.9</b>	<b>348.1</b>
<b>At 31 December 2015</b>				
Cost	262.5	71.7	29.3	363.5
Accumulated depreciation	–	(12.4)	(0.4)	(12.8)
Accumulated impairment	(2.6)	–	–	(2.6)
<b>Net Book Value</b>	<b>259.9</b>	<b>59.3</b>	<b>28.9</b>	<b>348.1</b>
<b>Net Book Value</b>				
At 1 January 2014	260.1	57.6	31.9	349.6
Addition	–	0.1	–	0.1
Depreciation	–	(0.8)	–	(0.8)
Reclassification	0.2	0.3	(0.5)	–
At 31 December 2014	260.3	57.2	31.4	348.9
<b>At 31 December 2014</b>				
Cost	262.9	68.7	31.8	363.4
Accumulated depreciation	–	(11.5)	(0.4)	(11.9)
Accumulated impairment	(2.6)	–	–	(2.6)
<b>Net Book Value</b>	<b>260.3</b>	<b>57.2</b>	<b>31.4</b>	<b>348.9</b>

**22. PROPERTY, PLANT AND EQUIPMENT (continued)**

(f) Details of land are as follows: (continued)

(i) Leasehold land comprise the followings:

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Long term leasehold land	49.3	48.2	48.3	47.2
Short term leasehold land	20.3	19.4	11.0	10.0
<b>Total</b>	<b>69.6</b>	<b>67.6</b>	<b>59.3</b>	<b>57.2</b>

Long term leasehold land has an unexpired lease period of 50 years and above.

(ii) The title deeds pertaining to other land have not yet been registered in the name of the Company. Pending finalisation with the relevant authorities, these lands have not been classified according to their tenures.

The other land will be reclassified accordingly as and when the title deeds pertaining to these lands have been registered.

**23. INVESTMENT PROPERTY**

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
<b>Net Book Value</b>				
At 1 January	–	–	114.7	116.9
Depreciation (note 7(a))	–	–	(2.3)	(2.2)
<b>At 31 December</b>	<b>–</b>	<b>–</b>	<b>112.4</b>	<b>114.7</b>
<b>At 31 December</b>				
Cost	–	–	128.0	128.0
Accumulated depreciation	–	–	(15.6)	(13.3)
<b>Net Book Value</b>	<b>–</b>	<b>–</b>	<b>112.4</b>	<b>114.7</b>

The investment property of the Company comprise of an office building located on a freehold land which is rented and occupied by a wholly-owned subsidiary.

The fair value of the property of the Company at 31 December 2015 was RM128.0 million (2014: RM128.0 million) based on a valuation performed by an independent professional valuer. The valuation was based on current price observable in the market, classified as a Level 2 fair value.

## 24. INTANGIBLE ASSETS

The Group	Goodwill RM	Customer Base RM	Telecom- munication Spectrum RM	Other Intangibles* RM	Total RM
<b>Net Book Value</b>					
At 1 January 2015	361.7	37.3	168.2	14.5	581.7
Additions	–	–	–	31.3	31.3
Reclassification (sub-note (a))	–	–	–	32.4	32.4
Amortisation (note 7(a))	–	(13.4)	–	(24.2)	(37.6)
<b>At 31 December 2015</b>	<b>361.7</b>	<b>23.9</b>	<b>168.2</b>	<b>54.0</b>	<b>607.8</b>
<b>Net Book Value</b>					
At 1 January 2014	309.6	–	–	10.2	319.8
Acquisition of a subsidiary	52.1	40.6	168.2	2.3	263.2
Additions	–	–	–	18.7	18.7
Amortisation (note 7(a))	–	(3.3)	–	(16.7)	(20.0)
At 31 December 2014	361.7	37.3	168.2	14.5	581.7
<b>At 31 December 2015</b>					
Cost	366.7	40.6	168.2	101.7	677.2
Accumulated amortisation	–	(16.7)	–	(47.7)	(64.4)
Accumulated impairment	(5.0)	–	–	–	(5.0)
<b>Net Book Value</b>	<b>361.7</b>	<b>23.9</b>	<b>168.2</b>	<b>54.0</b>	<b>607.8</b>
<b>At 31 December 2014</b>					
Cost	366.7	40.6	168.2	47.7	623.2
Accumulated amortisation	–	(3.3)	–	(33.2)	(36.5)
Accumulated impairment	(5.0)	–	–	–	(5.0)
Net Book Value	361.7	37.3	168.2	14.5	581.7

\* Other intangibles comprise the fair value of acquired development expenditure incurred in the design, development and testing of products and services of a newly acquired subsidiary during the previous financial year, as well as software and programme rights of other subsidiaries.

During the financial year, fully amortised other intangibles of a subsidiary amounting to RM9.7 million at cost (2014: RM14.9 million) were written off against accumulated amortisation of the same amount.

- (a) Included in other intangible assets are the fair value of irrevocable vouchers of RM32.4 million. A subsidiary of the Group was granted irrevocable vouchers by a major supplier as part of a Debt Settlement Agreement entered in year 2013 in relation to equipment purchased. These can be used to set-off against future purchase costs of network equipment manufactured by the supplier and/or technical services provided by the supplier to the subsidiary within a pre-determined period as set out in the Debt Settlement Agreement and/or can be used to offset certain payables amount outstanding or redeemed as cash subject to the terms and conditions of the Debt Settlement Agreement.

On 15 July 2015, the subsidiary had fully settled the total payable sums and thus invalidating the Debt Settlement Agreement. The supplier has extended the validity of the irrevocable vouchers to 31 December 2018. In the event there is any unutilised portion of the irrevocable vouchers on 31 December 2018, it shall be extended for a further twenty-four months from the expiry date on 31 December 2018. In addition, the irrevocable vouchers have been extended for utilisation within TM Group of companies, by the supplier, from 1 January 2016 to 31 December 2018 with the amount capped at USD5.0 million.

## 24. INTANGIBLE ASSETS (continued)

### (b) Impairment test for goodwill

The Group undertakes an annual test for impairment of its cash-generating units. No impairment loss was required for the carrying amounts of goodwill assessed as at 31 December 2015 as their recoverable amounts were in excess of their carrying amounts.

The Group's total goodwill is attributable to the following cash-generating units, being the lowest level of asset for which there are separately identifiable cash flows:

	2015 RM	2014 RM
VADS Berhad	308.4	308.4
Packet One Networks (Malaysia) Sdn Bhd	52.1	52.1
Others	1.2	1.2
	<b>361.7</b>	<b>361.7</b>

The amount of goodwill initially recognised is dependent upon the allocation of the purchase price to the fair value of identifiable assets acquired and the liabilities assumed. The determination of the fair value of the assets and liabilities is based, to a considerable extent, on management's judgment.

#### (i) Key assumptions used in the value-in-use calculation

The recoverable amount of the cash-generating unit including goodwill in this test, is determined based on value-in-use calculation.

This value-in-use calculation applies a discounted cash flow model using cash flows projection based on forecast and projection approved by management covering a three-year period for VADS. As for Packet One Networks (Malaysia) Sdn Bhd (P1), the cash flows projection used is based on a ten-year forecast in view of the long term nature and capital intensive plan of the Group to roll-out a Long-Term Evolution (LTE) network through P1. The ten-year projection used, has been approved by management. The forecast and projection reflect management's expectation of revenue growth, operating costs and margins for the cash-generating unit based on past experience. Cash flows beyond the third year for VADS and tenth year for P1 respectively are extrapolated using estimated terminal growth rate. The rates have been determined with regards to projected growth rate for the market in which the cash-generating units participates.

The discount rate applied to the cash flows forecast is benchmarked against local peers at the date of the assessment of the cash-generating unit.

The following assumptions have been applied in the value-in-use calculation:

	2015		2014	
	VADS	P1	VADS	P1*
Pre-tax discount rate	11.7%	19.7%	13.2%	—
Terminal growth rate	1.5%	1.0%	1.5%	—

#### (ii) Impact of possible change in key assumptions used

Changing the assumptions selected by management, in particular the discount rate assumption used in the discounted cash flow model could significantly affect the result of the impairment test and consequently the Group's results. The Group's review includes an impact assessment of changes in key assumptions. Based on the sensitivity analysis performed, management has concluded that no reasonable change in the base case key assumptions would cause the carrying amount of the cash-generating unit to exceed its recoverable amount.

## 24. INTANGIBLE ASSETS (continued)

### (b) Impairment test for goodwill (continued)

#### (ii) Impact of possible change in key assumptions used (continued)

If the following pre-tax discount rate is applied to the cash flows forecast and projection of the Group's cash-generating unit, the carrying amount of the cash-generating unit including goodwill will equal the corresponding recoverable value, assuming all other variables remain unchanged.

	2015		2014	
	VADS	P1	VADS	P1*
Pre-tax discount rate	15.9%	24.1%	18.7%	–

\* No impairment review was performed for the goodwill in P1 in 2014 which was the year P1 was acquired.

## 25. SUBSIDIARIES

The Company	2015			2014		
	Malaysia RM	Overseas RM	Total RM	Malaysia RM	Overseas RM	Total RM
Unquoted investments, at cost	1,713.0	22.0	1,735.0	1,705.3	22.0	1,727.3
Accumulated impairment (sub-note (a))	(4.5)	(13.2)	(17.7)	(1.7)	(13.2)	(14.9)
	1,708.5	8.8	1,717.3	1,703.6	8.8	1,712.4
Options granted to employees of subsidiaries	24.3	–	24.3	24.3	–	24.3
Unquoted investments, at written down value (sub-note (b))	–	–	–	–	–	–
<b>NET INVESTMENTS IN SUBSIDIARIES</b>	<b>1,732.8</b>	<b>8.8</b>	<b>1,741.6</b>	<b>1,727.9</b>	<b>8.8</b>	<b>1,736.7</b>

(a) During the current financial year, consequent to the Company's assessment of the recoverable amount from its investments in subsidiaries, an impairment loss of RM2.8 million was recognised in respect of a wholly-owned subsidiary which was impaired to its fair value less cost of disposal based on net asset position as at the end of the financial year (Level 3 fair value classification). In the previous financial year, a reversal of an impairment loss of RM76.0 million was recognised in respect of a wholly-owned subsidiary.

(b) Investments in certain subsidiaries have been written down to recoverable amount of RM1.00 each.

The Group's effective equity interest in the subsidiaries, their respective principal activities and countries of incorporation are listed in note 52 to the financial statements. Other than Yayasan Telekom Malaysia, which is 100% consolidated in the Group's financial results, the proportion of the Group's voting rights in the subsidiaries held by the Group do not differ from the proportion of ordinary shares held or the Group's effective equity interests in the subsidiaries. The Group has de facto control over Yayasan Telekom Malaysia due to a combination of facts including source of funding and right to appoint the Board of Trustees.

There are no significant restrictions on the ability of the subsidiaries to transfer funds in the form of dividends and other capital distributions or for loans or advances being made or repaid, to (or from) the Group.

## 25. SUBSIDIARIES (continued)

Set out below are the summarised financial information for each of the three subsidiaries which has non-controlling interests that are material to the Group, before any inter-company eliminations:

	Packet One Networks (Malaysia) Sdn Bhd Group*		Fiberail Sdn Bhd		Fibrecomm Networks (M) Sdn Bhd	
	2015 RM	2014 RM	2015 RM	2014 RM	2015 RM	2014 RM
<b>Summarised Income Statement</b>						
Revenue	231.1	67.1	230.8	249.1	126.7	128.7
(Loss)/Profit before income tax	(320.7)	(53.3)	96.7	92.1	6.1	7.4
Income tax expense	–	–	(30.8)	(21.6)	4.6	(3.1)
(Loss)/Profit after taxation and total comprehensive income	(320.7)	(53.3)	65.9	70.5	10.7	4.3
Total comprehensive (loss)/income attributed to non-controlling interests	(143.4)	(23.8)	30.3	32.4	5.2	2.1
Dividends paid to non-controlling interests	–	–	28.8	21.8	2.4	3.6
<b>Summarised Statement of Financial Position</b>						
Current assets	575.6	161.2	154.9	152.9	98.9	126.7
Current liabilities	(397.7)	(311.3)	(52.4)	(54.8)	(122.2)	(157.1)
Total current net assets/(liabilities)	177.9	(150.1)	102.5	98.1	(23.3)	(30.4)
Non-current assets	660.0	752.7	182.3	182.6	178.9	194.2
Non-current liabilities	(673.0)	(117.1)	(38.7)	(37.6)	(27.4)	(41.6)
Total non-current net (liabilities)/assets	(13.0)	635.6	143.6	145.0	151.5	152.6
Net assets	164.9	485.5	246.1	243.1	128.2	122.2
Cumulative non-controlling interests	73.7	217.1	113.2	111.8	62.8	59.9
<b>Summarised Statement of Cash Flows</b>						
Cash generated (used in)/from operations	(313.0)	(83.4)	100.3	123.9	32.0	59.4
Interest paid	(14.3)	(5.3)	–	–	(0.3)	(0.5)
Income tax (paid)/refunded	–	–	(27.4)	(17.8)	(17.2)	1.0
Cash flows (used in)/from operating activities	(327.3)	(88.7)	72.9	106.1	14.5	59.9
Cash flows used in investing activities	(27.3)	(30.4)	(1.7)	(9.7)	(14.9)	(21.2)
Cash flows from/(used in) financing activities	805.0	53.5	(62.7)	(47.3)	(17.9)	(7.6)
Net increase/(decrease) in cash and cash equivalents	450.4	(65.6)	8.5	49.1	(18.3)	31.1
Effect of exchange rate changes	–	–	–	–	1.0	(1.1)
Cash and cash equivalents at beginning of the financial year	46.4	–	65.6	16.5	39.1	9.1
Cash and cash equivalents at acquisition date	–	112.0	–	–	–	–
Cash and cash equivalents at end of the financial year	496.8	46.4	74.1	65.6	21.8	39.1

\* Acquired in 2014

## 26. LOANS AND ADVANCES TO SUBSIDIARIES

Loans and advances to subsidiaries of RM914.3 million (2014: RM250.5 million) represent shareholder loans and advances for working capital purposes. These loans and advances are unsecured and bear interest ranging from 2.44% to 5.03% (2014: 2.33% to 5.26%) and will mature between 1 to 7 years.

## 27. ASSOCIATES

The Group	2015 RM	2014 RM
Share of net assets of associates		
Unquoted investments	<b>26.3</b>	6.5
<b>TOTAL</b>	<b>26.3</b>	6.5
The Group's share of revenue and profit of associates is as follows:		
Revenue	<b>32.0</b>	15.5
Profit after taxation and total comprehensive income	<b>24.7</b>	9.3
The Group's share of assets and liabilities of associates is as follows:		
Non-current assets	<b>47.0</b>	16.8
Current assets	<b>8.7</b>	11.0
Non-current liabilities	<b>(2.8)</b>	(12.6)
Current liabilities	<b>(26.6)</b>	(8.7)
Net assets	<b>26.3</b>	6.5

The Group's associates are not material individually to the financial position, financial performance and cash flows of the Group.

The Group has not recognised the share of loss after taxation of associates amounting to RM1.2 million (2014: RM0.9 million) and RM3.2 million (2014: RM2.0 million) in respect of the current and cumulative financial year respectively.

The Group's effective equity interest in the associates, all of which are unquoted, their respective principal activities and countries of incorporation are listed in note 53 to the financial statements.

There are no contingent liabilities relating to the Group's interest in the associates and there are no significant restrictions on the ability of the associates to transfer funds in the form of dividend to the Group.



**28. AVAILABLE-FOR-SALE INVESTMENTS**

The Group	Investment in Technology Investment Fund RM	Investment in Unquoted Equity Securities RM	Investment in Fixed Income Securities RM	Total RM
At 1 January 2015	–	99.0	469.3	568.3
Additions	23.6	–	353.6	377.2
Fair value changes transferred to other comprehensive income	–	35.6	(0.9)	34.7
Disposals	–	(2.3)	(307.6)	(309.9)
Accretion of finance income (net)	–	–	1.2	1.2
<b>At 31 December 2015</b>	<b>23.6</b>	<b>132.3</b>	<b>515.6</b>	<b>671.5</b>
Current portion	–	–	515.6	515.6
Non-current portion	23.6	132.3	–	155.9
<b>TOTAL AVAILABLE-FOR-SALE INVESTMENTS</b>	<b>23.6</b>	<b>132.3</b>	<b>515.6</b>	<b>671.5</b>
At 1 January 2014	–	99.7	624.3	724.0
Additions	–	–	319.5	319.5
Fair value changes transferred to other comprehensive income	–	(0.7)	3.1	2.4
Disposals	–	–	(477.6)	(477.6)
At 31 December 2014	–	99.0	469.3	568.3
Current portion	–	–	469.3	469.3
Non-current portion	–	99.0	–	99.0
<b>TOTAL AVAILABLE-FOR-SALE INVESTMENTS</b>	<b>–</b>	<b>99.0</b>	<b>469.3</b>	<b>568.3</b>

**28. AVAILABLE-FOR-SALE INVESTMENTS (continued)**

The Company	Investment in Technology Investment Fund RM	Investment in Unquoted Equity Securities RM	Investment in Fixed Income Securities RM	Total RM
At 1 January 2015	–	98.9	469.3	568.2
Additions	23.6	–	353.6	377.2
Fair value changes transferred to other comprehensive income	–	35.6	(0.9)	34.7
Disposals	–	(2.3)	(307.6)	(309.9)
Accretion of finance income (net)	–	–	1.2	1.2
<b>At 31 December 2015</b>	<b>23.6</b>	<b>132.2</b>	<b>515.6</b>	<b>671.4</b>
Current portion	–	–	515.6	515.6
Non-current portion	23.6	132.2	–	155.8
<b>TOTAL AVAILABLE-FOR-SALE INVESTMENTS</b>	<b>23.6</b>	<b>132.2</b>	<b>515.6</b>	<b>671.4</b>
At 1 January 2014	–	99.6	624.3	723.9
Additions	–	–	319.5	319.5
Fair value changes transferred to other comprehensive income	–	(0.7)	3.1	2.4
Disposals	–	–	(477.6)	(477.6)
At 31 December 2014	–	98.9	469.3	568.2
Current portion	–	–	469.3	469.3
Non-current portion	–	98.9	–	98.9
<b>TOTAL AVAILABLE-FOR-SALE INVESTMENTS</b>	<b>–</b>	<b>98.9</b>	<b>469.3</b>	<b>568.2</b>

The currency exposure profile of available-for-sale investments is as follows:

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Ringgit Malaysia	517.8	472.3	517.7	472.2
US Dollar	94.9	47.6	94.9	47.6
Singapore Dollar	58.8	48.4	58.8	48.4
	<b>671.5</b>	568.3	<b>671.4</b>	568.2

The maximum exposure to credit risk at the reporting date is the carrying amount of the investment in fixed income securities.

**28. AVAILABLE-FOR-SALE INVESTMENTS (continued)**

The credit quality of investment in fixed income securities is as follows:

	The Group and Company	
	2015 RM	2014 RM
AAA	153.2	154.6
AA	307.2	289.8
A	26.2	18.8
P1	5.0	–
Malaysian Government Securities	24.0	6.1
	<b>515.6</b>	<b>469.3</b>

**29. AVAILABLE-FOR-SALE RECEIVABLES**

	2015 RM	2014 RM
<b>The Group and Company</b>		
At 1 January	25.7	26.4
Additions (including interest)	1.4	2.2
Repayments	(2.3)	(2.1)
Fair value changes transferred to other comprehensive income	#	(0.8)
At 31 December	24.8	25.7
Impairment at 1 January and 31 December	(18.8)	(18.8)
<b>TOTAL AVAILABLE-FOR-SALE RECEIVABLES (net)</b>	<b>6.0</b>	<b>6.9</b>

# Amount less than RM0.1 million

Available-for-sale receivables of the Company are in respect of education loans provided to undergraduates and are convertible to scholarships if certain performance criteria are met. The loans are contractually interest free and if not converted to scholarship will be repayable over a period of not more than 11 years.

As of 31 December 2015, all overdue amounts have been impaired.

In both the current and previous financial year, there was no conversion to scholarships.

The Company does not hold any collateral for security in respect of education loans.

### 30. OTHER NON-CURRENT RECEIVABLES

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Staff loans at amortised cost				
– under Islamic principles	142.4	80.7	142.4	80.7
– under conventional principles	1.9	1.9	1.9	1.8
Total staff loans (sub-note (i))	144.3	82.6	144.3	82.5
Other non-current receivables				
– other deposits (sub-note (ii))	133.1	112.1	133.1	112.1
– tax recoverable (sub-note (iii))	113.8	113.8	113.8	113.8
– Redeemable Exchangeable Medium Term Notes receivable (sub-note (iv))	200.3	121.7	–	–
– others (sub-note (v))	188.8	72.2	–	–
	780.3	502.4	391.2	308.4
Prepaid employee benefits	10.4	5.5	10.4	5.5
	790.7	507.9	401.6	313.9
Staff loans receivable within twelve months included under other receivables (note 34)	(4.4)	(7.2)	(4.4)	(7.2)
<b>TOTAL OTHER NON-CURRENT RECEIVABLES</b>	<b>786.3</b>	<b>500.7</b>	<b>397.2</b>	<b>306.7</b>

(i) Staff loans comprise housing, vehicle, computer and club membership loans offered to employees with contractual financing cost of 4.0% per annum on a reducing balance basis except for club membership loans which are free of financing cost. There is no single significant credit risk exposure as the amount is mainly receivable from individuals. Staff loans inclusive of financing cost, are repayable in equal monthly instalments as follows:

- Housing loans – 25 years or upon employees attaining 55 years of age, whichever is earlier
- Vehicle loans – maximum of 8 years for new cars and 6 years for second hand cars
- Computer loans – 3 years

Credit risk arising from staff loans is mitigated by the enforcement of salary deductions as a mode of repayment. In addition, collateral is obtained for the following:

- Housing loans – registered land charges and assignments over the properties financed
- Vehicle loans – ownership claims over the vehicles financed

During the current financial year, the Company disposed RM11.9 million (2014: RM8.9 million) of its employees housing loans for a total cash consideration of RM11.3 million (2014: RM8.5 million) pursuant to the Sale and Purchase (S&P) Agreement entered on 27 May 2009 with AmMortgage One Berhad (AmMortgage One), a wholly-owned subsidiary of AmBank (M) Berhad (AmBank). In tandem with the S&P Agreement, a Servicing Agreement between the Company, AmMortgage One and AmBank was also executed. The arrangement reflects the outsourcing of the Company's mortgage servicing operations to AmBank.

**30. OTHER NON-CURRENT RECEIVABLES (continued)**

- (i) The disposal in 2009 included loan portfolio of employees where the repayment terms go beyond the employees' retirement age. This loan portfolio was not derecognised as the credit risk in the event of default after the employees' retirement age, remains with the Company. The carrying amount of the loan portfolio and its fair value are as follows:

	The Group and Company			
	2015		2014	
	Carrying amount RM	Fair value RM	Carrying amount RM	Fair value RM
Staff loans at amortised cost	0.5	0.5	1.0	1.0
Other borrowings (note 17)	(0.5)	(0.5)	(1.0)	(1.1)
Net amount	#	#	–	(0.1)

# Amount less than RM0.1 million

- (ii) Other deposits comprise deposit and accrued interest relating to the non-cancellable operating lease of four office buildings and long term deposits.

The Company entered into two Ringgit Malaysia deposit agreements in 2011 with maturity on 1 August 2025, under which the Company will deposit RM4.1 million and RM4.2 million respectively every six months until the deposits' maturity date. On maturity, the Company will be entitled for deposits repayments of RM154.0 million and RM156.5 million respectively. The deposits are collateralised by Malaysian Government Bonds.

The deposits effectively build up a sinking fund with an assured value of RM154.0 million and RM156.5 million respectively on 1 August 2025 for the repayment of the Company's Debentures.

- (iii) This comprise tax credit in respect of prior years arising from the last mile broadband tax incentive as explained in note 20 to the financial statements, to be offset against future tax payables.
- (iv) This comprise the carrying value of the first three tranches (2014: first tranche) and accrued interest of the 8-year Redeemable Exchangeable Medium Term Notes (Exchangeable MTNs) issued by Green Packet Berhad (Green Packet) subscribed by a wholly-owned subsidiary of the Group as explained in note 5(a) to the financial statements. The credit risk arising from the Exchangeable MTNs is limited as the Exchangeable MTNs is secured against Packet One Networks (Malaysia) Sdn Bhd (P1) ordinary shares held by Packet One Sdn Bhd (Packet One), a wholly-owned subsidiary of Green Packet and the 8-year Convertible Medium Term Notes issued by P1 which has been subscribed by Packet One.
- (v) Include the present value of receivables for land disposed by a wholly-owned subsidiary, due over the remaining contractual period of the joint land development agreement and long term leasing receivables of wholly-owned subsidiary.

### 31. INVENTORIES

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Telecommunications equipment	22.5	10.4	22.5	10.4
Capacity held for resale	71.2	5.9	71.2	5.9
Work-in-progress	96.0	57.5	39.8	15.7
Land held for sale	4.4	4.4	–	–
Land held for property development	31.4	32.8	–	–
Others	11.3	4.9	9.0	3.1
<b>TOTAL INVENTORIES</b>	<b>236.8</b>	<b>115.9</b>	<b>142.5</b>	<b>35.1</b>

### 32. NON-CURRENT ASSETS HELD FOR SALE

During the financial year, the Company finalised a series of Sales and Purchase Agreements for the disposal of a number of freehold and leasehold land as well as buildings which have been reclassified as non-current assets held for sale. Total consideration for the remaining assets held for sale excluding the assets in sub-note (a) as at 31 December 2015 was RM8.2 million (2014: RM20.3 million).

The Group and Company	At 1 January RM	Carrying amount immediately before reclassification from property, plant and equipment (note 22) RM	Disposal RM	Reversal/ (Impairment) (note 7(a) and sub-note (a)) RM	At 31 December RM
<b>Carrying amount 2015</b>					
Land					
– Freehold	11.8	0.3	(0.3)	1.7	13.5
– Leasehold	0.9	0.1	#	–	1.0
Buildings	0.3	1.3	(0.4)	4.6	5.8
	<b>13.0</b>	<b>1.7</b>	<b>(0.7)</b>	<b>6.3</b>	<b>20.3</b>
<b>2014</b>					
Land					
– Freehold	16.0	–	(2.5)	(1.7)	11.8
– Leasehold	0.9	–	–	–	0.9
Buildings	5.4	4.4	(4.9)	(4.6)	0.3
	<b>22.3</b>	<b>4.4</b>	<b>(7.4)</b>	<b>(6.3)</b>	<b>13.0</b>

# Amount less than RM0.1 million

**32. NON-CURRENT ASSETS HELD FOR SALE (continued)**

- (a) The RM6.3 million impairment loss recognised in the previous financial year was in respect of land and buildings that were impaired to the contracted selling price, less cost to sell. The sales contract was subsequently unwound in 2015 and the impairment loss reversed, as the fair value of the assets based on current price observable in the market (Level 2 fair value), exceeds the assets' carrying amount immediately prior to reclassification from property, plant and equipment. The Group remains committed in an active programme to locate a buyer to complete the disposal of the assets.

**33. CUSTOMER ACQUISITION COSTS**

	The Group and Company	
	2015 RM	2014 RM
At 1 January	62.7	73.8
Additions	73.6	78.9
Amortised to the Income Statement	(77.2)	(90.0)
<b>At 31 December</b>	<b>59.1</b>	<b>62.7</b>

**34. TRADE AND OTHER RECEIVABLES**

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Receivables from external customers	3,022.7	2,811.2	2,037.7	2,030.2
Receivables from subsidiaries	—	—	202.5	59.2
Receivables from associates	82.0	34.4	82.0	34.4
	<b>3,104.7</b>	2,845.6	<b>2,322.2</b>	2,123.8
Impairment of trade receivables	(1,250.6)	(1,387.8)	(818.6)	(971.7)
	<b>1,854.1</b>	1,457.8	<b>1,503.6</b>	1,152.1
Accrued earnings	499.1	574.3	364.7	441.3
Total trade receivables (net)	<b>2,353.2</b>	2,032.1	<b>1,868.3</b>	1,593.4
Prepayments	213.7	240.3	118.8	190.8
Tax recoverable	124.0	118.6	85.4	85.4
Staff loans (note 30)	4.4	7.2	4.4	7.2
Goods and Services Tax (GST)	3.6	—	0.7	—
Other receivables from subsidiaries	—	—	186.8	188.9
Other receivables from associates	1.0	1.0	1.0	1.0
Other receivables	287.2	458.5	142.5	126.9
Impairment of other receivables	(40.0)	(32.4)	(74.8)	(71.3)
Total other receivables (net)	<b>593.9</b>	793.2	<b>464.8</b>	528.9
<b>TOTAL TRADE AND OTHER RECEIVABLES (net)</b>	<b>2,947.1</b>	2,825.3	<b>2,333.1</b>	2,122.3

### 34. TRADE AND OTHER RECEIVABLES (continued)

Movements in the impairment accounts of trade and other receivables are as follows:

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
<b>(a) Trade receivables</b>				
At 1 January	1,387.8	1,235.9	971.7	830.4
Acquisition of a subsidiary (note 5(a))	–	39.6	–	–
Impairment	186.9	252.3	158.0	245.4
Receivables written off as uncollectible	(324.6)	(140.2)	(311.1)	(104.1)
Foreign exchange difference	0.5	0.2	–	–
<b>At 31 December</b>	<b>1,250.6</b>	<b>1,387.8</b>	<b>818.6</b>	<b>971.7</b>
<b>(b) Other receivables</b>				
At 1 January	32.4	34.0	71.3	45.3
Net impairment/(reversal)	8.1	(0.7)	3.9	26.1
Receivables written off as uncollectible	(0.5)	(0.9)	(0.4)	(0.1)
<b>At 31 December</b>	<b>40.0</b>	<b>32.4</b>	<b>74.8</b>	<b>71.3</b>

The creation and release of impaired receivables has been included in 'other operating costs' on the Income Statement (note 7(b) to the financial statements). Amounts charged to the impairment accounts are generally written off, when there is no expectation of recovering additional cash.

The other classes within trade and other receivables do not contain impaired assets.

Certain amount of trade receivables have been subjected to offsetting with trade payables where these balances are from transactions transacted with the same counterparty and are settled on net basis, summarised as follows:

	2015			2014		
	Gross amount of trade receivables RM	Gross amount of trade payables and accruals set off against trade receivables (note 37) RM	Net amount of trade receivables RM	Gross amount of trade receivables RM	Gross amount of trade payables and accruals set off against trade receivables (note 37) RM	Net amount of trade receivables RM
The Group	2,555.8	(202.6)	2,353.2	2,256.0	(223.9)	2,032.1
The Company	2,070.9	(202.6)	1,868.3	1,817.3	(223.9)	1,593.4

For trade receivables and trade payables subject to netting arrangements above, each agreement between the Group and the counterparties is carried out on net settlement basis, including events of default.



**34. TRADE AND OTHER RECEIVABLES (continued)**

Trade receivables of RM881.5 million (2014: RM706.7 million) and RM788.9 million (2014: RM585.0 million) for the Group and the Company respectively were past due but not impaired. These relate to a number of independent customers for whom there is no recent history of default. The ageing analysis of these trade receivables is as follows:

The Group	Not past due RM	Past due but not impaired			Total RM
		1 to 3 months RM	4 to 6 months RM	> 6 months RM	
<b>2015</b>					
Collectively assessed	263.9	0.9	2.7	10.6	278.1
Individually assessed	708.7	303.0	259.1	305.2	1,576.0
	972.6	303.9	261.8	315.8	1,854.1
<b>2014</b>					
Collectively assessed	318.0	41.7	15.0	35.2	409.9
Individually assessed	433.1	315.3	157.8	141.7	1,047.9
	751.1	357.0	172.8	176.9	1,457.8

The Company	Not past due RM	Past due but not impaired			Total RM
		1 to 3 months RM	4 to 6 months RM	> 6 months RM	
<b>2015</b>					
Collectively assessed	210.7	–	–	–	210.7
Individually assessed	451.8	216.1	219.5	203.0	1,090.4
Amount due from subsidiaries	52.2	106.7	14.3	29.3	202.5
	714.7	322.8	233.8	232.3	1,503.6
<b>2014</b>					
Collectively assessed	285.9	27.8	1.3	20.7	335.7
Individually assessed	268.3	238.0	142.4	108.5	757.2
Amount due from subsidiaries	12.9	31.2	2.1	13.0	59.2
	567.1	297.0	145.8	142.2	1,152.1

### 34. TRADE AND OTHER RECEIVABLES (continued)

An analysis of trade receivables that are neither past due nor impaired is as follows:

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Global & Wholesale	275.2	93.2	227.1	74.3
Retail – Consumer	153.1	176.0	146.7	175.7
Retail – SME	64.0	110.2	64.0	110.2
Retail – Enterprise	111.3	74.1	111.3	74.1
Retail – Government	181.7	121.9	113.4	119.9
Amount due from subsidiaries	–	–	52.2	12.9
Others*	187.3	175.7	–	–
	<b>972.6</b>	<b>751.1</b>	<b>714.7</b>	<b>567.1</b>

\* Others mainly comprise student debtors and receivables for the provision of managed network services, information and communications technology, system integration services and last mile broadband services of subsidiaries.

The Group and the Company are not exposed to major concentrations of credit risk due to the diversified customer base. The analysis of trade receivables by lines of business is considered the most appropriate disclosure of credit concentration. In addition, credit risk is mitigated to a certain extent by cash deposits (note 38 to the financial statements) and bankers' guarantee obtained from customers amounting to RM6.4 million (2014: RM14.7 million). The Group and the Company consider the impairment at the reporting date to be adequate to cover the potential financial loss.

Credit terms of trade receivables excluding accrued earnings range from 30 to 90 days (2014: 30 to 90 days).

The maximum exposure to credit risk at the reporting date is the carrying amount of each class of receivable mentioned above.

The currency exposure profile of trade and other receivables after impairment is as follows:

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Ringgit Malaysia	2,175.8	2,110.8	1,540.7	1,484.6
US Dollar	742.5	673.6	789.3	635.2
Special Drawing Rights	0.6	0.8	0.6	0.8
Other currencies	28.2	40.1	2.5	1.7
	<b>2,947.1</b>	<b>2,825.3</b>	<b>2,333.1</b>	<b>2,122.3</b>

**35. FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS**

	The Group and Company	
	2015 RM	2014 RM
Equity securities quoted on the Bursa Malaysia Securities Berhad	6.6	9.2
<b>TOTAL FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS</b>	<b>6.6</b>	<b>9.2</b>
Market value of quoted equity securities	6.6	9.2

**36. CASH AND BANK BALANCES**

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Deposits with:				
Licensed banks	839.9	1,055.6	835.6	995.2
Other financial institutions	15.7	32.8	15.7	32.8
Deposits under Islamic principles	1,503.8	954.4	1,430.8	868.3
Total deposits	2,359.4	2,042.8	2,282.1	1,896.3
Cash and bank balances	1,101.5	814.7	278.8	429.4
Cash and bank balances under Islamic principles	50.7	128.3	19.1	22.1
<b>TOTAL CASH AND BANK BALANCES</b>	<b>3,511.6</b>	<b>2,985.8</b>	<b>2,580.0</b>	<b>2,347.8</b>
Less:				
Deposits pledged	(0.8)	(10.8)	–	–
<b>TOTAL CASH AND CASH EQUIVALENTS</b>	<b>3,510.8</b>	<b>2,975.0</b>	<b>2,580.0</b>	<b>2,347.8</b>

The currency exposure profile of cash and bank balances is as follows:

Ringgit Malaysia	3,219.4	2,901.1	2,452.9	2,345.1
US Dollar	246.9	70.8	127.1	2.7
Other currencies	45.3	13.9	–	–
	<b>3,511.6</b>	<b>2,985.8</b>	<b>2,580.0</b>	<b>2,347.8</b>

### 36. CASH AND BANK BALANCES (continued)

The deposits are placed mainly with a number of creditworthy financial institutions. There is no major concentration of deposits in any single financial institution. The credit quality of the financial institutions in which cash and deposits are placed is as follows:

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
AAA	1,170.1	1,089.4	433.4	623.2
AA	1,569.8	1,441.0	1,493.7	1,351.9
A	692.2	313.5	577.4	233.1
NR (sub-note (a))	79.5	141.9	75.5	139.6
	<b>3,511.6</b>	<b>2,985.8</b>	<b>2,580.0</b>	<b>2,347.8</b>

(a) Mainly comprise deposits with other financial institutions with sovereign equivalent rating.

Deposits have maturities ranging from overnight to 90 days (2014: from overnight to 90 days) for the Group and the Company. Bank balances are deposits held at call with banks.

The weighted average interest rate of deposits as at 31 December 2015 was 4.32% (2014: 4.33%) and 4.32% (2014: 4.34%) for the Group and the Company respectively.

### 37. TRADE AND OTHER PAYABLES

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Trade payables and accruals	2,612.6	2,218.5	2,230.9	1,766.4
Payable for Universal Service Provision	655.2	348.1	637.7	312.2
Deferred revenue	152.6	155.0	19.3	40.7
Provision for Skim MESRA (sub-note (b))	93.2	110.2	85.4	100.4
Finance cost payable	65.3	55.2	64.5	54.8
Duties and other taxes payable	23.9	43.4	7.2	29.2
Deposits and trust monies	93.3	80.8	57.8	54.8
Payables to subsidiaries (sub-note (a))	—	—	646.4	580.7
Other payables and accruals	696.1	729.8	457.9	410.9
	<b>4,392.2</b>	<b>3,741.0</b>	<b>4,207.1</b>	<b>3,350.1</b>
Current portion	4,367.0	3,605.2	4,181.9	3,315.8
Non-current portion (sub-note (b) and (c))	25.2	135.8	25.2	34.3
<b>TOTAL TRADE AND OTHER PAYABLES</b>	<b>4,392.2</b>	<b>3,741.0</b>	<b>4,207.1</b>	<b>3,350.1</b>

**37. TRADE AND OTHER PAYABLES (continued)**

- (a) Include excess funds of subsidiaries managed and invested by the Company, which are interest bearing as disclosed in note 43(b) to the financial statements.
- (b) Provision for Skim MESRA for eligible employees

On 13 October 2014, the Group and the Company announced the offering of a special optional retirement scheme, called Skim MESRA, to its employees aged 55 and above as at 31 December 2014. Eligible employees who accepts the optional retirement offer are compensated through special incentives and designated benefits until they reach the age of 60. On 1 October 2015, a subsequent similar scheme was offered to eligible employees of the Group and the Company aged 55 as at 31 December 2015.

The expected financial impact of this scheme which involves a one-off compensation payment within 12 months of the financial year end during which the acceptance was made as well as pre-determined limited health care benefits expected over the subsequent 5 financial years have been recognised in the financial statements based on the number of employees who have accepted the offer at the end of the respective financial years.

- (c) Previous financial year balances include amount owing by a subsidiary to a supplier which is subject to interest of 4.2% per annum to be repaid over the remaining period of 2 years and is secured by the followings:
- (i) a corporate guarantee from Green Packet Berhad (a non-controlling interest of the subsidiary) in favour of the supplier; and
- (ii) debenture creating a fixed and floating charge upon the present and future assets and properties of the subsidiary in favour of the supplier. As at 31 December 2014, this debenture is being negotiated by both parties as such a formalised charge has not been made.

This was subsequently unwound during the current financial year.

Certain amount of trade payables and accruals have been subjected to offsetting with trade receivables where these balances are from transactions transacted with the same counterparties and are settled on net basis, summarised as follows:

	2015			2014		
	Gross amount of trade payables and accruals RM	Gross amount of trade receivables set off against trade payables and accruals (note 34) RM	Net amount of trade payables and accruals RM	Gross amount of trade payables and accruals RM	Gross amount of trade receivables set off against trade payables and accruals (note 34) RM	Net amount of trade payables and accruals RM
The Group	2,815.2	(202.6)	2,612.6	2,442.4	(223.9)	2,218.5
The Company	2,433.5	(202.6)	2,230.9	1,990.3	(223.9)	1,766.4

Credit terms of trade and other payables excluding accruals vary from 30 to 90 days (2014: 30 to 90 days) depending on the terms of the contracts.

### 37. TRADE AND OTHER PAYABLES (continued)

The currency exposure profile of trade and other payables is as follows:

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Ringgit Malaysia	3,943.9	3,197.7	3,876.5	3,057.8
US Dollar	417.8	505.8	326.6	287.0
Special Drawing Rights	0.7	0.9	0.7	0.9
Other currencies	29.8	36.6	3.3	4.4
	<b>4,392.2</b>	<b>3,741.0</b>	<b>4,207.1</b>	<b>3,350.1</b>

### 38. CUSTOMER DEPOSITS

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Telephone services	465.8	479.4	465.8	479.4
Data services	1.8	3.0	1.0	1.2
<b>TOTAL CUSTOMER DEPOSITS</b>	<b>467.6</b>	<b>482.4</b>	<b>466.8</b>	<b>480.6</b>

Customer deposits for telephone services are subject to rebate at 2.5% per annum effective 1 April 2010 in accordance with the provisions of Communications and Multimedia (Rates) Rules 2002. Customer deposits are repayable on demand as and when the customers terminate their services.

### 39. CASH FLOWS FROM OPERATING ACTIVITIES

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Receipts from customers	11,105.2	10,538.3	9,666.0	9,580.7
Payments to suppliers and employees	(7,526.1)	(7,110.1)	(6,249.5)	(6,270.8)
Payments of finance cost	(304.4)	(300.2)	(278.2)	(289.9)
Payments of income taxes and zakat (net)	(332.7)	(113.9)	(242.0)	(65.4)
<b>TOTAL CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>2,942.0</b>	<b>3,014.1</b>	<b>2,896.3</b>	<b>2,954.6</b>

**40. CASH FLOWS USED IN INVESTING ACTIVITIES**

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Contribution for purchase of property, plant and equipment	54.5	79.4	54.5	79.4
Disposal of property, plant and equipment	8.4	11.0	8.5	10.7
Purchase of property, plant and equipment	(2,547.2)	(2,100.5)	(2,347.6)	(1,962.6)
Acquisition of subsidiaries*	–	(281.4)	–	(45.0)
Subscription of shares in a subsidiary	–	–	(7.7)	(350.0)
Subscription of Exchangeable Medium Term Notes	(67.5)	(119.3)	–	–
Disposal of current available-for-sale investments	307.6	474.9	307.6	474.9
Disposal of non-current available-for-sale investments	2.3	–	2.3	–
Purchase of current available-for-sale investments	(353.0)	(319.5)	(353.0)	(319.5)
Purchase of non-current available-for-sale investments	(23.5)	–	(23.5)	–
Disposal of financial assets at fair value through profit or loss	–	3.8	–	3.8
Disposal of non-current assets held for sale	10.8	24.9	10.8	24.9
Long term deposits	(16.6)	(16.6)	(16.6)	(16.6)
Repayments from subsidiaries – loans and advances	–	–	35.1	42.8
– other receivables	–	–	91.6	65.5
Advances to subsidiaries	–	–	(792.3)	(180.0)
Repayments to subsidiaries for Inter-Company Fund Optimisation (ICFO)	–	–	(4,116.8)	(2,691.4)
Receipts from subsidiaries for ICFO	–	–	4,111.1	2,544.1
Repayments of loans by employees	9.9	8.0	9.9	8.0
Loans to employees	(88.0)	(63.1)	(88.0)	(63.1)
Disposal of housing loan	11.3	8.5	11.3	8.5
Interests received	134.0	119.7	121.6	98.5
Dividends received	7.1	8.2	288.1	37.7
<b>TOTAL CASH FLOWS USED IN INVESTING ACTIVITIES</b>	<b>(2,549.9)</b>	<b>(2,162.0)</b>	<b>(2,693.1)</b>	<b>(2,229.4)</b>

\* Net of cash and cash equivalent acquired

#### 41. CASH FLOWS FROM/(USED IN) FINANCING ACTIVITIES

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Proceeds from issuance of shares (note 14(c))	269.2	778.9	269.2	778.9
Capital contribution by non-controlling interest	7.3	–	–	–
Equity portion of Convertible Medium Term Notes subscribed by non-controlling interest	1.7	–	–	–
Proceeds from borrowings	1,779.8	1,313.7	1,500.0	1,200.0
Repayments of borrowings (net)	(1,031.8)	(1,522.8)	(900.7)	(1,513.9)
Repayments of finance lease	(4.6)	(4.2)	(4.3)	(4.1)
Dividend paid to shareholders	(847.9)	(931.5)	(847.9)	(931.5)
Dividend paid to non-controlling interests	(31.2)	(25.4)	–	–
<b>TOTAL CASH FLOWS FROM/(USED IN) FINANCING ACTIVITIES</b>	<b>142.5</b>	<b>(391.3)</b>	<b>16.3</b>	<b>(470.6)</b>

#### 42. SIGNIFICANT NON-CASH TRANSACTIONS

Significant non-cash transactions during the financial year are as follows:

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
(a) Contra settlements with subsidiaries between trade and other receivables and trade and other payables	–	–	14.2	2.2
(b) Contra settlements with customers cum suppliers between trade receivables and trade payables	259.2	208.3	259.2	208.3



### 43. SIGNIFICANT RELATED PARTY DISCLOSURES

Set out below are the significant related party transactions and balances, in addition to related party transactions and balances mentioned elsewhere in the financial statements:

#### (a) Significant transactions with subsidiaries and associates

The Company has significant related party transactions with its subsidiaries and associate, as listed below:

BlueTel Networks Pte Ltd	Telekom Multi-Media Sdn Bhd
Fiberail Sdn Bhd	Telekom Research & Development Sdn Bhd
Fibrecomm Network (M) Sdn Bhd	Telekom Sales and Services Sdn Bhd
GITN Sdn Berhad	TM ESOS Management Sdn Bhd
GTC Global Sdn Bhd	TM Facilities Sdn Bhd
Meganet Communications Sdn Bhd	TMF Autolease Sdn Bhd
Menara Kuala Lumpur Sdn Bhd	TM Global Incorporated
Packet One Networks (Malaysia) Sdn Bhd	TM Info-Media Sdn Bhd
Telekom Applied Business Sdn Bhd	TM Net Sdn Bhd
Telekom Malaysia (Australia) Pty Ltd	Universiti Telekom Sdn Bhd
Telekom Malaysia (Hong Kong) Limited	VADS Berhad
Telekom Malaysia (S) Pte Ltd	VADS e-Services Sdn Bhd
Telekom Malaysia (UK) Limited	VADS Solutions Sdn Bhd
Telekom Malaysia (USA) Inc	VADS Business Process Sdn Bhd

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
<b>(i) Sales of goods and rendering of services to subsidiaries and associates:</b>				
– telecommunications related services	101.0	35.5	738.2	627.2
– lease/rental and maintenance of buildings and vehicles	–	–	42.9	23.4
– other income*	–	–	18.3	24.2
<b>(ii) Dividend and interest income from subsidiaries</b>	–	–	245.1	97.5
<b>(iii) Purchases of goods and services from subsidiaries and associates:</b>				
– telecommunications related services	87.4	41.3	1,164.3	877.5
– lease/rental of buildings	–	–	5.7	5.6
– maintenance of vehicles and buildings	–	–	47.4	47.3
– other expenses	–	–	118.5	93.8
<b>(iv) Finance cost paid/payable to subsidiaries</b>				
– term loans	–	–	6.9	63.1
– Inter-Company Fund Optimisation	–	–	24.9	18.3

\* Includes management fees, royalties, charges for security and other shared services, training and related activities.

#### 43. SIGNIFICANT RELATED PARTY DISCLOSURES (continued)

##### (b) Year end balances arising from:

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
<b>(i) Sales/Purchases of goods/services</b>				
– receivables from subsidiaries	–	–	<b>389.3</b>	248.1
– receivables from associates	<b>82.0</b>	34.4	<b>82.0</b>	34.4
– payables to subsidiaries	–	–	<b>333.0</b>	288.0
– payables to associates	<b>29.6</b>	18.1	<b>29.6</b>	18.1
<b>(ii) Other payables</b>				
– subsidiaries	–	–	<b>311.8</b>	292.7

The above receivables from/payables to related parties arise mainly from sale/purchase transactions with credit terms of 30 to 90 days. The receivables/payables are unsecured and interest free.

Other payables to subsidiaries mainly comprise excess funds of subsidiaries managed and invested by the Company under the fund optimisation arrangement. This amount is repayable on demand and the interest paid to subsidiaries during the financial year ranges from 3.60% to 4.58% (2014: 3.38% to 4.26%).

##### (c) Loans and advances to subsidiaries

	The Company	
	2015 RM	2014 RM
At 1 January	<b>250.5</b>	166.9
Cash advanced	<b>708.9</b>	126.4
Repayments (note 40)	<b>(35.1)</b>	(42.8)
Impairment on loans and advances to a subsidiary	<b>(10.0)</b>	–
Interest charged (note 8)	<b>20.6</b>	11.6
Reclassified as other receivables	<b>(20.6)</b>	(11.6)
<b>At 31 December (note 26)</b>	<b>914.3</b>	250.5

##### (d) Key management personnel

Key management personnel are the persons who have authority and responsibility for planning, directing and controlling the activities of the Group or the Company either directly or indirectly. Consistent with the previous financial year, key management personnel has been defined as the Directors (executive and non-executive) of the Company and heads or senior management officers who are members of the Management Committee for the Group and the Company respectively.

Whenever exist, related party transactions also include transactions with entities that are controlled, jointly controlled or significantly influenced directly or indirectly by any key management personnel or their close family members.

**43. SIGNIFICANT RELATED PARTY DISCLOSURES (continued)****(d) Key management personnel (continued)**

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
<b>Key management personnel compensation<sup>a</sup></b>				
– short term employee benefits				
– fees	2.6	2.5	2.0	1.9
– salaries, allowances and bonus	20.2	21.3	20.1	21.2
– contribution to Employees Provident Fund	3.0	2.9	3.0	2.9
– estimated money value of benefits	1.3	1.1	1.3	1.1

<sup>a</sup> Includes the Directors' remuneration (whether executive or otherwise) as disclosed in note 7(b) to the financial statements.

In addition, certain key management personnel have family members who are officers of subsidiaries of the Company with total remuneration amounting to RM0.2 million (2014: RM0.2 million).

**(e) Government-related entities**

Khazanah Nasional Berhad (Khazanah) is a major shareholder with 28.65% (2014: 28.95%) equity interest and is a related party of the Group and the Company. Khazanah is a wholly-owned entity of MoF Inc, which is in turn owned by the Ministry of Finance, a ministry of the Federal Government of Malaysia. Therefore, the Government of Malaysia and bodies controlled or jointly controlled by the Government of Malaysia are also related parties to the Group and the Company.

The individually significant transactions that the Group and the Company entered into with identified related parties and their corresponding balances for the provision of telecommunications related services as at the respective reporting dates are as follows:

	Total amount of individually significant transactions		Corresponding outstanding balances	
	2015 RM	2014 RM	2015 RM	2014 RM
<b>The Group</b>				
Sales and Receivables	826.1	929.5	123.7	77.5
<b>The Company</b>				
Sales and Receivables	194.6	303.2	53.9	12.7

The Group and the Company also has individually significant contracts with other Government-related entities where the Group and the Company was provided funding for projects of which the amortisation of grants to the income statement in the current financial year was RM348.0 million (2014: RM214.9 million) with corresponding receivables of RM165.6 million (2014: nil).

In addition to the above, the Group and the Company have transactions that are collectively, but not individually significant with other Government-related entities in respect of the provision of telecommunications related services as well as procurement of telecommunications and related equipments and services in the normal course of business.

#### 44. CAPITAL AND OTHER COMMITMENTS

##### (a) Property, plant and equipment

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Commitments in respect of expenditure approved and contracted for	3,570.9	3,271.0	3,337.4	3,199.9
Commitments in respect of expenditure approved but not contracted for	3,712.7	849.9	3,154.0	768.7

##### (b) High Speed Broadband (HSBB) Project

On 25 July 2008, the Company received the Letter of Award from the Government of Malaysia (GoM) for the implementation of the HSBB project under a Public-Private Partnership (PPP) arrangement. The PPP agreement was executed by the GoM and the Company on 16 September 2008.

The objective of the HSBB project is to develop the country's broadband infrastructure to increase broadband penetration and the competitiveness of the country in attracting foreign investments. The project involves the deployment of access, domestic core and international networks to deliver an end-to-end HSBB infrastructure. The estimated roll-out cost, to be incurred over a 10 years period (up to 25 July 2018) is projected to be RM11.3 billion. As a Co-Sponsor of the project, the GoM has agreed to fund RM2.4 billion of the project cost. The remaining RM8.9 billion will be borne by the Company. The HSBB roll-out has covered 1.3 million premises in 2012.

Under the above arrangement, the Company shall claim from the GoM fifty percent (50.0%) of the capital expenditure incurred for the HSBB project on a quarterly basis over a projected 3.5 years period up to the maximum amount of RM2.4 billion.

In conjunction with the arrangement, the Company has to fulfil certain undertakings for the GoM including sharing of appropriate portion of any excess of the actual revenue and other cost savings incurred in relation to the project.

Other undertakings includes roll-out of the HSBB network outside the coverage area for the GoM, develop certain number of telecentres, formulate a broadband package with low cost internet access and provide promotion and public awareness on HSBB which would contribute towards achieving the objective of the project.

##### (c) High Speed Broadband Project Phase 2 (HSBB2) and the Sub-Urban Broadband Project (SUBB)

On 17 December 2015, the Company signed two (2) PPP agreements with the GoM for the implementation of the HSBB2 and the SUBB to deploy access and domestic core networks to deliver an end-to-end broadband network infrastructure and services for the nation.

The 10-year HSBB2 project encompasses the deployment of additional access and core capacity covering state capitals and selected major towns throughout the country. It includes planning, designing, implementation, operation and maintenance of HSBB network infrastructure and services. Under the project, 95 additional exchanges will be HSBB ready providing access to 390,000 premises by 2017.

The SUBB infrastructure will also be rolled out over a period of ten (10) years, involving the upgrading of existing copper lines to deliver high-speed broadband access speeds of up to 20Mbps and up to 100Mbps in areas deployed with Fibre-to-the-Home (FTTH) technology, to over 420,000 premises by 2019.

The total cost of the HSBB2 investment for a period of ten (10) years is RM1.8 billion whereby the Government will be investing RM500.0 million and the remaining RM1.3 billion will be invested by the Company. The total cost of the SUBB investment for a period of ten (10) years is RM1.6 billion with the Government investing RM600.0 million and the Company investing RM1.0 billion.

**44. CAPITAL AND OTHER COMMITMENTS (continued)****(d) Donation to Yayasan Telekom Malaysia**

	The Group and Company	
	2015 RM	2014 RM
Amount approved and committed	10.5	14.5

**(e) Future minimum lease payments of non-cancellable operating lease commitments**

	The Group and Company	
	2015 RM	2014 RM
Not later than one year	75.2	75.2
Later than one year and not later than five years	334.6	323.4
Later than five years	173.0	259.4
	<b>582.8</b>	<b>658.0</b>

The above lease payments relate to the non-cancellable operating lease of four office buildings from Menara ABS Berhad.

**(f) Funding Commitment**

Pursuant to the Investment Agreement as disclosed in note 5(a) to the financial statements, under the 8-year Convertible Medium Term Notes Programme (Convertible MTN Programme), on 15 September 2015 Packet One Networks (Malaysia) Sdn Bhd (P1) issued RM660.0 million nominal value of the first tranche issuance of the Convertible MTN (First Tranche Convertible MTN). RM622.5 million was subscribed by Mobikom Sdn Bhd, whilst the remaining RM37.5 million of the First Tranche Convertible MTN was subscribed by Packet One Sdn Bhd (a wholly-owned subsidiary of Green Packet Berhad), which holds a non-controlling interest in P1. The Convertible MTN Programme provides P1 the avenue to raise future funds up to RM1.65 billion in tranches. Mobikom has a base subscription entitlement of RM990.0 million of the Convertible MTN Programme, up to any other additional entitlement rights as per the terms of the Investment Agreement, in the event of unsubscribed entitlements by the other relevant shareholders (or their related corporations). The proceeds raised under the Convertible MTN Programme shall be utilised to finance and fund the implementation of P1's business plan which would involve the roll-out of Long-Term Evolution (LTE) network.

#### 45. SEGMENT REPORTING

##### By Business Segments

The Group organises its business into the following segments, summarised as follows:

- Mass Market comprises the Company's retail arm and its subsidiaries which complement the retail business. The line of business is responsible for the provision of a wide range of telecommunication services and communications solutions to households, individuals as well as small and medium enterprise (SME) companies.
- Managed Accounts is responsible for the provision of a wide range of telecommunications services and communications solutions to small and medium businesses as well as corporate and government customers except for consumer business, which provides only voice and Internet and multimedia services.
- Global and Wholesale Business comprises the wholesale arm of the Company and its subsidiaries that complement the wholesale business. This line of business is responsible for the provision of a wide range of wholesale telecommunications services delivered over the Group's networks to domestic and international carriers.

Shared Services/Others include all shared services divisions, all business functions divisions such as information technology and network, and subsidiaries that do not fall under the above lines of business. Included in Shared Services/Others segment also is the financial information of Packet One Networks (Malaysia) Sdn Bhd (P1) and its subsidiaries.

Segment profits represent segment operating revenue less segment expenses. Unallocated income/other gains or losses comprises other operating income such as dividend income and other gains such as gain on disposal of available-for-sale investments which is not allocated to a particular business segment. Unallocated costs represent expenses incurred by corporate divisions such as Group Human Capital, Group Finance, Group Legal, Compliance & Company Secretary, Group Procurement and special purpose entities and foreign exchange differences arising from translation of foreign currency placements which are not allocated to a particular business segment. The accounting policies used to derive reportable segment profits are consistent with those as described in the Significant Accounting Policies.

Segment assets disclosed for each segment represent assets directly managed by each segment, primarily include intangibles, property, plant and equipment, receivables and inventories. Unallocated assets mainly include available-for-sale investments, available-for-sale receivables, other non-current receivables, financial assets at fair value through profit or loss, deferred tax assets as well as cash and bank balances of the Company and general telecommunication network and information technology, property, plant and equipment at business function divisions as well as those at corporate divisions.

Segment liabilities comprise operating liabilities and exclude borrowings, interest payable on borrowings, taxation and zakat liabilities, deferred tax liabilities and dividend payable.

Segment capital expenditure comprises additions to property, plant and equipment and intangibles, including additions resulting from acquisition of subsidiaries.

Significant non-cash expenses comprise mainly allowance for impairment of receivables and unrealised foreign exchange gains or losses on settlement as disclosed in note 7(b) to the financial statements.

**45. SEGMENT REPORTING (continued)**

	Mass Market RM	Managed Accounts RM	Global & Wholesale Business RM	Shared Services/ Others <sup>+</sup> RM	Total RM
<b>Financial year ended 31 December 2015</b>					
<b>Operating revenue</b>					
Total operating revenue	4,771.1	4,809.8	2,236.5	5,653.7	17,471.1
Inter-segment <sup>®</sup>	(35.5)	(452.0)	(365.9)	(4,896.1)	(5,749.5)
External operating revenue	4,735.6	4,357.8	1,870.6	757.6	11,721.6
<b>Results</b>					
Segment profits/(losses)	402.9	1,007.1	453.6	(258.5)	1,605.1
Unallocated income/other losses					(10.7)
Unallocated costs					(363.9)
Operating profit before finance cost					1,230.5
Finance income					164.4
Finance cost					(323.4)
Foreign exchange loss on borrowings					(184.4)
Associates – share of results (net of tax)					24.7
Profit before taxation and zakat					911.8
Taxation and zakat					(320.0)
Profit for the financial year					591.8
<b>At 31 December 2015</b>					
Segment assets	303.0	2,005.0	1,702.3	5,574.6	9,584.9
Associates					26.3
Unallocated assets					14,801.9
<b>Total assets</b>					<b>24,413.1</b>
Segment liabilities	711.0	832.6	1,120.5	4,283.0	6,947.1
Borrowings					7,583.7
Unallocated liabilities					1,843.6
<b>Total liabilities</b>					<b>16,374.4</b>
<b>Financial year ended 31 December 2015</b>					
<b>Other information</b>					
Capital expenditure					
– additions during the financial year	45.5	312.3	121.0	2,468.7	2,947.5
Depreciation and amortisation	65.2	175.2	67.3	2,059.5	2,367.2
Write-off of property, plant and equipment	0.6	1.8	–	42.1	44.5
Impairment of property, plant and equipment	1.4	–	–	30.5	31.9
Reversal of impairment of non-current asset held for sale	–	–	–	(6.3)	(6.3)
Significant non-cash expenses/(gains)	145.2	10.3	2.9	(46.7)	111.7

**45. SEGMENT REPORTING (continued)**

	Mass Market RM	Managed Accounts RM	Global & Wholesale Business RM	Shared Services/ Others <sup>†</sup> RM	Total RM
<b>Financial year ended 31 December 2014</b>					
<b>Operating revenue</b>					
Total operating revenue	4,617.2	4,762.1	2,107.4	5,556.3	17,043.0
Inter-segment <sup>Ⓐ</sup>	(31.5)	(408.6)	(331.6)	(5,036.2)	(5,807.9)
External operating revenue	4,585.7	4,353.5	1,775.8	520.1	11,235.1
<b>Results</b>					
Segment profits/(losses)	216.3	1,134.4	441.8	(47.1)	1,745.4
Unallocated income/other gains					22.4
Unallocated costs					(468.7)
Operating profit before finance cost					1,299.1
Finance income					136.6
Finance cost					(291.6)
Foreign exchange loss on borrowings					(47.9)
Associates – share of results (net of tax)					9.3
Profit before taxation and zakat					1,105.5
Taxation and zakat					(263.0)
Profit for the financial year					842.5
<b>At 31 December 2014</b>					
Segment assets	445.4	1,844.9	1,295.0	5,160.1	8,745.4
Associates					6.5
Unallocated assets					13,871.3
Total assets					22,623.2
Segment liabilities	762.2	943.6	749.8	3,917.5	6,373.1
Borrowings					6,448.4
Unallocated liabilities					1,841.8
Total liabilities					14,663.3
<b>Financial year ended 31 December 2014</b>					
<b>Other information</b>					
Capital expenditure					
– additions during the financial year	10.6	155.1	102.1	2,681.9	2,949.7
Depreciation and amortisation	51.7	186.6	64.5	1,977.1	2,279.9
Write-off of property, plant and equipment	0.3	0.9	–	51.6	52.8
Impairment of property, plant and equipment	–	–	–	2.3	2.3
Impairment of non-current asset held for sale	–	–	–	6.3	6.3
Significant non-cash expenses/(gains)	241.5	(11.0)	(21.2)	35.1	244.4



#### 45. SEGMENT REPORTING (continued)

- <sup>a</sup> Inter-segment operating revenue relates to inter-division recharge and inter-company revenue and has been eliminated at the respective segment operating revenue. The inter-division recharge was agreed between the relevant lines of business. These inter-segment trading arrangements are entered into in the normal course of business and are subject to periodic review.
- <sup>b</sup> Shared Services/Others segment includes financial information of Packet One Networks (Malaysia) Sdn Bhd (P1) and its subsidiaries for the financial year ended 31 December 2015 and 2014. This includes P1's revenue for the current financial year of RM231.1 million (2014: RM67.1 million) and segment loss of RM288.6 million (2014: RM53.6 million). Segment assets and segment liabilities (excluding borrowings) as at 31 December 2015 were RM1,272.0 million (2014: RM963.3 million) and RM412.9 million (2014: RM595.7 million) respectively.

The prior year comparatives have been restated in line with business structure realignment in the current financial year to cluster the Consumer and Small and Medium Enterprise (SME) business under a single Mass Market segment cluster whilst Government and Enterprise businesses are clustered together with subsidiaries namely VADS Berhad group of companies (VADS), GTC Global Sdn Bhd and Intelsec Sdn Bhd, collectively known as Managed Accounts. The realignment also involved the movement of Medium Enterprise Business (MEB) customers previously under SME in Mass Market to Enterprise under Managed Accounts cluster. In addition, the basis of allocation of certain cost elements have been revised to better reflect the consumption of network and other services by the different clusters of business segments.

##### By Geographical Location

The Group operates in a few countries as disclosed in note 52 to the financial statements. Accordingly, the segmentation of the Group's operations by geographical location is segmented into Malaysia and overseas. The overseas operation is not further segregated as no individual overseas country contributed more than 10.0% of the consolidated operating revenue or assets.

In presenting information for geographical segments of the Group, sales are based on the country in which the customers are located. Total assets and capital expenditure are determined based on where the assets are located.

	Operating Revenue		Capital Expenditure	
	2015 RM	2014 RM	2015 RM	2014 RM
Malaysia	10,630.3	10,302.5	2,804.0	2,825.9
Other countries	1,091.3	932.6	143.5	123.8
	<b>11,721.6</b>	11,235.1	<b>2,947.5</b>	2,949.7

Assets	2015					2014				
	Property, Plant and Equipment RM	Intangible Assets RM	Associates RM	Others RM	Total RM	Property, Plant and Equipment RM	Intangible Assets RM	Associates RM	Others RM	Total RM
Malaysia	3,375.6	607.8	–	4,661.0	8,644.4	3,291.3	581.7	–	3,976.4	7,849.4
Other countries	764.8	–	26.3	175.7	966.8	799.8	–	6.5	96.2	902.5
Unallocated assets	11,046.5	–	–	3,755.4	14,801.9	10,694.0	–	–	3,177.3	13,871.3
	<b>15,186.9</b>	<b>607.8</b>	<b>26.3</b>	<b>8,592.1</b>	<b>24,413.1</b>	14,785.1	581.7	6.5	7,249.9	22,623.2

**46. FINANCIAL INSTRUMENTS BY CATEGORY**

The Group	Loans and receivables RM	At fair value through profit or loss RM	Derivatives accounted for under hedge accounting RM	Available-for-sale RM	Other financial liabilities at amortised cost RM	Total RM
<b>2015</b>						
<b>Assets as per Statement of Financial Position</b>						
Derivative financial instruments (note 19)	–	8.2	327.1	–	–	335.3
Available-for-sale investments (note 28)	–	–	–	671.5	–	671.5
Available-for-sale receivables (note 29)	–	–	–	6.0	–	6.0
Staff loans and other non-current receivables (excluding tax recoverable and prepaid employee benefits) (note 30)	666.5	–	–	–	–	666.5
Trade and other receivables (excluding prepayments, GST and tax recoverable and staff loans) (note 34)	2,601.4	–	–	–	–	2,601.4
Financial assets at fair value through profit or loss (note 35)	–	6.6	–	–	–	6.6
Cash and bank balances (note 36)	3,511.6	–	–	–	–	3,511.6
<b>Total</b>	<b>6,779.5</b>	<b>14.8</b>	<b>327.1</b>	<b>677.5</b>	<b>–</b>	<b>7,798.9</b>
<b>Liabilities as per Statement of Financial Position</b>						
Borrowings (excluding finance lease liabilities) (note 17)	–	–	–	–	7,541.3	7,541.3
Finance lease liabilities (note 17)	–	–	–	–	42.4	42.4
Derivative financial instruments (note 19)	–	305.2	16.7	–	–	321.9
Trade and other payables (excluding statutory liabilities and deferred revenue) (note 37)	–	–	–	–	3,560.5	3,560.5
Customer deposits (note 38)	–	–	–	–	467.6	467.6
<b>Total</b>	<b>–</b>	<b>305.2</b>	<b>16.7</b>	<b>–</b>	<b>11,611.8</b>	<b>11,933.7</b>
<b>2014</b>						
<b>Assets as per Statement of Financial Position</b>						
Derivative financial instruments (note 19)	–	9.0	138.3	–	–	147.3
Available-for-sale investments (note 28)	–	–	–	568.3	–	568.3
Available-for-sale receivables (note 29)	–	–	–	6.9	–	6.9
Staff loans and other non-current receivables (excluding tax recoverable and prepaid employee benefits) (note 30)	388.6	–	–	–	–	388.6
Trade and other receivables (excluding prepayments, tax recoverable and staff loans) (note 34)	2,459.2	–	–	–	–	2,459.2
Financial assets at fair value through profit or loss (note 35)	–	9.2	–	–	–	9.2
Cash and bank balances (note 36)	2,985.8	–	–	–	–	2,985.8
<b>Total</b>	<b>5,833.6</b>	<b>18.2</b>	<b>138.3</b>	<b>575.2</b>	<b>–</b>	<b>6,565.3</b>
<b>Liabilities as per Statement of Financial Position</b>						
Borrowings (excluding finance lease liabilities) (note 17)	–	–	–	–	6,401.5	6,401.5
Finance lease liabilities (note 17)	–	–	–	–	46.9	46.9
Derivative financial instruments (note 19)	–	270.1	67.7	–	–	337.8
Trade and other payables (excluding statutory liabilities and deferred revenue) (note 37)	–	–	–	–	3,194.5	3,194.5
Customer deposits (note 38)	–	–	–	–	482.4	482.4
<b>Total</b>	<b>–</b>	<b>270.1</b>	<b>67.7</b>	<b>–</b>	<b>10,125.3</b>	<b>10,463.1</b>

**46. FINANCIAL INSTRUMENTS BY CATEGORY (continued)**

The Company	Loans and receivables RM	At fair value through profit or loss RM	Derivatives accounted for under hedge accounting RM	Available- for-sale RM	Other financial liabilities at amortised cost RM	Total RM
<b>2015</b>						
<b>Assets as per Statement of Financial Position</b>						
Derivative financial instruments (note 19)	–	–	327.1	–	–	327.1
Loans and advances to subsidiaries (note 26)	914.3	–	–	–	–	914.3
Available-for-sale investments (note 28)	–	–	–	671.4	–	671.4
Available-for-sale receivables (note 29)	–	–	–	6.0	–	6.0
Staff loans and other non-current receivables (excluding tax recoverable and prepaid employee benefits) (note 30)	277.4	–	–	–	–	277.4
Trade and other receivables (excluding prepayments, GST and tax recoverable and staff loans) (note 34)	2,123.8	–	–	–	–	2,123.8
Financial assets at fair value through profit or loss (note 35)	–	6.6	–	–	–	6.6
Cash and bank balances (note 36)	2,580.0	–	–	–	–	2,580.0
<b>Total</b>	<b>5,895.5</b>	<b>6.6</b>	<b>327.1</b>	<b>677.4</b>	<b>–</b>	<b>6,906.6</b>
<b>Liabilities as per Statement of Financial Position</b>						
Borrowings (excluding finance lease liabilities) (note 17)	–	–	–	–	6,409.9	6,409.9
Finance lease liabilities (note 17)	–	–	–	–	42.2	42.2
Derivative financial instruments (note 19)	–	–	16.7	–	–	16.7
Payable to a subsidiary (note 18)	–	–	–	–	706.3	706.3
Trade and other payables (excluding statutory liabilities and deferred revenue) (note 37)	–	–	–	–	3,542.9	3,542.9
Customer deposits (note 38)	–	–	–	–	466.8	466.8
<b>Total</b>	<b>–</b>	<b>–</b>	<b>16.7</b>	<b>–</b>	<b>11,168.1</b>	<b>11,184.8</b>
<b>2014</b>						
<b>Assets as per Statement of Financial Position</b>						
Derivative financial instruments (note 19)	–	–	138.3	–	–	138.3
Loans and advances to subsidiaries (note 26)	250.5	–	–	–	–	250.5
Available-for-sale investments (note 28)	–	–	–	568.2	–	568.2
Available-for-sale receivables (note 29)	–	–	–	6.9	–	6.9
Staff loans and other non-current receivables (excluding tax recoverable and prepaid employee benefits) (note 30)	194.6	–	–	–	–	194.6
Trade and other receivables (excluding prepayments, tax recoverable and staff loans) (note 34)	1,838.9	–	–	–	–	1,838.9
Financial assets at fair value through profit or loss (note 35)	–	9.2	–	–	–	9.2
Cash and bank balances (note 36)	2,347.8	–	–	–	–	2,347.8
<b>Total</b>	<b>4,631.8</b>	<b>9.2</b>	<b>138.3</b>	<b>575.1</b>	<b>–</b>	<b>5,354.4</b>
<b>Liabilities as per Statement of Financial Position</b>						
Borrowings (excluding finance lease liabilities) (note 17)	–	–	–	–	5,566.9	5,566.9
Finance lease liabilities (note 17)	–	–	–	–	46.6	46.6
Derivative financial instruments (note 19)	–	–	67.7	–	–	67.7
Payable to a subsidiary (note 18)	–	–	–	–	575.7	575.7
Trade and other payables (excluding statutory liabilities and deferred revenue) (note 37)	–	–	–	–	2,968.0	2,968.0
Customer deposits (note 38)	–	–	–	–	480.6	480.6
<b>Total</b>	<b>–</b>	<b>–</b>	<b>67.7</b>	<b>–</b>	<b>9,637.8</b>	<b>9,705.5</b>

#### 47. FAIR VALUES

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction in the principal (or most advantageous) market at the measurement date.

##### (a) Financial Instruments Carried at Fair Value

The table below analyses financial instruments carried at fair value, by valuation method. The different levels of valuations are:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1).
- Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (Level 2).
- Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (Level 3).

The following table presents the Group's and the Company's financial assets and liabilities that are measured at fair value at 31 December.

	2015				2014			
	Level 1 RM	Level 2 RM	Level 3 RM	Total RM	Level 1 RM	Level 2 RM	Level 3 RM	Total RM
<b>The Group</b>								
<b>Assets</b>								
Financial assets at fair value through profit or loss								
– quoted securities	6.6	–	–	6.6	9.2	–	–	9.2
Derivatives at fair value through profit or loss	–	8.2	–	8.2	–	9.0	–	9.0
Derivatives accounted for under hedge accounting	–	121.0	206.1	327.1	–	138.3	–	138.3
Available-for-sale financial assets								
– investments	–	612.8	58.7	671.5	–	519.9	48.4	568.3
– receivables	–	6.0	–	6.0	–	6.9	–	6.9
<b>Total</b>	<b>6.6</b>	<b>748.0</b>	<b>264.8</b>	<b>1,019.4</b>	<b>9.2</b>	<b>674.1</b>	<b>48.4</b>	<b>731.7</b>
<b>Liabilities</b>								
Derivatives accounted for under hedge accounting	–	16.7	–	16.7	–	67.7	–	67.7
Put option liability over shares held by non-controlling interest	–	–	305.2	305.2	–	–	270.1	270.1
<b>Total</b>	<b>–</b>	<b>16.7</b>	<b>305.2</b>	<b>321.9</b>	<b>–</b>	<b>67.7</b>	<b>270.1</b>	<b>337.8</b>
<b>The Company</b>								
<b>Assets</b>								
Financial assets at fair value through profit or loss								
– quoted securities	6.6	–	–	6.6	9.2	–	–	9.2
Derivatives accounted for under hedge accounting	–	121.0	206.1	327.1	–	138.3	–	138.3
Available-for-sale financial assets								
– investments	–	612.7	58.7	671.4	–	519.8	48.4	568.2
– receivables	–	6.0	–	6.0	–	6.9	–	6.9
<b>Total</b>	<b>6.6</b>	<b>739.7</b>	<b>264.8</b>	<b>1,011.1</b>	<b>9.2</b>	<b>665.0</b>	<b>48.4</b>	<b>722.6</b>
<b>Liabilities</b>								
Derivatives accounted for under hedge accounting	–	16.7	–	16.7	–	67.7	–	67.7
<b>Total</b>	<b>–</b>	<b>16.7</b>	<b>–</b>	<b>16.7</b>	<b>–</b>	<b>67.7</b>	<b>–</b>	<b>67.7</b>

## 47. FAIR VALUES (continued)

### (a) Financial Instruments Carried at Fair Value (continued)

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets held by the Group and the Company is the current bid price. These instruments are included in Level 1. Instruments included in Level 1 comprise equity securities quoted on the Bursa Malaysia Securities Berhad classified as fair value through profit or loss.

The fair value of financial instruments that are not traded in an active market (for example over-the-counter derivatives) is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in Level 2.

If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

Specific valuation techniques used to value financial instruments include:

- Quoted market prices or dealer quotes for similar instruments.
- The fair value of interest rate swaps is calculated as the present value of the estimated future cash flows based on observable yield curves.
- The fair value of forward foreign exchange contracts is determined using forward exchange rates at the reporting date, with the resulting value discounted back to present value.
- The fair value of the put option liability over shares of a subsidiary held by a non-controlling interest are determined using expected future value of a subsidiary with the resulting value discounted to present value.
- The fair value of the call option on shares of a subsidiary held by non-controlling interests is determined through an option valuation model with the use of observable market inputs.
- Fair value of staff loans and long term receivables are determined through discounting future cash flows at market observable borrowing rates reflective of the credit ratings of the individuals from whom the receivables are due.
- Fair value of borrowings and long term payables are based on the expected cost and cash outflows if the borrowings and amount due are to be unwound or settled immediately.
- Other techniques, such as discounted cash flow analysis, are used to determine fair value for the remaining financial instruments.

All of the resulting fair value estimates are included in Level 2 except for an investment in non-traded equity security and put option liability over shares of a subsidiary held by non-controlling interest. There were no transfers of any instruments between Level 1, 2 and 3 of the fair valuation hierarchy during the current financial year except for two Cross Currency Interest Rate Swap contracts as explained in sub-note (ii) below.

#### 47. FAIR VALUES (continued)

##### (a) Financial Instruments Carried at Fair Value (continued)

The following table shows a reconciliation from the opening balance to the closing balance for fair value measurements in Level 3 of the fair value hierarchy:

The Group and Company	Cross Currency Interest Rate Swaps (sub-note (i))	Non-traded Equity Investment (sub-note (ii))
	RM	RM
<b>Assets</b>		
<b>2015</b>		
At 1 January	–	48.4
Transfer from Level 2	226.5	–
Fair value changes transferred to other comprehensive income	(20.4)	10.4
<b>At 31 December</b>	<b>206.1</b>	<b>58.8</b>
<b>2014</b>		
At 1 January	–	48.4
Fair value changes transferred to other comprehensive income	–	–
At 31 December	–	48.4
<b>Liabilities</b>		
<b>2015</b>		
At 1 January		270.1
Unwinding of discounts (note 10)		9.7
Fair value charges to profit and loss (note 9)		25.4
<b>At 31 December</b>		<b>305.2</b>
<b>2014</b>		
At 1 January		–
Initial recognition (note 15 and 19(f)(i))		267.6
Unwinding of discounts (note 10)		2.5
At 31 December		270.1

## 47. FAIR VALUES (continued)

### (a) Financial Instruments Carried at Fair Value (continued)

- (i) During the financial year, certain Cross Currency Interest Rate Swap contracts were transferred from Level 2 to Level 3 due to adjustments made by counterparty on yield curves in the valuation.
- (ii) The fair valuation of non-traded equity investment is based on discounted future cash flows derived from the budgets and forecasts of the investee entity, duly approved by its Board of Directors. The future cash flows are discounted based on discount factors of comparable entities which are publicly listed whenever available, as well as industry benchmarks, having considered historical ability of the investee in meeting its previous budgets and forecasts. The Group also has Board representation in the investee through which due understanding of actual and forecasted performance are used by the Group in assessing the appropriateness of the estimates and assumptions used in arriving to the valuation.
- (iii) In estimating the fair value of the put option on shares of a subsidiary held by non-controlling interest, the Group has used a valuation model in projecting the expected share price of the subsidiary cumulatively in year 2021 to 2022 using recently transacted price, comparable growth rates and discount factors specific to certain industry available at the reporting date.

Although the Group and the Company believe that estimates of fair value are appropriate, the use of different methodologies or assumptions could lead to different measurements of fair value. For fair value measurement in Level 3, if the discount rate used in the discounted cash flow analysis is to differ by 10% from management's estimates, the carrying amount of available-for-sale financial assets would be approximately RM0.8 million (2014: RM1.0 million) lower or RM0.9 million (2014: RM1.1 million) higher. The fair value of Cross Currency Interest Rate Swaps at Level 3 would approximately be RM2.8 million lower or RM2.4 million higher if forward yield curves were to differ by 5%. The carrying amount of the put option on shares of a subsidiary of the Group would be an estimated RM10.6 million lower or RM11.0 million higher if the discount rate used in the valuation were to differ by 5% from management's estimates.

### (b) Financial Instruments Other Than Those Carried at Fair Value

The carrying amounts of the financial assets and liabilities of the Group and the Company at the reporting date reasonably approximate their fair values except as set out below:

	The Group				The Company			
	2015		2014		2015		2014	
	Carrying amount RM	Net fair value RM	Carrying amount RM	Net fair value RM	Carrying amount RM	Net fair value RM	Carrying amount RM	Net fair value RM
<b>Assets</b>								
Staff loans	144.3	135.1	82.6	79.7	144.3	135.1	82.5	79.6
Redeemable Exchangeable Medium Term Notes receivable	200.3	199.5	121.7	120.8	—	—	—	—
Other non-current receivables (excluding tax recoverable)	321.9	317.1	184.3	179.9	133.1	128.3	112.1	107.7
<b>Liabilities</b>								
Borrowings	7,583.7	8,146.6	6,448.4	6,953.0	6,452.1	6,976.4	5,613.5	6,086.8
Payable to a subsidiary	—	—	—	—	706.3	733.5	575.7	603.8
Payable by a subsidiary to a vendor	—	—	192.6	206.5	—	—	—	—

#### 47. FAIR VALUES (continued)

##### (b) Financial Instruments Other Than Those Carried at Fair Value (continued)

###### Assets

In assessing the fair value of non-traded financial instruments, the Group and the Company use a variety of methods and make assumptions that are based on market conditions existing at each reporting date. Where impairment is made in respect of any investment, the carrying amount net of impairment made is deemed to be a close approximation of its fair value.

The fair values of staff loans, Redeemable Exchangeable Medium Term Notes and other non-current receivables were estimated by discounting the estimated future cash flows using the prevailing market rates for similar credit risks and remaining period to maturity, respectively.

Collaterals are taken for staff loans and the Directors are of the opinion that the potential losses in the event of default will be covered by the collateral values on individual loan basis.

###### Liabilities

The fair value of quoted bonds was estimated using the respective quoted offer price. For unquoted borrowings with fixed interest rate, the fair values were estimated by discounting the estimated future cash flows using the prevailing market rates for similar credit risks and remaining period to maturity.

The financial liabilities will be realised at their carrying amounts and not at their fair values as the Directors have no intention to settle these liabilities other than in accordance with their contractual obligations.

For all other short term financial instruments maturing within one year or are repayable on demand, the carrying amounts reasonably approximate their fair values at the reporting date.



#### 48. LIQUIDITY RISK

The following table analyses the maturity profile of the Group's and the Company's financial liabilities (including derivative financial liabilities) based on contractual undiscounted cash flows:

The Group	Less than 1 year RM	>1 year to 2 years RM	>2 years to 5 years RM	>5 years RM	Total contractual undiscounted cash flow RM	Difference from carrying amount RM	Carrying amount as per Statement of Financial Position RM
<b>2015</b>							
Borrowings	(412.9)	(364.6)	(1,663.7)	(5,161.7)	(7,602.9)	19.2	(7,583.7)
Put option liability over shares held by non-controlling interest	–	–	–	(651.2)	(651.2)	346.0	(305.2)
Cross currency interest rate swaps	(8.2)	(8.7)	–	–	(16.9)	0.2	(16.7)
Trade and other payables (excluding statutory liabilities and deferred revenue)	(3,560.5)	–	–	–	(3,560.5)	–	(3,560.5)
Customer deposits	(467.6)	–	–	–	(467.6)	–	(467.6)
<b>Total</b>	<b>(4,449.2)</b>	<b>(373.3)</b>	<b>(1,663.7)</b>	<b>(5,812.9)</b>	<b>(12,299.1)</b>	<b>365.4</b>	<b>(11,933.7)</b>
<b>Interest</b>	<b>(342.0)</b>	<b>(335.2)</b>	<b>(898.6)</b>	<b>(901.2)</b>	<b>(2,477.0)</b>		
<b>2014</b>							
Borrowings	(201.9)	(98.9)	(1,330.6)	(4,844.9)	(6,476.3)	27.9	(6,448.4)
Put option liability over shares held by non-controlling interest	–	–	–	(355.1)	(355.1)	85.0	(270.1)
Cross currency interest rate swaps	(8.7)	(8.7)	(55.1)	–	(72.5)	4.8	(67.7)
Trade and other payables (excluding statutory liabilities and deferred revenue)	(3,194.5)	–	–	–	(3,194.5)	–	(3,194.5)
Customer deposits	(482.4)	–	–	–	(482.4)	–	(482.4)
<b>Total</b>	<b>(3,887.5)</b>	<b>(107.6)</b>	<b>(1,385.7)</b>	<b>(5,200.0)</b>	<b>(10,580.8)</b>	<b>117.7</b>	<b>(10,463.1)</b>
<b>Interest</b>	<b>(290.7)</b>	<b>(286.9)</b>	<b>(805.6)</b>	<b>(944.0)</b>	<b>(2,327.2)</b>		

#### 48. LIQUIDITY RISK (continued)

The following table analyses the maturity profile of the Group's and the Company's financial liabilities (including derivative financial liabilities) based on contractual undiscounted cash flows: (continued)

The Company	Less than 1 year RM	>1 year to 2 years RM	>2 years to 5 years RM	>5 years RM	Total contractual undiscounted cash flow RM	Difference from carrying amount RM	Carrying amount as per Statement of Financial Position RM
<b>2015</b>							
Borrowings	(157.4)	(57.3)	(1,148.8)	(5,107.7)	(6,471.2)	19.1	(6,452.1)
Payable to a subsidiary	–	(278.3)	(428.0)	–	(706.3)	–	(706.3)
Cross currency interest rate swaps	(8.2)	(8.7)	–	–	(16.9)	0.2	(16.7)
Trade and other payables (excluding statutory liabilities and deferred revenue)	(3,542.9)	–	–	–	(3,542.9)	–	(3,542.9)
Customer deposits	(466.8)	–	–	–	(466.8)	–	(466.8)
<b>Total</b>	<b>(4,175.3)</b>	<b>(344.3)</b>	<b>(1,576.8)</b>	<b>(5,107.7)</b>	<b>(11,204.1)</b>	<b>19.3</b>	<b>(11,184.8)</b>
<b>Interest</b>	<b>(329.6)</b>	<b>(329.4)</b>	<b>(890.0)</b>	<b>(883.9)</b>	<b>(2,432.9)</b>		
<b>2014</b>							
Borrowings	(107.6)	(57.4)	(1,000.6)	(4,475.8)	(5,641.4)	27.9	(5,613.5)
Payable to a subsidiary	–	–	(227.7)	(348.0)	(575.7)	–	(575.7)
Cross currency interest rate swaps	(8.7)	(8.7)	(55.1)	–	(72.5)	4.8	(67.7)
Trade and other payables (excluding statutory liabilities and deferred revenue)	(2,968.0)	–	–	–	(2,968.0)	–	(2,968.0)
Customer deposits	(480.6)	–	–	–	(480.6)	–	(480.6)
<b>Total</b>	<b>(3,564.9)</b>	<b>(66.1)</b>	<b>(1,283.4)</b>	<b>(4,823.8)</b>	<b>(9,738.2)</b>	<b>32.7</b>	<b>(9,705.5)</b>
<b>Interest</b>	<b>(280.8)</b>	<b>(280.8)</b>	<b>(792.7)</b>	<b>(939.5)</b>	<b>(2,293.8)</b>		

#### 49. INTEREST RATE RISK/MATURITY ANALYSIS

The table below summarises the Group's and the Company's exposure to interest rate risk. Included in the tables are the Group's and the Company's financial assets and liabilities at their carrying amounts, categorised by the earlier of repricing or contractual maturity dates. As such the spread of balances between the ageing brackets in the table below may not necessarily coincide with those shown in the liquidity risk schedule in note 48 or the repayment schedules in note 17 to the financial statements. Sensitivity to interest rates arises from mismatches in the repricing dates, cash flows and other characteristics of assets and their corresponding liability funding.

The Group	WARF*	Maturing or repriced (whichever is earlier)						Total interest sensitive RM	Non-interest sensitive RM	Total RM
		1 year or less RM	>1 – 2 years RM	>2 – 3 years RM	>3 – 4 years RM	>4 – 5 years RM	More than 5 years RM			
<b>2015</b>										
<b>Financial assets</b>										
Derivative financial instruments	–	335.3	–	–	–	–	–	335.3	–	335.3
Available-for-sale investments										
– non-interest sensitive	–	–	–	–	–	–	–	–	155.9	155.9
– fixed interest rate	4.44%	515.6	–	–	–	–	–	515.6	–	515.6
Available-for-sale receivables	8.04%	2.3	0.8	1.1	0.7	0.5	0.6	6.0	–	6.0
Staff loans and other non-current receivables (excluding tax recoverable and prepaid employee benefits)										
– non-interest sensitive	–	–	–	–	–	–	–	–	149.3	149.3
– fixed interest rate										
– conventional	6.71%	–	–	0.1	0.1	0.1	322.8	323.1	–	323.1
– balances under Islamic principles	4.41%	52.7	1.5	2.6	2.7	3.2	131.4	194.1	–	194.1
Trade and other receivables (excluding prepayments, GST and tax recoverable and staff loans)	–	–	–	–	–	–	–	–	2,601.4	2,601.4
Financial assets at fair value through profit or loss	–	–	–	–	–	–	–	–	6.6	6.6
Cash and bank balances										
– non-interest sensitive	–	–	–	–	–	–	–	–	1,152.2	1,152.2
– fixed interest rate										
– conventional	4.06%	855.6	–	–	–	–	–	855.6	–	855.6
– balances under Islamic principles	4.47%	1,503.8	–	–	–	–	–	1,503.8	–	1,503.8
<b>Total</b>		<b>3,265.3</b>	<b>2.3</b>	<b>3.8</b>	<b>3.5</b>	<b>3.8</b>	<b>454.8</b>	<b>3,733.5</b>	<b>4,065.4</b>	<b>7,798.9</b>
<b>Financial liabilities</b>										
Borrowings										
– non-interest sensitive	–	–	–	–	–	–	–	–	3.0	3.0
– floating interest rate	1.50%	427.9	–	–	–	–	–	427.9	–	427.9
– fixed interest rate										
– conventional	6.01%	408.0	357.9	33.1	33.0	37.8	1,356.2	2,226.0	–	2,226.0
– balances under Islamic principles	4.45%	–	–	926.8	–	200.0	3,800.0	4,926.8	–	4,926.8
Derivative financial instruments	–	16.7	–	–	–	–	305.2	321.9	–	321.9
Trade and other payables (excluding statutory liabilities and deferred revenue)										
– non-interest sensitive	–	–	–	–	–	–	–	–	3,560.5	3,560.5
Customer deposits	–	–	–	–	–	–	–	–	467.6	467.6
<b>Total</b>		<b>852.6</b>	<b>357.9</b>	<b>959.9</b>	<b>33.0</b>	<b>237.8</b>	<b>5,461.4</b>	<b>7,902.6</b>	<b>4,031.1</b>	<b>11,933.7</b>
<b>Interest sensitivity gap</b>		<b>2,412.7</b>	<b>(355.6)</b>	<b>(956.1)</b>	<b>(29.5)</b>	<b>(234.0)</b>	<b>(5,006.6)</b>			

**49. INTEREST RATE RISK/MATURITY ANALYSIS (continued)**

The Group	WARF*	Maturing or repriced (whichever is earlier)						Total interest sensitive RM	Non-interest sensitive RM	Total RM
		1 year or less RM	>1 – 2 years RM	>2 – 3 years RM	>3 – 4 years RM	>4 – 5 years RM	More than 5 years RM			
<b>2014</b>										
<b>Financial assets</b>										
Derivative financial instruments	–	147.3	–	–	–	–	–	147.3	–	147.3
Available-for-sale investments										
– non-interest sensitive	–	–	–	–	–	–	–	–	99.0	99.0
– fixed interest rate	4.47%	469.3	–	–	–	–	–	469.3	–	469.3
Available-for-sale receivables	8.04%	1.6	0.8	0.9	1.2	1.1	1.3	6.9	–	6.9
Staff loans and other non-current receivables (excluding tax recoverable and prepaid employee benefits)										
– non-interest sensitive	–	–	–	–	–	–	–	–	2.0	2.0
– fixed interest rate										
– conventional	6.11%	0.2	0.1	0.1	0.1	0.1	255.4	256.0	–	256.0
– balances under Islamic principles	4.20%	51.3	1.3	1.6	2.4	2.0	72.0	130.6	–	130.6
Trade and other receivables (excluding prepayments, tax recoverable and staff loans)	–	–	–	–	–	–	–	–	2,459.2	2,459.2
Financial assets at fair value through profit or loss	–	–	–	–	–	–	–	–	9.2	9.2
Cash and bank balances										
– non-interest sensitive	–	–	–	–	–	–	–	–	943.0	943.0
– fixed interest rate										
– conventional	4.34%	1,088.4	–	–	–	–	–	1,088.4	–	1,088.4
– balances under Islamic principles	4.32%	954.4	–	–	–	–	–	954.4	–	954.4
<b>Total</b>		<b>2,712.5</b>	<b>2.2</b>	<b>2.6</b>	<b>3.7</b>	<b>3.2</b>	<b>328.7</b>	<b>3,052.9</b>	<b>3,512.4</b>	<b>6,565.3</b>
<b>Financial liabilities</b>										
Borrowings										
– non-interest sensitive	–	–	–	–	–	–	–	–	3.1	3.1
– floating interest rate	1.17%	347.9	–	–	–	–	–	347.9	–	347.9
– fixed interest rate										
– conventional	6.16%	196.8	57.1	278.1	5.3	129.2	1,102.3	1,768.8	–	1,768.8
– balances under Islamic principles	4.43%	–	–	–	928.6	–	3,400.0	4,328.6	–	4,328.6
Derivative financial instruments	–	67.7	–	–	–	–	270.1	337.8	–	337.8
Trade and other payables (excluding statutory liabilities and deferred revenue)										
– non-interest sensitive	–	–	–	–	–	–	–	–	3,001.9	3,001.9
– fixed interest rate	4.20%	–	192.6	–	–	–	–	192.6	–	192.6
Customer deposits	–	–	–	–	–	–	–	–	482.4	482.4
<b>Total</b>		<b>612.4</b>	<b>249.7</b>	<b>278.1</b>	<b>933.9</b>	<b>129.2</b>	<b>4,772.4</b>	<b>6,975.7</b>	<b>3,487.4</b>	<b>10,463.1</b>
Interest sensitivity gap		2,100.1	(247.5)	(275.5)	(930.2)	(126.0)	(4,443.7)			

\* WARF – Weighted Average Rate of Finance as at 31 December

**49. INTEREST RATE RISK/MATURITY ANALYSIS (continued)**

The table below summarises the weighted average rate of finance (WARF) as at 31 December by major currencies for each class of financial asset and liability:

The Group	2015		2014	
	USD	RM	USD	RM
<b>Financial assets</b>				
Available-for-sale investments	–	4.44%	–	4.47%
Available-for-sale receivables	–	8.04%	–	8.04%
Staff loans and other non-current receivables (excluding tax recoverable and prepaid employee benefits)	–	5.85%	–	5.50%
Cash and bank balances	–	4.32%	–	4.33%
<b>Financial liabilities</b>				
Borrowings	6.04%	4.50%	6.20%	4.48%
Trade and other payables (excluding statutory liabilities and deferred revenue)	–	–	4.20%	–

The Company	WARF*	Maturing or repriced (whichever is earlier)						Total interest sensitive RM	Non-interest sensitive RM	Total RM
		1 year or less RM	>1 – 2 years RM	>2 – 3 years RM	>3 – 4 years RM	>4 – 5 years RM	More than 5 years RM			
<b>2015</b>										
<b>Financial assets</b>										
Derivative financial instruments	–	327.1	–	–	–	–	–	327.1	–	327.1
Loans and advances to subsidiaries (net)										
– floating interest rate	4.71%	914.3	–	–	–	–	–	914.3	–	914.3
Available-for-sale investments										
– non-interest sensitive	–	–	–	–	–	–	–	–	155.8	155.8
– fixed interest rate	4.44%	515.6	–	–	–	–	–	515.6	–	515.6
Available-for-sale receivables	8.04%	2.3	0.8	1.1	0.7	0.5	0.6	6.0	–	6.0
Staff loans and other non-current receivables (excluding tax recoverable and prepaid employee benefits)										
– fixed interest rate										
– conventional	3.55%	–	–	0.1	0.1	0.1	83.0	83.3	–	83.3
– balances under Islamic principles	4.41%	1.0	1.5	2.6	2.7	3.2	183.1	194.1	–	194.1
Trade and other receivables (excluding prepayments, GST and tax recoverable and staff loans)	–	–	–	–	–	–	–	–	2,123.8	2,123.8
Financial assets at fair value through profit or loss	–	–	–	–	–	–	–	–	6.6	6.6
Cash and bank balances										
– non-interest sensitive	–	–	–	–	–	–	–	–	297.9	297.9
– fixed interest rate										
– conventional	4.06%	851.3	–	–	–	–	–	851.3	–	851.3
– balances under Islamic principles	4.47%	1,430.8	–	–	–	–	–	1,430.8	–	1,430.8
<b>Total</b>		<b>4,042.4</b>	<b>2.3</b>	<b>3.8</b>	<b>3.5</b>	<b>3.8</b>	<b>266.7</b>	<b>4,322.5</b>	<b>2,584.1</b>	<b>6,906.6</b>

**49. INTEREST RATE RISK/MATURITY ANALYSIS (continued)**

The Company	WARF*	Maturing or repriced (whichever is earlier)						Total interest sensitive RM	Non-interest sensitive RM	Total RM
		1 year or less RM	>1 – 2 years RM	>2 – 3 years RM	>3 – 4 years RM	>4 – 5 years RM	More than 5 years RM			
<b>2015</b>										
<b>Financial liabilities</b>										
Borrowings										
– non-interest sensitive	–	–	–	–	–	–	–	–	3.0	3.0
– fixed interest rate										
– conventional	7.43%	152.5	50.6	5.3	5.7	5.9	1,302.3	1,522.3	–	1,522.3
– balances under Islamic principles	4.45%	–	–	926.8	–	200.0	3,800.0	4,926.8	–	4,926.8
Payable to a subsidiary										
– fixed interest rate	0.91%	–	–	278.4	–	–	–	278.4	–	278.4
– floating interest rate	1.50%	427.9	–	–	–	–	–	427.9	–	427.9
Derivative financial instruments	–	16.7	–	–	–	–	–	16.7	–	16.7
Trade and other payables (excluding statutory liabilities and deferred revenue)										
– non-interest sensitive	–	–	–	–	–	–	–	–	3,231.1	3,231.1
– floating interest rate	4.58%	311.8	–	–	–	–	–	311.8	–	311.8
Customer deposits	–	–	–	–	–	–	–	–	466.8	466.8
<b>Total</b>		<b>908.9</b>	<b>50.6</b>	<b>1,210.5</b>	<b>5.7</b>	<b>205.9</b>	<b>5,102.3</b>	<b>7,483.9</b>	<b>3,700.9</b>	<b>11,184.8</b>
<b>Interest sensitivity gap</b>		<b>3,133.5</b>	<b>(48.3)</b>	<b>(1,206.7)</b>	<b>(2.2)</b>	<b>(202.1)</b>	<b>(4,835.6)</b>			

**49. INTEREST RATE RISK/MATURITY ANALYSIS (continued)**

The Company	WARF*	Maturing or repriced (whichever is earlier)						Total interest sensitive RM	Non-interest sensitive RM	Total RM
		1 year or less RM	>1 – 2 years RM	>2 – 3 years RM	>3 – 4 years RM	>4 – 5 years RM	More than 5 years RM			
<b>2014</b>										
<b>Financial assets</b>										
Derivative financial instruments	–	138.3	–	–	–	–	–	138.3	–	138.3
Loans and advances to subsidiaries (net)										
– floating interest rate	4.42%	250.5	–	–	–	–	–	250.5	–	250.5
Available-for-sale investments										
– non-interest sensitive	–	–	–	–	–	–	–	–	98.9	98.9
– fixed interest rate	4.47%	469.3	–	–	–	–	–	469.3	–	469.3
Available-for-sale receivables	8.04%	1.6	0.8	0.9	1.2	1.1	1.3	6.9	–	6.9
Staff loans and other non-current receivables (excluding tax recoverable and prepaid employee benefits)										
– fixed interest rate										
– conventional	3.57%	0.1	0.1	0.1	0.1	0.1	63.5	64.0	–	64.0
– balances under Islamic principles	4.20%	51.3	1.3	1.6	2.4	2.0	72.0	130.6	–	130.6
Trade and other receivables (excluding prepayments, tax recoverable and staff loans)	–	–	–	–	–	–	–	–	1,838.9	1,838.9
Financial assets at fair value through profit or loss	–	–	–	–	–	–	–	–	9.2	9.2
Cash and bank balances										
– non-interest sensitive	–	–	–	–	–	–	–	–	451.5	451.5
– fixed interest rate										
– conventional	4.35%	1,028.0	–	–	–	–	–	1,028.0	–	1,028.0
– balances under Islamic principles	4.33%	868.3	–	–	–	–	–	868.3	–	868.3
<b>Total</b>		<b>2,807.4</b>	<b>2.2</b>	<b>2.6</b>	<b>3.7</b>	<b>3.2</b>	<b>136.8</b>	<b>2,955.9</b>	<b>2,398.5</b>	<b>5,354.4</b>
<b>Financial liabilities</b>										
Borrowings										
– non-interest sensitive	–	–	–	–	–	–	–	–	3.1	3.1
– fixed interest rate										
– conventional	7.35%	102.3	50.5	48.5	5.3	5.7	1,069.5	1,281.8	–	1,281.8
– balances under Islamic principles	4.43%	–	–	–	928.6	–	3,400.0	4,328.6	–	4,328.6
Payable to a subsidiary										
– fixed interest rate	0.91%	–	–	227.8	–	–	–	227.8	–	227.8
– floating interest rate	1.17%	347.9	–	–	–	–	–	347.9	–	347.9
Derivative financial instruments	–	67.7	–	–	–	–	–	67.7	–	67.7
Trade and other payables (excluding statutory liabilities and deferred revenue)										
– non-interest sensitive	–	–	–	–	–	–	–	–	2,675.3	2,675.3
– floating interest rate	4.26%	292.7	–	–	–	–	–	292.7	–	292.7
Customer deposits	–	–	–	–	–	–	–	–	480.6	480.6
<b>Total</b>		<b>810.6</b>	<b>50.5</b>	<b>276.3</b>	<b>933.9</b>	<b>5.7</b>	<b>4,469.5</b>	<b>6,546.5</b>	<b>3,159.0</b>	<b>9,705.5</b>
Interest sensitivity gap		1,996.8	(48.3)	(273.7)	(930.2)	(2.5)	(4,332.7)			

\* WARF – Weighted Average Rate of Finance as at 31 December

#### 49. INTEREST RATE RISK/MATURITY ANALYSIS (continued)

The table below summarises the weighted average rate of finance (WARF) as at 31 December by major currencies for each class of financial asset and liability:

The Company	2015		2014	
	USD	RM	USD	RM
<b>Financial assets</b>				
Loans and advances to subsidiaries (net)	2.49%	4.86%	2.33%	5.04%
Available-for-sale investments	–	4.44%	–	4.47%
Available-for-sale receivables	–	8.04%	–	8.04%
Staff loans and other non-current receivables (excluding tax recoverable and prepaid employee benefits)	–	4.15%	–	3.99%
Cash and bank balances	–	4.32%	–	4.34%
<b>Financial liabilities</b>				
Borrowings	7.88%	4.47%	7.88%	4.46%
Payable to a subsidiary	1.27%	–	1.17%	–
Trade and other payables (excluding statutory liabilities and deferred revenue)	–	4.58%	–	4.26%

#### 50. CONTINGENT LIABILITIES (UNSECURED)

(a) On 26 November 2007, the Company and TESB were served with a Writ of Summons and Statement of Claim in respect of a suit filed by Mohd Shuaib Ishak (MSI). MSI is seeking from the Company, TESB and 12 others (including the former and existing directors of the Company) jointly and/or severally, inter alia, the following:

- (i) a Declaration that the Sale and Purchase Agreement dated 28 October 2002 between Celcom and the Company (or TESB) for the acquisition by Celcom of the shares in TM Cellular Sdn Bhd, and all matters undertaken thereunder including but not limited to the issuance of shares by Celcom are illegal and void and of no effect;
- (ii) a Declaration that all purchases of shares in Celcom made by TESB and/or the Company and/or parties acting in concert with them with effect from and including the date of the Notice of the Mandatory Offer dated 3 April 2003 issued by Commerce International Merchant Bankers Berhad (now known as CIMB) are illegal and void and of no effect;
- (iii) all necessary and fit orders and directions as may be required to give effect to the aforesaid Declarations as the Court deemed fit including but not limited to directions for the rescission of all transfers of shares of Celcom made after the Notice of Mandatory Offer for shares in Celcom dated 3 April 2003;
- (iv) that the Company by itself, its servants and agents be restrained from giving effect to or executing any of the proposals relating to the proposed demerger of the mobile and fixed line businesses of the Group; and
- (v) various damages to be assessed.

On 30 November 2007, the Company and TESB obtained leave to enter conditional appearance and subsequently on 17 December 2007, the Company and TESB filed the relevant application to strike out the suit (Striking Out Application).

On 20 July 2012, the High Court found in favour of the Company and granted an order in terms of the Striking Out Application.



## 50. CONTINGENT LIABILITIES (UNSECURED) (continued)

- (a) On 13 August 2012, MSI filed an appeal to the Court of Appeal against the decision of the High Court above. The appeal was dismissed on 30 October 2013.

On 28 November 2013, MSI filed an application for leave to appeal to the Federal Court against the decision of the Court of Appeal above stated.

The application is fixed for hearing on 1 March 2016.

The Directors, based on legal advice, are of the view that the Company and TESB have a good chance of success in defending the legal suit.

- (b) On 6 March 2013, TM Facilities Sdn Bhd (TMF), a wholly-owned subsidiary of the Group, has through its solicitors, been served with a Writ and Statement of Claim by Menara Intan Langkawi Sdn Bhd (MIL) and HBA Development Bhd (HBA), through their solicitors.

The claim by HBA is premised upon an alleged wrongful termination of an Agreement to Lease dated 14 August 2003 between MIL and TMF (Agreement). Under the Agreement, TMF had agreed to take a lease of a telecommunication tower to be constructed at the Mukim of Kuah in Langkawi, from MIL, a joint venture company between Lembaga Pembangunan Langkawi and HBA, for a lease period of 15 years and at a lease rental of RM17.0 million per annum.

The Lease Agreement was subsequently terminated by TMF on 6 February 2007, as TMF was of the view that MIL has failed to secure the necessary approvals and commence construction of the telecommunication tower despite the time given.

Based on the Amended Writ and Statement of Claim (Statement of Claim), MIL and HBA are seeking for the following:

- (a) Damages in respect of loss of profit of RM168,701,922.00;
- (b) Damages in respect of works and expenses of RM86,298,078.60;
- (c) Damages in respect of the value of a land measuring 28.49 acres of RM80,600,000.00;
- (d) General damages;
- (e) Interest; and
- (f) Costs.

On 28 March 2013, TMF filed an application to strike out the Statement of Claim by the 2nd Plaintiff, HBA against TMF (Striking Out Application).

On 1 April 2013, TMF was served with an Amended Statement of Claim dated 29 March 2013 by both the Plaintiffs in the legal suit. In the Amended Statement of Claim, the Plaintiffs have amended their claim of loss of profits from RM168,701,922.00 to RM225,000,000.00.

On 17 May 2013, the Striking Out Application was allowed with cost by the High Court. On the same day, TMF filed its Defence to the Amended Statement of Claim by the 1st Plaintiff, MIL.

On 1 July 2013, the High Court ordered MIL to provide security for cost in the sum of RM175,000.00 within a period of 45 days and further ordered for the legal suit to be stayed pending payment of the same. On 26 August 2013, MIL paid the security for costs into TMF's solicitor's account.

## 50. CONTINGENT LIABILITIES (UNSECURED) (continued)

- (b) On 18 November 2013, TMF's solicitors were served with a Summary Judgment Application in which MIL seeks for the following Orders from the High Court:
- (i) An Order for declaration that TMF has wrongfully and unlawfully terminated the Agreement;
  - (ii) An Order for assessment of damages to be paid by TMF to MIL for all the damages and losses suffered by MIL as compensation for the termination of the Agreement wrongfully and unlawfully;
  - (iii) An Order for TMF to pay MIL immediately after the assessment of damages by the Court; and
  - (iv) Interest and cost.

The hearing date for the Summary Judgment Application was fixed on 26 May 2014.

On 26 May 2014, MIL withdrew the Summary Judgment Application. The legal suit then proceeded for trial on 26 – 27 May 2014 and on 23 – 24 June 2014.

On 31 October 2014, the High Court dismissed MIL's claim and awarded costs in the sum of RM50,000.00 in favour of TMF.

On 12 November 2014, MIL filed its appeal against the said decision of the High Court. The appeal was fixed for case management on 17 March 2015.

On 15 April 2015, the Court of Appeal allowed the extension of time sought by MIL in respect of the filing of the Record of Appeal with cost in the sum of RM2,000.00 to be paid to TMF.

On 2 December 2015, the Court of Appeal allowed MIL's solicitors' application to discharge themselves from representing MIL with no order as to costs.

The Court of Appeal further allowed TMF's application for security for costs in the sum of RM30,000.00 with costs of RM3,000.00 to be paid by MIL to TMF. The appeal shall, unless the security for costs is paid to TMF within a period of 14 days, be dismissed by the Court of Appeal with costs to be paid by MIL to TMF.

On 3 February 2016, TMF's solicitors served the sealed copy of the order to MIL and demanded the payment of the security for costs within a period of 14 days from the date of service, failing which TMF's solicitors will file a motion by way of application to strike out MIL's appeal. Any further development will be notified accordingly.

The Directors, based on legal advice, are of the view that TMF has a good chance of success in dismissing the appeal.

Apart from the above, the Directors are not aware of any other proceedings pending against the Company and/or its subsidiaries or of any facts likely to give rise to any proceedings which might materially affect the financial position or business of the Company and/or its subsidiaries.

There were no other contingent liabilities or material litigations or guarantees other than those arising in the ordinary course of the business of the Group and the Company and on these, no material losses are anticipated.

## 51. SIGNIFICANT SUBSEQUENT EVENT

### **Investment by Mobikom Sdn Bhd (Mobikom), a wholly-owned subsidiary of the Group, in Packet One Networks (Malaysia) Sdn Bhd (P1)**

Subsequent to Mobikom's subscription of the Convertible MTN issued by P1 as disclosed in note 17(f) to the financial statements, on 11 February 2016, Mobikom received 10,674,640 new P1 shares pursuant to an early conversion of the Convertible MTN subscribed by Mobikom (Early Conversion). The Early Conversion is a right for Packet One Sdn Bhd (Packet One) to require from Mobikom, as the subscribing noteholder of the Convertible MTN, for an early conversion of RM410,299,000 of the Convertible MTN into new ordinary shares of P1, during a pre-determined conversion period subject to the fulfilment of certain conditions in accordance with the Investment Agreement as referred to in note 5(a) to the financial statements.

In addition, P1 has also issued 133,726 new P1 shares to Mobikom due to a net debt adjustment in accordance to the terms of the Investment Agreement.

Pursuant to the issuance of the additional 10,808,366 new P1 shares issued to Mobikom, the Group's shareholding (via Mobikom) of P1 has increased from 55.3% to 72.9% while the remaining shares are currently held by Green Packet Berhad (via Packet One Sdn Bhd) and SK Telecom Co. Ltd at 18.9% and 8.2% respectively.

## 52. LIST OF SUBSIDIARIES AS AT 31 DECEMBER 2015

The subsidiaries are as follows:

Name of Company	Group's Effective Interest		Paid-up Capital		Principal Activities
	2015 %	2014 %	2015 Million	2014 Million	
Fiberail Sdn Bhd	54	54	RM15.8	RM15.8	Provision of network connectivity and bandwidth services in Malaysia and project management services in relation to telecommunications
Fibrecomm Network (M) Sdn Bhd	51	51	RM75.0	RM75.0	Provision of fibre optic transmission network services
GITN Sdn Berhad	100	100	RM50.0	RM50.0	Provision of managed network services and enhanced value added telecommunication and information technology services
GTC Global Sdn Bhd (note 5(b))	100	100	RM1.1	RM1.1	Provision of information and communications technology (ICT) system security services, integrated security management system, and build, provide and manage the smart building services including smart tenant services for the building owners, operators, residents and visitors
Hijrah Pertama Berhad	100	100	RM#	RM#	Special purpose entity
Intelsec Sdn Bhd	100	100	RM10.7	RM3.0	Provision of information and communications technology (ICT) services and cloud consumption by designing and leveraging the network and exchange platforms
Menara Kuala Lumpur Sdn Bhd	100	100	RM10.0	RM10.0	Managing and operating Menara Kuala Lumpur
Mobikom Sdn Bhd	100	100	RM610.0	RM610.0	Provision of transmission of voice and data through the cellular system
Parkside Properties Sdn Bhd	100	100	RM0.1	RM0.1	Dormant
Tekad Mercu Berhad	100	100	RM#	RM#	Special purpose entity
Telekom Applied Business Sdn Bhd	100	100	RM1.6	RM1.6	Provision of software development and sale of software products

**52. LIST OF SUBSIDIARIES AS AT 31 DECEMBER 2015 (continued)**

The subsidiaries are as follows: (continued)

Name of Company	Group's Effective Interest		Paid-up Capital		Principal Activities
	2015 %	2014 %	2015 Million	2014 Million	
Telekom Enterprise Sdn Bhd	100	100	RM0.6	RM0.6	Investment holding
Telekom Malaysia (Australia) Pty Ltd*	100	100	AUD#	AUD#	Provision of international telecommunications services
Telekom Malaysia (Hong Kong) Limited*	100	100	HKD18.5	HKD18.5	Provision of international telecommunications services
Telekom Malaysia (S) Pte Ltd*	100	100	SGD#	SGD#	Provision of international telecommunications services
Telekom Malaysia (UK) Limited*	100	100	GBP#	GBP#	Provision of international telecommunications services
Telekom Malaysia (USA) Inc*	100	100	USD3.5	USD3.5	Provision of international telecommunications services
Telekom Multi-Media Sdn Bhd	100	100	RM1.7	RM1.7	Investment holding
Telekom Research & Development Sdn Bhd	100	100	RM20.0	RM20.0	Provision of research and development activities in the areas of communications, hi-tech applications and products and services in related business
Telekom Sales and Services Sdn Bhd	100	100	RM14.5	RM14.5	Provision of management of customers care services and trading of customer premises telecommunication equipment
Telekom Technology Sdn Bhd	100	100	RM13.0	RM13.0	Ceased operations
TM Broadcasting Sdn Bhd <sup>†</sup>	100	100	RM#	RM#	Dormant
TM ESOS Management Sdn Bhd	100	100	RM0.1	RM0.1	Special purpose entity
TM Facilities Sdn Bhd	100	100	RM2.3	RM2.3	Provision of property development activities
TM Global Incorporated	100	100	USD#	USD#	Investment holding
TM Info-Media Sdn Bhd	100	100	RM6.0	RM6.0	Publication of printed and online telephone directories services as well as provision of multi platform solutions for advertising

**52. LIST OF SUBSIDIARIES AS AT 31 DECEMBER 2015 (continued)**

The subsidiaries are as follows: (continued)

Name of Company	Group's Effective Interest		Paid-up Capital		Principal Activities
	2015 %	2014 %	2015 Million	2014 Million	
TM Net Sdn Bhd	100	100	RM180.0	RM180.0	Content and application development for Internet services
Tulip Maple Berhad	100	–	RM#	–	Special purpose entity
Universiti Telekom Sdn Bhd	100	100	RM650.0	RM650.0	Managing and administering a private university known as Multimedia University
VADS Berhad	100	100	RM5.0	RM5.0	Provision of managed network services, network system integration services and network centric services
<b>Subsidiaries held through Intelsec Sdn Bhd</b>					
Inneonusa Sdn Bhd	51	100	RM15.0	RM#	Provision of ICT system security and smart building services including smart tenant services for building owners, operators, residents and visitors
Lyfe Medini Sdn Bhd	50	–	RM#	–	Provision of smart building services and smart city services
<b>Subsidiary held through Mobikom Sdn Bhd</b>					
Packet One Networks (Malaysia) Sdn Bhd (note 5(a))	55.3	55.3	RM16.7	RM16.7	Providing last mile broadband network infrastructure facilities and services
<b>Subsidiaries held through Packet One Networks (Malaysia) Sdn Bhd</b>					
P1.Com Sdn Bhd	55.3	55.3	RM#	RM#	A collector of telecommunications revenue for fellow group companies
Millercom Sdn Bhd	55.3	55.3	RM0.3	RM0.3	Providing project management services
RuumzNation Sdn Bhd	55.3	55.3	RM0.1	RM0.1	Dormant
Packet One (L) Ltd	55.3	55.3	RM#	RM#	Investment holding

**52. LIST OF SUBSIDIARIES AS AT 31 DECEMBER 2015 (continued)**

The subsidiaries are as follows: (continued)

Name of Company	Group's Effective Interest		Paid-up Capital		Principal Activities
	2015 %	2014 %	2015 Million	2014 Million	
<b>Subsidiary held through Tekad Mercu Berhad</b>					
Mediatel (Malaysia) Sdn Bhd	–	100	–	RM#	Dissolved on 1 June 2015
<b>Subsidiary held through TM Info-Media Sdn Bhd</b>					
Cybermall Sdn Bhd	100	100	RM2.7	RM2.7	Ceased operations
<b>Subsidiaries held through TM Facilities Sdn Bhd</b>					
TMF Autolease Sdn Bhd	100	100	RM1.0	RM1.0	Provision of fleet management services
TMF Services Sdn Bhd	100	100	RM1.0	RM1.0	Ceased operations
<b>Subsidiaries held through Universiti Telekom Sdn Bhd</b>					
Unitele Multimedia Sdn Bhd	100	100	RM1.0	RM1.0	Provision of training and related services
Multimedia College Sdn Bhd	100	100	RM1.0	RM1.0	Managing and administering a private college known as Multimedia College
<b>Subsidiary held through Unitele Multimedia Sdn Bhd</b>					
MMU Creativista Sdn Bhd	100	100	RM#	RM#	Provision of digital video and film production and post production services
<b>Subsidiaries held through VADS Berhad</b>					
Meganet Communications Sdn Bhd	100	100	RM11.0	RM11.0	To develop, operate and provide Intelligent Building Systems, Intelligent Security, Integrated Telecommunications and Information Technology Solutions to both the Government and private sectors
VADS Business Process Sdn Bhd	100	100	RM10.0	RM10.0	Provision of managed contact centre services
VADS e-Services Sdn Bhd	100	100	RM1.0	RM1.0	Provision of managed information technology services, managed application services and contact centre service
VADS Professional Services Sdn Bhd	100	100	RM#	RM#	Dormant
VADS Solutions Sdn Bhd	100	100	RM1.5	RM1.5	Provision of system integration services

## 52. LIST OF SUBSIDIARIES AS AT 31 DECEMBER 2015 (continued)

The subsidiaries are as follows: (continued)

Name of Company	Group's Effective Interest		Paid-up Capital		Principal Activities
	2015 %	2014 %	2015 Million	2014 Million	
<b>Subsidiary held through VADS Business Process Sdn Bhd</b>					
PT VADS Indonesia (collectively with VADS Berhad) <sup>^</sup>	100	100	IDR17,052.8	IDR17,052.8	Provision of managed contact centre services
<b>Subsidiary consolidated through effective control as defined by MFRS 10</b>					
Yayasan Telekom Malaysia	–	–	^^	^^	A trust established under the provision of Trustees (Incorporation) Act, 1952, for promotion and advancement of education, research and dissemination of knowledge

All subsidiaries are incorporated in Malaysia except the following:

Name of Company	Place of Incorporation
PT VADS Indonesia	– Indonesia
Telekom Malaysia (Australia) Pty Ltd	– Australia
Telekom Malaysia (Hong Kong) Limited	– Hong Kong
Telekom Malaysia (S) Pte Ltd	– Singapore
Telekom Malaysia (UK) Limited	– United Kingdom
Telekom Malaysia (USA) Inc	– USA

AUD	Australian Dollar
IDR	Indonesian Rupiah
HKD	Hong Kong Dollar
SGD	Singapore Dollar
GBP	Pound Sterling
USD	US Dollar

# Amount less than 0.1 million in their respective currencies

\* Audited by a member firm of PricewaterhouseCoopers International Limited which is a separate and independent legal entity from PricewaterhouseCoopers Malaysia.

> Application for striking off was submitted to the Registrar of Companies on 7 November 2014 pursuant to the said Section 308(1) of the Companies Act, 1965.

<sup>^</sup> VADS Berhad and VADS Business Process Sdn Bhd hold a direct interest of 10.0% and 90.0% respectively in PT VADS Indonesia.

<sup>^^</sup> As an entity established under the Trustees (Incorporation) Act, 1952, this entity has an initial contribution of RM13.0 million instead of paid-up capital.



### 53. LIST OF ASSOCIATES AS AT 31 DECEMBER 2015

The associates are as follows:

Name of Company	Group's Effective Interest		Principal Activities
	2015 %	2014 %	
<b>Associates held through</b>			
<b>Telekom Multi-Media Sdn Bhd</b>			
Mahirnet Sdn Bhd (in liquidation)	49	49	Granted Order for Creditors' winding up by the Kuala Lumpur High Court pursuant to Section 217 of the Companies Act, 1965
Mutiara.Com Sdn Bhd	30	30	Provision and promotion of Internet-based communications services
<b>Associate held through</b>			
<b>Telekom Malaysia (S) Pte Ltd</b>			
BlueTel Networks Pte Ltd	29	29	Provision of telecommunications and network solutions

All associates are incorporated in Malaysia, except for BlueTel Networks Pte Ltd (BTN), which is incorporated in Singapore. All associates have co-terminous financial year end with the Company.

### 54. CURRENCY

All amounts are expressed in Ringgit Malaysia (RM).

### 55. APPROVAL OF FINANCIAL STATEMENTS

The financial statements have been approved for issuance in accordance with a resolution of the Board of Directors on 24 February 2016.

## 56. SUPPLEMENTARY INFORMATION PURSUANT TO BURSA MALAYSIA SECURITIES BERHAD LISTING REQUIREMENTS

### Realised and Unrealised Profits

On 25 March 2010, Bursa Malaysia Securities Berhad (Bursa Malaysia) issued a directive to all listed issuers pursuant to Paragraphs 2.06 and 2.23 of Bursa Malaysia Main Market Listing Requirements. The directive requires all listed issuers to disclose the breakdown of the unappropriated profits or accumulated losses as at the end of the reporting period, into realised and unrealised profits or losses. On 20 December 2010, Bursa Malaysia further issued guidance on the disclosure and the format required.

The breakdown of retained profits of the Group and the Company as at the reporting date, into realised and unrealised profits, pursuant to the directive, is as follows:

	The Group		The Company	
	2015 RM	2014 RM	2015 RM	2014 RM
Retained profits:				
– realised	2,367.7	2,473.8	4,362.3	4,024.5
– unrealised – in respect of deferred tax recognised in the Income Statements	(1,356.1)	(1,243.2)	(1,269.4)	(1,135.0)
– in respect of other items of income and expense	480.2	545.6	206.3	268.8
Share of accumulated profits of associates				
– realised	37.9	13.2	–	–
	1,529.7	1,789.4	3,299.2	3,158.3
Add: consolidation adjustments	2,638.4	2,526.3	–	–
<b>TOTAL RETAINED PROFITS</b>	<b>4,168.1</b>	<b>4,315.7</b>	<b>3,299.2</b>	<b>3,158.3</b>

The determination of realised and unrealised profits is based on the Guidance of Special Matter No. 1, Determination of Realised and Unrealised Profits or Losses in the Context of Disclosure Pursuant to Bursa Malaysia Securities Berhad Listing Requirements, as issued by the Malaysian Institute of Accountants on 20 December 2010.

# Statement by Directors

pursuant to Section 169(15) of the Companies Act, 1965

We, Tan Sri Dato' Seri Dr Sulaiman Mahbob and Tan Sri Dato' Sri Zamzamzairani Mohd Isa, two of the Directors of Telekom Malaysia Berhad, state that, in the opinion of the Directors, the financial statements on pages 254 to 379 are drawn up so as to exhibit a true and fair view of the state of affairs of the Group and the Company as at 31 December 2015 and of the results and the cash flows of the Group and the Company for the financial year ended on that date in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act, 1965.

The supplementary information set out in note 56 on page 380 have been prepared in accordance with the Guidance of Special Matter No. 1, Determination of Realised and Unrealised Profits or Losses in the Context of Disclosure Pursuant to Bursa Malaysia Securities Berhad Listing Requirements, as issued by the Malaysian Institute of Accountants.

In accordance with a resolution of the Board of Directors dated 24 February 2016.



**TAN SRI DATO' SERI DR SULAIMAN MAHBOB**  
*Director/Chairman*



**TAN SRI DATO' SRI ZAMZAMZAIRANI MOHD ISA**  
*Managing Director/Group Chief Executive Officer*

# Statutory Declaration

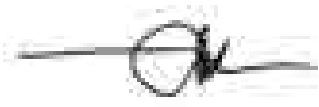
pursuant to Section 169(16) of the Companies Act, 1965

I, Datuk Bazlan Osman, the Director primarily responsible for the financial management of Telekom Malaysia Berhad, do solemnly and sincerely declare the financial statements set out on pages 254 to 379 are, in my opinion, correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly  
declared at Kuala Lumpur  
this 24 February 2016.

)   
)  
) **DATUK BAZLAN OSMAN**

Before me:

*Commissioner for Oaths*  
Kuala Lumpur

# Independent Auditors' Report

to the members of Telekom Malaysia Berhad

Incorporated in Malaysia (Company No. 128740-P)

## REPORT ON THE FINANCIAL STATEMENTS

We have audited the financial statements of Telekom Malaysia Berhad on pages 254 to 262 which comprise the statements of financial position as at 31 December 2015 of the Group and of the Company, and the statements of income, statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages 263 to 379.

### Directors' Responsibility for the Financial Statements

The Directors of the Company are responsible for the preparation of financial statements so as to give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act, 1965, in Malaysia. The Directors are also responsible for such internal control as the Directors determine are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with approved standards on auditing in Malaysia. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgement, including the assessment of risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation of financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Directors, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements give a true and fair view of the financial position of the Group and of the Company as of 31 December 2015 and of their financial performance and cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act, 1965, in Malaysia.

## REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the requirements of the Companies Act, 1965, in Malaysia, we also report the following:

- (a) In our opinion, the accounting and other records and the registers required by the Act to be kept by the Company and its subsidiaries of which we have acted as auditors have been properly kept in accordance with the provisions of the Act.
- (b) We have considered the financial statements and the auditors' reports of all the subsidiaries of which we have not acted as auditors, which are indicated in note 52 to the financial statements.
- (c) We are satisfied that the financial statements of the subsidiaries that have been consolidated with the Company's financial statements are in form and content appropriate and proper for the purposes of the preparation of the financial statements of the Group and we have received satisfactory information and explanations required by us for those purposes.
- (d) The audit reports on the financial statements of the subsidiaries did not contain any qualification or any adverse comment made under Section 174(3) of the Act.

**OTHER REPORTING RESPONSIBILITIES**

The supplementary information set out in note 56 on page 380 is disclosed to meet the requirement of Bursa Malaysia Securities Berhad and is not part of the financial statements. The Directors are responsible for the preparation of the supplementary information in accordance with Guidance on Special Matter No. 1, Determination of Realised and Unrealised Profits or Losses in the Context of Disclosure Pursuant to Bursa Malaysia Securities Berhad Listing Requirements, as issued by the Malaysian Institute of Accountants (“MIA Guidance”) and the directive of Bursa Malaysia Securities Berhad. In our opinion, the supplementary information is prepared, in all material respects, in accordance with the MIA Guidance and the directive of Bursa Malaysia Securities Berhad.

**OTHER MATTERS**

This report is made solely to the members of the Company, as a body, in accordance with Section 174 of the Companies Act, 1965, in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.



**PRICEWATERHOUSECOOPERS**  
 (No. AF: 1146)  
 Chartered Accountants

Kuala Lumpur  
 24 February 2016



**NURUL A'IN BINTI ABDUL LATIF**  
 (No. 2910/02/17 (J))  
 Chartered Accountant

# Authorised and Issued Share Capital

as at 14 March 2016

## 1. AUTHORISED SHARE CAPITAL

The authorised share capital of the Company is RM3,528,003,015.00 divided into 5,040,000,020 ordinary shares of RM0.70 each, One (1) Special Rights Redeemable Preference Share (Special Share) of RM1.00, 2,000 Class C Non-Convertible Redeemable Preference Shares (NCRPS) of RM1.00 each and 1,000 Class D NCRPS of RM1.00 each.

The changes in the authorised share capital are as follows:

Date	Type of Share	Par value (RM)	No. of shares Created/(Deleted)	Cumulative (RM)
12/10/1984	Ordinary Shares	1.00	1,000,000	1,000,000.00
06/08/1984	Ordinary Shares	1.00	4,999,000,000	5,000,000,000.00
11/09/1990	Special Share	1.00	1	5,000,000,001.00
31/03/2003	Class A Redeemable Preference Share (RPS)	0.01	1,000	5,000,000,011.00
31/03/2003	Class B RPS	0.01	1,000	5,000,000,021.00
08/05/2007	Class C NCRPS	1.00	2,000	5,000,002,021.00
08/05/2007	Class D NCRPS	1.00	1,000	5,000,003,021.00
07/05/2009	Class E RPS	0.01	4,000,000,000	5,040,003,021.00
10/05/2011	Class A RPS	0.01	(1,000)	5,040,003,011.00
	Class B RPS	0.01	(1,000)	5,040,003,001.00
	Class E RPS	0.01	(4,000,000,000)	5,000,003,001.00
	Ordinary Shares	1.00	20	5,000,003,021.00
	Class F RPS	0.01	4,000,000,000	5,040,003,021.00
01/08/2012	Class F RPS	0.01	(4,000,000,000)	5,000,003,021.00
	Ordinary Shares	0.70*	40,000,000	<b>3,528,003,015.00</b>

\* Reduction of par value of each ordinary share from RM1.00 to RM0.70 pursuant to completion of a Capital Reduction exercise.

## 2. ISSUED AND PAID-UP SHARE CAPITAL

The issued and paid-up share capital is RM2,630,555,302.10 comprising 3,757,934,823 ordinary shares of RM0.70 each, One (1) Special Share of RM1.00 and 925 Class D NCRPS of RM1.00 each.

Each ordinary share carries one (1) vote. The Special Share and Class D NCRPS have no voting rights other than those referred to in note 14 and note 17 on pages 300 and 306 of the financial statements.

The changes in the issued and paid-up share capital are as follows:

Date	No. of Shares Allotted	Description	Cumulative (RM)
31/12/1984	2	Cash	2.00
31/12/1986	9,999,998	Cash	10,000,000.00
31/12/1987	490,000,000	Bonus issue on the basis of 49 ordinary shares for every 1 existing ordinary share held	500,000,000.00
11/09/1990	1,000,000,000	Bonus issue on the basis of 2 ordinary shares for every 1 existing ordinary share held	1,500,000,000.00
11/09/1990	1	Special Share	1,500,000,001.00

**2. ISSUED AND PAID-UP SHARE CAPITAL (continued)**

Date	No. of Shares Allotted	Description	Cumulative (RM)
29/10/1990 – 31/12/1990	470,500,000	Issued pursuant to the exercise of options under the Employees Share Option Scheme (ESOS)	1,970,500,001.00
31/12/1992	9,249,000	Cash	1,979,749,001.00
31/12/1993	6,067,000	Issued pursuant to the exercise of options under the ESOS	1,985,816,001.00
31/12/1994	3,555,000	Issued pursuant to the exercise of options under the ESOS	1,989,371,001.00
31/12/1995	2,832,000	Issued pursuant to the exercise of options under the ESOS	1,992,203,001.00
31/12/1996	6,877,000	Issued pursuant to the exercise of options under the ESOS	1,999,080,001.00
06/06/1997	10,920	Eurobond – Conversion of 4% Convertible Bonds due 2004	1,999,090,921.00
20/06/1997	999,545,460	Bonus issue on the basis of 1 ordinary share for every 2 existing ordinary shares held	2,998,636,381.00
31/12/1998	398,500	Issued pursuant to the exercise of options under the ESOS	2,999,034,881.00
31/12/1999	22,408,000	Issued pursuant to the exercise of options under the ESOS	3,021,442,881.00
31/12/2000	65,876,500	Issued pursuant to the exercise of options under the ESOS	3,087,319,381.00
31/12/2001	13,996,000	Issued pursuant to the exercise of options under the ESOS	3,101,315,381.00
31/12/2002	65,692,000	Issued pursuant to the exercise of options under the ESOS	3,167,007,381.00
01/01/2003 – 11/12/2003	71,503,000	Issued pursuant to the exercise of options under the ESOS	3,238,510,381.00
12/12/2003	1,000	Issuance of Class A RPS of RM0.01 each	3,238,510,391.00
	1,000	Issuance of Class B RPS of RM0.01 each	3,238,510,401.00
15/12/2003 – 31/12/2003	12,222,000	Issued pursuant to the exercise of options under the ESOS	3,250,732,401.00
31/12/2004	131,708,000	Issued pursuant to the exercise of options under the ESOS	3,382,440,401.00
31/12/2005	9,077,000	Issued pursuant to the exercise of options under the ESOS	3,391,517,401.00
31/12/2006	6,139,500	Issued pursuant to the exercise of options under the ESOS	3,397,656,901.00
04/01/2007 – 17/07/2007	37,605,000	Issued pursuant to the exercise of options under the ESOS	3,435,261,901.00
20/07/2007	(1,000)	Redemption of Class A RPS of RM0.01 each	3,435,261,891.00
	(1,000)	Redemption of Class B RPS of RM0.01 each	3,435,261,881.00
	2,000	Issuance of Class C NCRPS of RM1.00 each	3,435,263,881.00
	925	Issuance of Class D NCRPS of RM1.00 each	3,435,264,806.00
23/07/2007 – 31/12/2007	4,547,800	Issued pursuant to the exercise of options under the ESOS	3,439,812,606.00
17/03/2008	137,592,300	Issued to TM ESOS Management Sdn Bhd as Trustee for the implementation of TM Special ESOS	3,577,404,906.00
02/06/2009	3,577,401,980	Issuance of Class E RPS of RM0.01 each	3,613,178,925.80
	(3,577,401,980)	Redemption of Class E RPS of RM0.01 each	3,577,404,906.00
07/06/2011	3,577,401,980	Issuance of Class F RPS of RM0.01 each	3,613,178,925.80
	(3,577,401,980)	Redemption of Class F RPS of RM0.01 each	3,577,404,906.00
01/08/2012	–	Reduction of par value of each ordinary share from RM1.00 to RM0.70 pursuant to completion of a Capital Reduction exercise	2,504,184,312.00
30/12/2013	(2,000)	Redemption of Class C NCRPS of RM1.00 each	2,504,182,312.00
04/07/2014	89,770,254	Issued pursuant to Dividend Reinvestment Scheme (DRS)	2,567,021,489.80
29/10/2014	52,196,765	Issued pursuant to DRS	2,603,559,225.30
19/06/2015	38,565,824	Issued pursuant to DRS	<b>2,630,555,302.10</b>

Note: Increases in the issued and paid-up share capital pursuant to the ESOS are disclosed on annual basis.

# Analysis of Shareholding Statistics

as at 14 March 2016

## SUBSTANTIAL SHAREHOLDERS' HOLDINGS OF 5% AND ABOVE

as per Register of Substantial Shareholders

No.	Name	No. of Ordinary Shares Held		Percentage (%)	
		Direct	Indirect	Direct	Indirect
1	Khazanah Nasional Berhad	1,076,725,713	–	28.65	–
2	Citigroup Nominees (Tempatan) Sdn Bhd – <i>Employees Provident Fund Board</i>	566,167,636	–	15.07	–
3	AmanahRaya Trustees Berhad – <i>Amanah Saham Bumiputera</i>	434,335,795	–	11.56	–
<b>Total</b>		<b>2,077,229,144</b>	<b>–</b>	<b>55.28</b>	<b>–</b>

## DIRECTORS' DIRECT AND DEEMED INTEREST IN THE COMPANY

as per Register of Directors' Shareholding

Interest in the Company	No. of Ordinary Shares of RM0.70 each		
	Direct	Deemed Interest	Percentage (%)
Tan Sri Dato' Sri Zamzamzairani Mohd Isa	5,337	4,270 <sup>#</sup>	*
Datuk Bazlan Osman	2,134	–	*

Note:

<sup>#</sup> Deemed interest in TM shares held by spouse

\* Less than 0.01%

## DISTRIBUTION OF SHAREHOLDINGS

Size of Shareholdings	Shareholders				Shares			
	Malaysian		Foreign		Malaysian		Foreign	
	No.	%	No.	%	No.	%	No.	%
Less than 100	1,485	6.54	22	0.10	24,817	0.00	514	0.00
100 – 1,000	5,765	25.41	104	0.46	4,399,304	0.11	74,450	0.00
1,001 – 10,000	12,497	55.08	282	1.24	38,295,186	1.02	1,169,955	0.03
10,001 – 100,000	1,605	7.07	263	1.16	37,400,034	1.00	10,324,828	0.28
100,001 – 187,896,740(*)	365	1.61	299	1.32	1,223,400,067	32.56	428,764,965	11.41
187,896,741 and above (**)	3	0.01	0	0.00	2,014,080,703	53.59	0	0.00
<b>Total</b>	<b>21,720</b>	<b>95.72</b>	<b>970</b>	<b>4.28</b>	<b>3,317,600,111</b>	<b>88.28</b>	<b>440,334,712</b>	<b>11.72</b>

Notes:

\* Less than 5% of issued shares

\*\* 5% and above of issued shares



**DISTRIBUTION OF PREFERENCE SHARES IN ACCORDANCE WITH THEIR RESPECTIVE CLASSES**

Category	Special Share				NCRPS D			
	Shareholder		Share		Shareholder		Share	
	Malaysian	%	Malaysian	%	Malaysian	%	Malaysian	%
Less than 100	1	100.00	1	100.00	0	0.00	0	0.00
100 – 1,000	0	0.00	0	0.00	2	100.00	925	100.00
1,001 – 10,000	0	0.00	0	0.00	0	0.00	0	0.00
<b>Total</b>	<b>1</b>	<b>100.00</b>	<b>1</b>	<b>100.00</b>	<b>2</b>	<b>100.00</b>	<b>925</b>	<b>100.00</b>

## List of Top 30 Shareholders

as at 14 March 2016

No.	Name	No. of Ordinary Shares of RM0.70 each Held	% of Issued Shares
1	Khazanah Nasional Berhad	1,076,725,713	28.65
2	Citigroup Nominees (Tempatan) Sdn Bhd – Employees Provident Fund Board	503,019,195	13.39
3	AmanahRaya Trustees Berhad – Amanah Saham Bumiputera	434,335,795	11.56
4	Kumpulan Wang Persaraan (Diperbadankan)	161,411,507	4.30
5	Lembaga Tabung Haji	76,868,000	2.05
6	Permodalan Nasional Berhad	75,060,797	2.00
7	AmanahRaya Trustees Berhad – Amanah Saham Wawasan 2020	62,255,673	1.66
8	Maybank Nominees (Tempatan) Sdn Bhd – Maybank Trustees Berhad for Public Ittikal Fund (N14011970240)	55,075,071	1.47
9	AmanahRaya Trustees Berhad – Public Islamic Dividend Fund	45,441,439	1.21
10	HSBC Nominees (Asing) Sdn Bhd – Exempt An for The Bank of New York Mellon (Mellon Acct)	41,655,411	1.11
11	Cartaban Nominees (Tempatan) Sdn Bhd – Exempt An for Eastspring Investments Berhad	41,007,691	1.09
12	AmanahRaya Trustees Berhad – Amanah Saham Malaysia	39,816,600	1.06
13	AmanahRaya Trustees Berhad – AS 1Malaysia	36,930,158	0.98
14	Amsec Nominees (Tempatan) Sdn Bhd – AmTrustee Berhad for CIMB Islamic Dali Equity Growth Fund (UT-CIMB-DALI)	35,674,903	0.95
15	Malaysia Nominees (Tempatan) Sendirian Berhad – Great Eastern Life Assurance (Malaysia) Berhad (Par 1)	32,901,967	0.88

List of Top 30 Shareholders  
as at 14 March 2016

No.	Name	No. of Ordinary Shares of RM0.70 each Held	% of Issued Shares
16	AmanahRaya Trustees Berhad – Amanah Saham Bumiputera 2	32,761,200	0.87
17	Cartaban Nominees (Asing) Sdn Bhd – Exempt An for State Street Bank & Trust Company (West CLT OD67)	32,082,870	0.85
18	AmanahRaya Trustees Berhad – Amanah Saham Didik	24,898,923	0.66
19	Citigroup Nominees (Tempatan) Sdn Bhd – Exempt An for AIA Bhd	22,038,946	0.59
20	AmanahRaya Trustees Berhad – Public Islamic Select Enterprises Fund	21,511,411	0.57
21	Citigroup Nominees (Tempatan) Sdn Bhd – Employees Provident Fund Board (Nomura)	20,275,905	0.54
22	AmanahRaya Trustees Berhad – Public Islamic Equity Fund	20,168,685	0.54
23	HSBC Nominees (Asing) Sdn Bhd – BBH and Co Boston for Vanguard Emerging Markets Stock Index Fund	18,512,340	0.49
24	HSBC Nominees (Asing) Sdn Bhd – BBH and Co Boston for Matthews Asian Growth and Income Fund	18,277,351	0.49
25	Cartaban Nominees (Asing) Sdn Bhd – RBC Investor Services Bank for Robeco Capital Growth Funds	16,475,641	0.44
26	HSBC Nominees (Asing) Sdn Bhd – Exempt An for JPMorgan Chase Bank, National Association (U.S.A.)	16,297,323	0.43
27	AmanahRaya Trustees Berhad – Public Islamic Sector Select Fund	15,099,649	0.40
28	Maybank Nominees (Tempatan) Sdn Bhd – Maybank Trustees Berhad for Public Regular Savings Fund (N14011940100)	13,626,916	0.36
29	AmanahRaya Trustees Berhad – Public Ittikal Sequel Fund	12,522,305	0.33
30	Cartaban Nominees (Asing) Sdn Bhd – GIC Private Limited for Government of Singapore (C)	12,254,743	0.33
<b>Total</b>		<b>3,014,984,128</b>	<b>80.23</b>

# Net Book Value of Land & Buildings

as at 31 December 2015

Location	Freehold		Leasehold		Other Land*		Excepted Land**		Net Book Value of Land*** (RM Million)	Net Book Value of Buildings* (RM Million)
	No. of Lots	Area ('000 sq ft)	No. of Lots	Area ('000 sq ft)	No. of Lots	Area ('000 sq ft)	No. of Lots	Area ('000 sq ft)		
1. Federal Territory										
a. Kuala Lumpur	32	1,596	3	155	1	114	–	–	274.0	959.0
b. Labuan	–	–	6	511	–	–	–	–	–	–
c. Putrajaya	–	–	–	–	1	20	–	–	–	–
2. Selangor	10	9,965	21	1,335	2	144	70	6,078	506.2	401.0
3. Perlis	–	–	4	51	–	–	9	678	0.3	2.1
4. Perak	4	17	19	936	4	230	85	5,141	4.0	33.0
5. Pulau Pinang	3	5,015	15	919	–	–	35	6,804	4.6	25.7
6. Kedah	8	524	14	976	–	–	45	2,947	10.7	42.0
7. Johor	4	106	29	1,455	10	329	94	7,845	6.4	57.2
8. Melaka	2	3	24	2,109	–	–	21	4,271	15.1	154.7
9. Negeri Sembilan	4	160	11	397	4	200	47	2,242	32.5	19.0
10. Terengganu	–	–	16	809	–	–	41	5,929	0.6	22.9
11. Kelantan	–	–	16	708	–	–	35	2,050	0.5	9.4
12. Pahang	1	40	28	2,172	8	532	61	6,316	2.2	23.3
13. Sabah	–	–	14	184	4	162	53	5,653	3.9	32.8
14. Sarawak	4	46	29	1,035	10	400	92	9,939	16.5	47.9
15. Hong Kong	–	–	–	–	–	–	–	–	–	59.5
<b>Total</b>	<b>72</b>	<b>17,472</b>	<b>249</b>	<b>13,752</b>	<b>44</b>	<b>2,131</b>	<b>688</b>	<b>65,893</b>	<b>877.5</b>	<b>1,889.5</b>

\* The title deeds pertaining to other land have not yet been registered in the name of the Company. Pending finalisation with the relevant authorities, the lands have not been classified according to their tenure and land areas are based on estimation.

\*\* Excepted land are lands situated outside the Federal Territory which are either alienated land, reserved land owned by the Federal Government or land occupied, used, controlled and managed by the Federal Government for federal purposes (in Melaka, Pulau Pinang, Sabah and Sarawak) as set out in Section 3(2) of the Telecommunication Services (Successor Company) Act, 1985. The Government has agreed to lease these lands to Telekom Malaysia Berhad for a term of 60 years with an option to renew, under article 85 and 86 of the Federal Constitution.

\*\*\* Includes land held for property development and land held for sale of a wholly-owned subsidiary, and non-current assets held for sale of the Company.

# Includes non-current assets held for sale of the Company.

# Usage of Properties

as at 31 December 2015

Location	Exchanges/ Data Centres	Transmission Stations	Office Buildings	Residential	Stores/ Warehouses	Satellite/ Submarine Cable Stations	Resort	TMpoint/ Primatel/ Business Centre	University/ Training College	Telecom- munications/ Tourism Tower
1. Federal Territory										
a. Kuala Lumpur	13	2	6	4	–	–	–	–	1	–
b. Labuan	1	–	1	–	–	2	–	–	–	–
2. Selangor	75	8	6	7	3	–	–	4	1	–
3. Perlis	8	1	1	2	1	–	–	1	–	–
4. Perak	85	10	3	12	2	–	–	4	1	–
5. Pulau Pinang	40	1	3	4	2	1	1	4	–	–
6. Kedah	44	7	1	3	1	–	1	4	–	1
7. Johor	90	11	3	3	2	1	–	2	–	–
8. Melaka	29	1	1	1	1	2	–	2	1	–
9. Negeri Sembilan	45	8	3	2	–	–	–	2	–	–
10. Terengganu	44	4	2	3	2	–	–	2	1	–
11. Kelantan	30	2	2	4	2	–	–	–	–	–
12. Pahang	56	14	2	11	1	3	4	–	–	–
13. Sabah	46	18	1	3	2	3	1	4	–	–
14. Sarawak	76	24	2	8	2	3	–	3	1	–
15. Hong Kong	1	–	–	–	–	–	–	–	–	–

## HEAD OFFICE

Level 51, North Wing, Menara TM, Jalan Pantai Baharu, 50672 Kuala Lumpur, Malaysia

Tel : +603-2240 9494  
: 100, if you are calling from a fixed line in Malaysia  
: 1 300 888 123 if you are calling from mobile  
: +603-2241 1290 if you are calling from overseas

Fax : +603-2283 2415

Website : [www.tm.com.my](http://www.tm.com.my)

## RETAIL BUSINESS

### Customer Experience Management & Transformation

Level 5, South Wing

Menara TM

Jalan Pantai Baharu

50672 Kuala Lumpur

Tel : +603-2240 4499

: +603-2240 2944

Fax : +603-2240 8590

### Network Management Command Centre

Ground Floor

Telekom Complex Cyberjaya

3300 Lingkaran Usahawan 1 Timur

63000 Cyberjaya

Selangor

Tel : +61 800 88 9947

### GITN Sdn Berhad

*Head Office*

Level 31, Menara TM

Jalan Pantai Baharu

50672 Kuala Lumpur

Tel : +603-2245 0000

Fax : +603-2240 0709

### Network Operations Centre

Level 13

Annexe 1 TM Berhad

50672 Jalan Pantai Baharu

Kuala Lumpur

Tel : +603-2240 2948

Fax : +603-2241 1424

### TM Info-Media Sdn Bhd

Level 36 (North Wing)

Menara TM

Jalan Pantai Baharu

50672 Kuala Lumpur

Tel : +61300 88 9355

Fax : +60322 41 4526

### Telekom Applied Business Sdn Bhd

*Head Office*

Level 16, Menara 2

Faber Tower

Jalan Desa Bahagia

Taman Desa

Jalan Klang Lama

58100 Kuala Lumpur

Tel : +603-7984 4989

Fax : +603-7980 1605

### Cyberjaya Office

Level 2

Kompleks TM Cyberjaya

3300 Lingkaran Usahawan 1 Timur

63000 Cyberjaya, Selangor

Tel : +603-8318 1706

Fax : +603-8318 1721

### Telekom Research & Development Sdn Bhd

TM Innovation Centre

Lingkaran Teknokrat Timur

63000 Cyberjaya

Selangor

Tel : +603-8883 9595

Fax : +603-8883 9596

### VADS Berhad

Level 15, Plaza VADS

No. 1, Jalan Tun Mohd Fuad

Taman Tun Dr Ismail

60000 Kuala Lumpur

Tel : +603-7712 8888

Fax : +603-7728 2584

### PT VADS

Puri VADS

Jalan HR Rasuna Said

Kav H No 1-2, Setiabudi

Jakarta Selatan, 12920 Indonesia

### Telekom Sales & Services Sdn Bhd

*Head Office*

Level 38 (North Wing)

Menara TM

Jalan Pantai Baharu

50672 Kuala Lumpur

Tel : +603-2240 3000

Fax : +603-2241 3000

STATE	TMPOINT	ADDRESS
<b>KUALA LUMPUR</b>	TMpoint Muzium	Bangunan Muzium TM, Jalan Raja Chulan, 50200 Kuala Lumpur
	TMpoint Quill City Mall	Unit No. 3-55, Level 3, Quill City Mall, Lot 1018, Jalan Sultan Ismail, 52520 Kuala Lumpur
	TMpoint Pandan Indah	L1/02, Ground Floor, Menara Maxisegar, Jalan Pandan Indah 4/2, Pandan Indah, 55100 Kuala Lumpur
	TMpoint Menara TM	Ground Floor, Menara TM, Jalan Pantai Baharu, 50672 Kuala Lumpur
	TMpoint Bangsar	No. 8 & 10, Ground Floor, Jalan Telawi 5, Bangsar Baru, 59100 Kuala Lumpur
	TMpoint @ UTC KL	Lot T3-17, Tingkat 3, UTC KL @ Pudu Sentral, Jalan Pudu, 55100 Kuala Lumpur
	TMpoint Taman Desa	Ground Floor, Wisma TM Taman Desa, Jalan Desa Utama, 58100 Kuala Lumpur
	TMpoint Kepong	No. 67, Jalan Metro Perdana Barat 1, Taman Usahawan, Kepong Utara, 52100 Kepong, Kuala Lumpur
TMpoint Setapak	Ibusawat TM Setapak, 44, Persiaran Kuantan, 53200 Kuala Lumpur	
<b>SELANGOR</b>	TMpoint Ampang	42, Jalan Mamanda 7, Ampang Point, 68000 Ampang, Selangor
	TMpoint Kajang	No. 10 & 12, Jalan Metro Avenue 2, 43000 Kajang, Selangor
	TMpoint Rawang	Lot 21, Jalan Maxwell, 48000 Rawang, Selangor
	TMpoint Kuala Kubu Bharu	Bangunan TM, Jalan Dato' Balai, 44000 Kuala Kubu Bharu, Selangor
	TMpoint Bukit Raja	Jalan Meru, 41050 Kelang, Selangor
	TMpoint Shah Alam	Bangunan TM Shah Alam, Persiaran Damai, Seksyen 11, 40000 Shah Alam, Selangor
	TMpoint Banting	No. 1-1-1A, Jalan Suasana 1, 42700 Banting, Selangor
	TMpoint Kuala Selangor	Bangunan TM, Jalan Klinik, 45000 Kuala Selangor, Selangor
	TMpoint Sabak Bernam	27, Jalan Raja Chulan, 45200 Sabak Bernam, Selangor
	TMpoint Port Klang	No. 57 & 59, Jalan Cungah, 42000 Port Klang, Selangor
	TMpoint Serdang	No. 36, Jalan Dagang SB 4/2, Taman Sungai Besi Indah, 43300 Seri Kembangan, Selangor
	TMpoint Petaling Jaya	No. 22 & 24, Jalan Yong Shook Lin, 46050 Petaling Jaya, Selangor
	TMpoint Puchong	No. 12 & 13, Jalan Kenari 5, Bandar Puchong Jaya, 47100 Puchong, Selangor
	TMpoint Damansara Utama	No. 91-93, Jalan SS 21/1A, Damansara Utama, 47400 Petaling Jaya, Selangor
	TMpoint Cyberjaya	Ground Floor, TM IT Complex, 3300 Lingkaran Usahawan 1 Timur, 60000 Cyberjaya, Selangor
	TMpoint Kelana Jaya	Unit 109B, Ground Floor, Kelana Park View Tower, No. 1, Jalan SS 6/2, 47301 Kelana Jaya, Selangor
TMpoint Sunway Damansara	Unit C-08, Ground Floor & 1st Floor, Jalan PJU 5/17, Dataran Sunway, 47810 Kota Damansara, Selangor	
TMpoint Taipan	No. 27 & 29, Jalan USJ 10/1A, 47620 Subang Jaya, Selangor	

STATE	TMPOINT	ADDRESS
<b>NEGERI SEMBILAN</b>	TMpoint Seremban	No. 176 & 177, Ground Floor, Jalan Dato' Bandar Tunggal, 70000 Seremban, Negeri Sembilan
	TMpoint Port Dickson	No. 25, Jalan Mahajaya, PD Center Point, 71000 Port Dickson, Negeri Sembilan
	TMpoint Kuala Pilah	Jalan Bahau, 72000 Kuala Pilah, Negeri Sembilan
	TMpoint Tampin	Jalan Besar, 73000 Tampin, Negeri Sembilan
<b>MELAKA</b>	TMpoint Melaka	527 & 529 A, Plaza Melaka, Jalan Gajah Berang, 75200 Melaka
	TMpoint Alor Gajah	Batu 14½, Jalan Melaka Kendong, 78000 Alor Gajah, Melaka
	TMpoint Menara Pertam	Ground Floor, Menara Pertam, Jalan Batu Berendam BBP 2, Taman Batu Berendam Putra, 75350 Melaka
	TMpoint @ UTC Melaka	Aras 3, Bangunan UTC, Wisma DMDI, Jalan Hang Tuah, 75300 Melaka
<b>JOHOR</b>	TMpoint Johor Bahru	Jalan Abdullah Ibrahim, 80672 Johor Bahru, Johor
	TMpoint Skudai	No. 17 & 19, Jalan Laksamana 1, Taman Ungku Tun Aminah, 81300 Skudai, Johor
	TMpoint Pontian	Level 1, Ibusawat TM, Jalan Alsagoff, 82000 Pontian, Johor
	TMpoint Kluang	No. 1 & 2, Jalan Dato Teoh Siew Khor, 86000 Kluang, Johor
	TMpoint Segamat	No. 22, Jalan Sultan, 85000 Segamat, Johor
	TMpoint Batu Pahat	39, Jalan Rahmat, 83000 Batu Pahat, Johor
	TMpoint Muar	No. 5-5 & 5-6, Ground Floor, Jalan Ibrahim, 84000 Muar, Johor
	TMpoint Kota Tinggi	No. 2 & 4, Jalan Indah, Taman Medan Indah, 81900 Kota Tinggi, Johor
	TMpoint Kulai	Lot 435, Jalan Kenanga 29/11, Taman Indah Putra, 81100 Kulai, Johor
	TMpoint Pelangi	Wisma TM Pelangi, Jalan Sutera 3, Taman Sentosa, 80150 Johor Bahru, Johor
	TMpoint Mersing	Lot 384, Jalan Ismail, 86800 Mersing, Johor
	TMpoint Yong Peng	No. 18, Ground Floor, Jalan Bayan, Taman Semberong, 83700 Yong Peng, Johor
	TMpoint Pasir Gudang	No. 23 A, Ground Floor, Jalan Bandar Pusat Perdagangan, 81700 Pasir Gudang, Johor
	TMpoint @ UTC Johor	Pusat Transformasi Bandar (UTC) Johor, L3-UTC-14, Galleria @ Kotaraya, Jalan Trus, 80000 Johor Bahru
<b>KEDAH/PERLIS</b>	TMpoint Kangar	Jalan Bukit Lagi, Pekan Kangar, 01000 Kangar, Perlis
	TMpoint Alor Setar	Kompleks Kristal, Jalan Kolam Air, 05672 Alor Setar, Kedah
	TMpoint Jitra	No. 19A, Jalan PJ 1, Pekan Jitra 2, 06000 Jitra, Kedah
	TMpoint Langkawi	Jalan Pandak Mayah 6, 07000 Pekan Kuah, Langkawi, Kedah
	TMpoint Sungai Petani	Bangunan TM, Jalan Petani, 08000 Sungai Petani, Kedah
	TMpoint Kulim	No. 4 & 5, Jalan Tunku Asaad, 09000 Kulim, Kedah

STATE	TMPOINT	ADDRESS
<b>PULAU PINANG</b>	TMpoint Bayan Baru	No. 68, Jalan Mahsuri, 11950 Bayan Baru, Pulau Pinang
	TMpoint Jln Burmah	Jalan Burmah, 10050 Georgetown, Pulau Pinang
	TMpoint Butterworth	Wisma TM Butterworth, Ground Floor, Jalan Bagan Luar, 12000 Butterworth, Pulau Pinang
	TMpoint Bukit Mertajam	Lot G-33, G-34, G-35, Jalan Perda Selatan, Bandar Perda, 14000 Bukit Mertajam, Pulau Pinang
	TMpoint Sungai Bakap	1282, Jalan Besar, 14200 Sungai Bakap, Pulau Pinang
<b>PERAK</b>	TMpoint Ipoh Wisma	Wisma TM, Jalan Sultan Idris Shah, 30672 Ipoh, Perak
	TMpoint Batu Gajah	Bangunan TM, Jalan Dewangsa, 31000 Batu Gajah, Perak
	TMpoint Ipoh Tasek	Jalan Sultan Azlan Shah Utara, 31400 Ipoh, Perak
	TMpoint Kampar	Bangunan TM, Jalan Baru, 31900 Kampar, Perak
	TMpoint Taiping	Bangunan TM, Jalan Berek, 34672 Taiping, Perak
	TMpoint Teluk Intan	Bangunan TM, Jalan Jawa, 36672 Teluk Intan, Perak
	TMpoint Parit Buntar	36, Persiaran Perwira, Pusat Bandar, 34200 Parit Buntar, Perak
	TMpoint Kuala Kangsar	Bangunan TM, Jalan Raja Chulan, 33000 Kuala Kangsar, Perak
	TMpoint Gerik	Wisma Kosek, Jalan Takong Datoh, 33300 Gerik, Perak
	TMpoint Sungai Siput	No. 188, Jalan Besar, 31100 Sungai Siput, Perak
	TMpoint Sitiawan	179 & 180, Taman Sitiawan Maju, 32000 Sitiawan, Perak
	TMpoint Tapah	Bangunan TM, Jalan Stesen, 35672 Tapah, Perak
	TMpoint Tanjung Malim	No. 27, Jalan Cahaya, Taman Anggerik Desa, 35900 Tanjung Malim, Perak
TMpoint Q UTC Perak	Lot No. LB-7, Urban Transformation Centre (UTC) Perak, Off Jalan Dato' Onn Jaafar, 30300 Ipoh, Perak	
<b>KELANTAN</b>	TMpoint Kota Bharu	Jalan Doktor, 15000 Kota Bharu, Kelantan
	TMpoint Pasir Mas	No. 606, Jalan Masjid Lama, 17000 Pasir Mas, Kelantan
	TMpoint Tanah Merah	Lot PT 172, Jalan Hospital, 17500 Tanah Merah, Kelantan
	TMpoint Kuala Krai	PT 2444, Jalan KCP2 Krai Central Park, Batu Mengkebang, 18000 Kuala Krai, Kelantan
	TMpoint Pasir Puteh	258B, Jalan Sekolah Laki-laki, 16800 Pasir Puteh, Kelantan
<b>TERENGGANU</b>	TMpoint Kuala Terengganu	Level 1, Bangunan TM, Jalan Sultan Ismail, 20200 Kuala Terengganu, Terengganu
	TMpoint Kemaman	Jalan Masjid, Chukai, 24000 Kemaman, Terengganu
	TMpoint Dungun	Jalan Nibong, 23000 Dungun, Terengganu
	TMpoint Jerteh	Ground Floor, Lot 174, Jalan Tuan Hitam, 22000 Jerteh, Terengganu



STATE	TMPOINT	ADDRESS
<b>PAHANG</b>	TMpoint Kuantan	G08 & G09, Ground Floor, Bangunan Mahkota Square, Jalan Mahkota, 25000 Kuantan, Pahang
	TMpoint Pekan	No. 87, Jalan Sultan Abdullah, 26600 Pekan, Pahang
	TMpoint Mentakab	Jalan Tun Razak, 28400 Mentakab, Pahang
	TMpoint Bentong	111, Bgn. Persatuan Bola Sepak, Jalan Ah Peng, 28700 Bentong, Pahang
	TMpoint Kuala Lipis	10, Jalan Bukit Bius, 27200 Kuala Lipis, Pahang
	TMpoint Raub	Jalan Kuala Lipis, 27600 Raub, Pahang
	TMpoint @ UTC Pahang	Lot 2.2, Level 2, Pusat Transformasi Bandar (UTC), Jalan Stadium, 25000 Kuantan, Pahang
<b>SABAH</b>	TMpoint Sadong Jaya	Lot 68 & 69, Block J, Ground Floor, Sadong Jaya, Karamuning, 88100 Kota Kinabalu, Sabah
	TMpoint Tanjung Aru	Lot B3, B3A & B5, Ground Floor, Plaza Tg. Aru, Jalan Mat Salleh, Tanjung Aru, 88100 Kota Kinabalu, Sabah
	TMpoint Tawau	TB 307, Blok 35, Kompleks Fajar, Jalan Perbandaran, 91000 Tawau, Sabah
	TMpoint Lahad Datu	Ground Floor, MDLD 3307, Fajar Komplek, Jalan Segama, 91100 Lahad Datu, Sabah
	TMpoint Sandakan	Lot 6 & 7, Ground Floor, Sandakan Commercial Center, Bandar Maju, Batu 1½, Jalan Utara, 90000 Sandakan, Sabah Mailing Address: Locked Bag 44, 90009 Sandakan, Sabah
	TMpoint Keningau	Commercial Centre, Jalan Arusap, Off Jalan Masak, Blok B7, Lot 13 & 14, 89007 Keningau, Sabah
	TMpoint Beaufort	Choong Street, P.O. Box 269, 89807 Beaufort, Sabah
	TMpoint Kudat	Lot No. 3, Jaya Shopping Center, Jalan Datu, 89050 Kudat, Sabah
	TMpoint Labuan	Bangunan TM, Jalan Dewan, 87000 Wilayah Persekutuan Labuan
	TMpoint @ UTC Sabah	M 3-3, 3rd Floor, Menara UTC, 88000 Kota Kinabalu, Sabah
<b>SARAWAK</b>	TMpoint Batu Lintang	Jalan Batu Lintang, 93200 Kuching, Sarawak
	TMpoint @ UTC Sarawak	Urban Transformation Centre (UTC) Kuching, Level 4, Taman Letak Kereta, Jalan Bukit Mata, 93100 Kuching, Sarawak
	TMpoint Pending	Jalan Gedong, 93450 Pending, Sarawak
	TMpoint Sri Aman	Jalan Club, 95000 Sri Aman, Sarawak
	TMpoint Miri	Jalan Pos, 98000 Miri, Sarawak
	TMpoint Limbang	Jalan Kubu, 98700 Limbang, Sarawak
	TMpoint Lawas	Jalan Punang, 98850 Lawas, Sarawak
	TMpoint Bintulu	No. 7, Medan Raya Commercial Centre, Jalan Tanjung Kidurong, 97000 Bintulu, Sarawak
	TMpoint Sibu	Persiaran Brooke, 96000 Sibu, Sarawak
	TMpoint Sarikei	Jalan Berek, 96100 Sarikei, Sarawak
TMpoint Kapit	Jalan Kapit By Pass, 96800 Kapit, Sarawak	

**TM GLOBAL & WHOLESALE**

Level 53, North Wing  
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50672 Kuala Lumpur  
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          +603-8318 2797  
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**FIBERAIL SDN BHD**

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Fax : +603-7980 9900  
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**FIBRECOMM NETWORK (M) SDN BHD**

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**TM REGIONAL OFFICES (TMRO)**

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Fax : +61 298 445 445  
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**SUPPORT BUSINESS**

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**UNIVERSITI TELEKOM SDN BHD**

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          +603-8312 5570  
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Website : www.mmu.edu.my

**MENARA KUALA LUMPUR SDN BHD**

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50250 Kuala Lumpur  
Tel : +603-2020 5444  
Fax : +603-2031 6345  
Website : www.menarakl.com.my

**TMF AUTOLEASE SDN BHD**

Lot 1, Persiaran Jubli Perak  
Seksyen 17  
40000 Shah Alam  
Selangor  
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**PROPERTY MANAGEMENT**

Level 11, Wisma TM  
Taman Desa  
Jalan Desa Utama  
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Fax : +603-7982 1429

**PROPERTY OPERATIONS**

Mezzanine Floor, Wisma TM  
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**SECURITY MANAGEMENT**

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59200 Kuala Lumpur  
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Fax : +603-2240 0996

# Glossary

## 3G

Third Generation

## A

### AC

Alternating Current

### AAG

Asia-America Gateway

### ABAC

Audit and Business Assurance Committee

### ACE

Achieving Customer Excellence

### AESP

Authorised Entrant and Stand-by Person

### ALD

Access List Determination

### APCN2

Asia Pacific Cable Network 2

### APG

Asia-Pacific Gateway

### APPS

Applications

### AR

Abandonment Rate

### ARD

Access Reference Document

### ARPU

Average Revenue Per User

### ASE

Asia Submarine Express

### ASP

Application Service Provider

## B

### BBGP

Broadband for General Population

### BCM

Business Continuity Management

### BDM

Batam-Dumai-Melaka

### BIG

Brunei International Gateway

### BOD

Board of Directors

## BOFA

Basic Occupational First-Aid

## BPM

Business Performance Management

## BPO

Business Process Outsourcing

## BRC

Board Risk Committee

## BSC

Balance Score Card

## BSS

Business Support System

## C

### CAMS

Credit Assessment and Management Systems

### CAP

Cinematic Arts Programme

### CAGR

Compound Annual Growth Rate

### CAPEX

Capital Expenditure

### CBC/PI1M

Community Broadband Centre/  
Pusat Internet 1Malaysia

### CBE

Code of Business Ethics

### CBL

Community Broadband Library

### CCI

Communications Content and Infrastructure

### CDMA

Code Division Multiple Access

### CEP

Customer Experience Programme

### CI

Competency Index

### CMA

Communications and Multimedia Act

### CMS

Credit Management System

### CoS

Class of Service

## CPEO

Customer Premises Equipment Ownership

## CR

Corporate Responsibility

## CRM

Customer Relationship Management

## CSA

Customer Service Academy

## CSAs

Control Self-Assessments

## CSDP

Content and Service Delivery Platform

## CSME

Confined Space Medical Examination

## CSI

Customer Satisfaction Index

## CSR

Corporate Social Responsibility

## CTI

Computer Telephony Information

## CUGs

Closed User Groups

## CUSCN

China United States Cable Network

## D

### DBKL

Kuala Lumpur City Hall

### DC

Direct Current

### DCS 1 CLICK

Digital Subscriber Line Service Provisioning

### DDN

Digital Data Network

### DECT

Digital Enhanced Cordless Telecommunications

### DEL

Direct Exchange Line

### DMCS

Dumai (Sumatera) Melaka Cable System

## DOME

Direct Over Metro-E

## DOSH

Department of Occupational Safety & Health

## DSL

Digital Subscribers Line

## DVR

Digital Video Recording

## DWDM

Dense Wavelength Division Multiplexing

## E

### EAC

Engineering Accreditation Council

### EAP

Employee Assistance Programme

### EBITDA

Earnings Before Interest, Tax, Depreciation and Amortisation

### EBM

Enterprise Business Management

### EC

Everyone Connects

### E EI

Employee Engagement Index

### EES

Employee Engagement Survey

### EMS

Environment Management System

### EPPs

Entry Point Projects

### ERM

Enterprise Risk Management

### ETP

Economic Transformation Programme

### EVPL

Ethernet Virtual Private Line

### EV-DO

Evolution Data Optimised/  
Evolution Data Only

<b>F</b>		<b>GoM</b>	Government of Malaysia	<b>IDR</b>	Iskandar Development Region	<b>ISMS</b>	Information Security Management System
<b>FCCAS</b>	Financial Controls and Assurance Statement	<b>GRI</b>	Global Reporting Initiative	<b>IEPL</b>	International Ethernet Private Line	<b>ISP</b>	Internet Service Provider
<b>FCR</b>	First Contact Resolution	<b>GTM</b>	Go-To-Market	<b>IFS</b>	International Freephone Services	<b>ISVs</b>	Independent Software Vendors
<b>FCS</b>	Full Channel Service	<b>GT</b>	Global Telco	<b>IIA</b>	Institute of Internal Auditors	<b>ITFS</b>	International TollFree Services
<b>FGTC</b>	Frontliner Goes To Customer	<b>GTP</b>	Government Transformation Programme	<b>IIM</b>	Institute of Integrity Malaysia	<b>ITG</b>	IT Governance
<b>FLC</b>	Federal Land Commissioner	<b>GVS</b>	Global Voice Solutions	<b>INCEIF</b>	International Centre for Education in Islamic Finance	<b>IT&amp;NT</b>	IT and Network Technology
<b>FMA</b>	Factories and Machinery Act	<b>H</b>		<b>INFORMS</b>	Integrated Fulfillment Order Management System	<b>IVR</b>	Interactive Voice Response
<b>FTP</b>	Fast Track Programme	<b>HCSSO</b>	Human Capital Shared Services Organisation	<b>IMF</b>	International Monetary Fund	<b>J</b>	
<b>FTTB</b>	Fibre-to-the Building	<b>HD</b>	High-definition	<b>IMS</b>	IP Multimedia Service	<b>JKH</b>	Jadual Kadar Harga
<b>FTTH</b>	Fibre-to-the Home	<b>HES</b>	Hospitality Entertainment Solution	<b>IP</b>	Internet Protocol	<b>K</b>	
<b>FTTS</b>	Fibre-to-the School	<b>HEIGIP</b>	High End Industries Graduate Internship Programme	<b>IPLC</b>	International Private Leased Circuit	<b>KCI</b>	Keep Customers Informed
<b>G</b>		<b>HIRARC</b>	Hazard Identification, Risk Assessment and Risk Control	<b>IPPF</b>	International Professional Practices Framework	<b>KPI</b>	Key Performance Indicator
<b>GES</b>	Global Ethernet Services	<b>HSBB</b>	High Speed Broadband	<b>IPTV</b>	Internet Protocol Television	<b>KPO</b>	Knowledge Process Outsourcing
<b>GDL</b>	Goods Driving Licence	<b>I</b>		<b>IPVPN</b>	Internet Protocol Virtual Private Network	<b>KKMM</b>	Ministry of Communications and Multimedia Malaysia
<b>GDP</b>	Gross Domestic Product	<b>laaS</b>	Infrastructure-as-a-Service	<b>IPVS</b>	International Premium Voice Services	<b>KTS</b>	Key Telephone System
<b>GEOP</b>	Graduate Employability Outreach Programme	<b>IBS</b>	In-Building Broadband Service	<b>IR</b>	Incident Rate	<b>L</b>	
<b>GHCM</b>	Group Human Capital Management	<b>ICI</b>	Internal Control Incident	<b>IRU</b>	Indefeasible Right of Use	<b>LAN</b>	Local Area Network
<b>GHG</b>	Greenhouse Gas	<b>ICOP</b>	Industry Code of Practice	<b>ISCS</b>	ICT Security Compliance Scorecard	<b>LDU</b>	Leadership Development Unit
<b>GHPC</b>	Global High Performing Companies	<b>ICP</b>	iCARE Prime	<b>ISDN</b>	Integrated Services Digital Network	<b>LOA</b>	Limit of Authority
<b>GIS</b>	Geographic Information System	<b>ICT</b>	Information & Communications Technology			<b>LOBs</b>	Lines of Business
<b>GLC</b>	Government-linked Companies	<b>IDD</b>	International Direct Dialling			<b>LPPKN</b>	National Population and Family Development Board
<b>GLT</b>	Group Leadership Team					<b>LTE</b>	Long-Term Evolution
						<b>LWDs</b>	Lost in Work Days

## M

### MACC

Malaysian Anti-Corruption Commission

### MAMPU

Malaysian Administrative Modernisation and Planning Unit

### MC

Management Committee

### MCG

Malaysia Corporate Governance

### MCI

Market Competitive Incentive

### MCMC

Malaysian Communications & Multimedia Commission

### MDeC

Multimedia Development Corporation

### MEF

Metro Ethernet Forum

### MERS

Malaysia Emergency Response Services

### MFA

Malaysian Franchise Association

### MCMM

Ministry of Communications and Multimedia Malaysia

### MIDA

Malaysia Industrial Development Authorities

### MII

Malaysian Institute of Integrity

### MIER

Malaysian Institute of Economic Research

### MIHRM

Malaysian Institute of Human Resource Management

### MITI

Ministry of International Trade and Industry

### MKL

Menara Kuala Lumpur

### MMP

Management and Maintenance Package

### MMORPGs

Massively Multiplayer Online Role-Playing Games

### MNS

Malaysian Nature Society

### MoE

Ministry of Education

### MOHE

Ministry of Higher Education

### MoU

Memorandum of Understanding

### MPLS

Multi Protocol Label Switching

### MQA

Malaysian Qualification Agency

### MSA

Mandatory Standard on Access

### MSAP

Mandatory Standard on Access Pricing

### MSC

Multimedia Super Corridor

### MSS

Managed Security Services

### MTCP

Malaysian Technical Cooperation Programme

### MTTI

Mean Time to Install

### MTTR

Mean Time to Restore

## N

### NaCOSH

National Council for Occupational Safety and Health

### NADOPOD

Notification of Accidents, Dangerous Occurrences, Occupational Poisoning & Occupational Disease

### NBI

National Broadband Initiative

### NBN

National Broadband Network

### NCSM

National Cancer Society Malaysia

### NCSR

National Centre for Sustainability Reporting

### NE

Non Executive

### NFP

Network Facility Provider

### NGN

New Generation Network

### NIOSH

National Institute of Occupational Safety & Health

### NIP

National Integrity Plan

### NKEA

National Key Economic Area

### NKRA

National Key Results Areas

### NSC

National Sports Council

### NSP

Network Service Provider

### NTMSP

NIOSH – TM Safety Passport

### NTT Com

NTT Communications Corporation

### NUTE

National Union of Telecommunications Employees

## O

### OCM

Operation Committee Meeting

### OHD

Occupational Health Doctor

### OIAB

Office in a Box™

### OJAs

On-the-Job Assessments

### OJT

On the Job Training

### OLNOs'

Other Licensed Network Operator

### OP/HR

On Pole and High Rise

### OSHA

Occupational Safety and Health Act

### OSHE

Occupational Safety, Health and Environment

### OSH-MS

Occupational Safety Hazard Management System

### OSS

Operation Support System

### OTT

Over-The-Top

## P

### PaaS

Platform-as-a-Service

### PATAMI

Profit After Tax and Minority Interests

### PDPA

Personal Data Protection Act

### PEMANDU

Performance Management and Delivery Unit

### PFN

Petrofibre Network

### PIP

Performance Improvement Programme

### PLWS

Performance Linked Wage System

### PM

Property Management

### PMS

Performance Management System

### PO

Property Operations

### POD

Point of Delivery

### POI

Point of Interconnect

### PoP

Point of Presence

### PPP

Public-Private Partnership

**PRI**

Primary Rate Interface

**PQM**

Productivity &amp; Quality Management

**PSTN**

Public Switched Telephone Network

**PWDs**

Person With Disabilities

**Q****QMS**

Quality Management System

**QoS**

Quality of Service

**R****RFID**

Radio Frequency Identification

**RFS**

Request for Service

**RNO**

Regional Network Operations

**RVL**

Remote Virtual Learning

**RWO**

Recoverable Work Order

**S****SaaS**

Software-as-a Service

**SAFE**

South Africa Far East Cable System

**SAMS**

Streamyx Activation Management System

**SAT-3**

South Atlantic-3 Cable System

**SBU**

Strategic Business Unit

**SCCP**

Signaling Connection Control Part

**SCM**

Sales Channel Management

**SCPC**

Single Channel Per Carrier

**SEA-ME-WE3 (SMW3)**

South East Asia-Middle East-Western Europe Cable System 3

**SEA-ME-WE4 (SMW4)**

South East Asia-Middle East-Western Europe Cable System 4

**SHO**

Safety &amp; Health Officers

**SI**

System Integrator

**SIAB**

Shop in a BoxTM

**SIRIM**

Standards and Industrial Research Institute of Malaysia

**SL1M**

Skim Latihan 1Malaysia

**SL**

Service Level

**SLG**

Service Level Guarantee

**SME**

Small &amp; Medium Enterprise

**SMILE**

Superb and Meaningful Interaction Leading to Excellence

**SMS**

Short Messaging System

**SMU**

Security Management Unit

**SNI**

Single Number Identifier

**SO**

Supervising Officers

**SOC**

Service Operation Centre

**SOHO**

Small Office Home Office

**SP**

Subsidiaries Policy

**SRM**

Supplier Relationship Management

**SSAI**

Security Service Availability Index

**SSQS**

Smart School Qualification Standards

**SUTE**

Sabah Union of Telekom Malaysia Berhad Employees

**SUTEN**

Sabah Union of Telecommunications Employees

**SWIFT**

Service Without Frontier

**T****TA**

Technical Academy

**TAD**

TMpoint Authorised Dealer

**TDM**

Time-Division Multiplexing

**TI**

Transparency Index

**TMCC**

TM Convention Centre

**TMFA**

TMF Autolease Sdn Bhd

**TMOW**

TMpoint on Wheels

**TMUC**

TM UniFi Centre

**TM MDS**

TM Media Delivery Service

**TMTC**

TM Training Centre

**TOMS**

TNB Outage Management System

**TOP**

Towards Operational Perfection

**TPX**

TelePresence Exchange

**TRS**

Total Return to Shareholders

**TSCL**

Technical Specialist Career Ladder

**TWP**

Teaming With Passion

**TMROvers**

TM Reaching Out Volunteers

**U****UC**

Unified Communications

**USP**

Universal Service Provision

**USP BBPC**

Universal Service Provision Broadband PC

**UTES**

Union of Telekom Malaysia Berhad Employees Sarawak

**V****VAS**

Value Added Services

**VDP**

Vendor Development Programme

**VDSL2**

Very High Speed Digital Subscriber Line

**VOD**

Video on Demand

**VoIP**

Voice over Internet Protocol

**VPN**

Virtual Private Network

**W****WAN**

Wide Area Network

**WFFC**

World Freestyle Football Championships

**WiFi**

Wireless Fidelity

**WSE**

Wholesale Ethernet

**Y****YTM**

Yayasan TM

**Z****ZBC**

Zone Business Council

# Notice of Annual General Meeting

**NOTICE IS HEREBY GIVEN THAT** the Thirty-first Annual General Meeting (31<sup>st</sup> AGM) of the Company will be held at Kristal Hall, TM Convention Centre, Menara TM, Jalan Pantai Baharu, 50672 Kuala Lumpur, Malaysia on **Thursday, 28 April 2016 at 10:00 a.m.** for the following purposes:

## As Ordinary Business

1. To receive the Audited Financial Statements for the financial year ended 31 December 2015 together with the Reports of the Directors and Auditors thereon.  
*Please refer to Explanatory Note A*
2. To re-elect Dato' Sri Dr Mohmad Isa Hussain, who retires pursuant to Article 98(2) of the Company's Articles of Association.  
*Please refer to Explanatory Note B* **(Ordinary Resolution 1)**
3. To re-elect the following Directors, who retire pursuant to Article 103 of the Company's Articles of Association:
  - (i) Datuk Bazlan Osman **(Ordinary Resolution 2)**
  - (ii) Tunku Dato' Mahmood Fawzy Tunku Muhiyiddin **(Ordinary Resolution 3)**
  - (iii) Davide Giacomo Federico Benello **(Ordinary Resolution 4)***Please refer to Explanatory Note C*
4. To re-appoint Messrs PricewaterhouseCoopers (PwC), having consented to act as Auditors of the Company for the financial year ending 31 December 2016 and to authorise the Directors to fix their remuneration. **(Ordinary Resolution 5)**  
*Please refer to Explanatory Note D*
5. To approve the payment of the following Directors' fees with effect from the 31<sup>st</sup> AGM until the next Annual General Meeting of the Company:
  - (i) Director's fee of RM23,000.00 per month for the Non-Executive Chairman (NEC);
  - (ii) Director's fee of RM15,000.00 per month for each Non-Executive Director (NED); and
  - (iii) Director's fee of RM2,250.00 per month for Senior Independent Director (SID).*Please refer to Explanatory Note E* **(Ordinary Resolution 6)**

## As Special Business

6. To consider and if thought fit, to pass the following Resolutions:
  - 6.1 Authority to Issue and Allot Shares pursuant to Section 132D of the Companies Act, 1965 (CA 1965)

"**THAT** subject always to the CA 1965, the Articles of Association of the Company and the approvals of the relevant governmental and/or regulatory authorities, where such approval is necessary, authority be and is hereby given to the Directors to issue and allot shares in the capital of the Company pursuant to Section 132D of the CA 1965, to any person other than a Director or major shareholder of the Company or person connected with any Director or major shareholder of the Company, at any time until the conclusion of the next annual general meeting, in such number and to such person and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit provided that the aggregate number of shares to be issued does not exceed ten percent (10%) of the issued and paid up share capital of the Company for the time being **AND THAT** the Directors be and are also empowered to obtain the approval from Bursa Malaysia Securities Berhad for the listing of and quotation for the additional shares so issued, **AND FURTHER THAT** such authority shall commence immediately upon the passing of this resolution and continue to be in force until the conclusion of the next annual general meeting of the Company."  
**(Ordinary Resolution 7)**



6.2 Proposed Renewal of the Authority for Directors to Allot and Issue New Ordinary Shares of RM0.70 each in the Company (TM Shares) in relation to the Dividend Reinvestment Scheme (DRS)

“**THAT** pursuant to the DRS approved at the Extraordinary General Meeting held on 8 May 2014, approval be and is hereby given to the Company to allot and issue such number of new TM Shares for the DRS until the conclusion of the next annual general meeting, upon such terms and conditions and to such persons as the Directors may, in their absolute discretion, deem fit and in the interest of the Company **PROVIDED THAT** the issue price of the said new TM Shares shall be fixed by the Directors at not more than ten percent (10%) discount to the adjusted five (5)-day volume weighted average market price (VWAMP) of TM Shares immediately prior to the price-fixing date, of which the VWAMP shall be adjusted ex-dividend before applying the aforementioned discount in fixing the issue price and not less than the par value of TM Shares at the material time;

**AND THAT** the Directors and the Secretaries of the Company be and are hereby authorised to do all such acts and enter into all such transactions, arrangements and documents as may be necessary or expedient in order to give full effect to the DRS with full power to assent to any conditions, modifications, variations and/or amendments (if any) as may be imposed or agreed to by any relevant authorities or consequent upon the implementation of the said conditions, modifications, variations and/or amendments, as they, in their absolute discretion, deemed fit and in the best interest of the Company.” **(Ordinary Resolution 8)**

7. To transact any other ordinary business for which due notice has been given in accordance with Section 151 of the CA 1965.

**FURTHER NOTICE IS HEREBY GIVEN THAT** for the purpose of determining a Member who shall be entitled to attend, speak and vote at this 31<sup>st</sup> AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd (Bursa Depository) in accordance with Article 74(3)(a) of the Company’s Articles of Association (AA) and Section 34(1) of the Securities Industry (Central Depositories) Act 1991 (SICDA) to issue a General Meeting Record of Depositors (ROD) as at 20 April 2016. Only a depositor whose name appears on the Register of Member/ROD as at 20 April 2016 shall be entitled to attend the said meeting or appoint proxies to attend, speak and vote on his/her behalf.

**By Order of the Board**

Idrus Ismail (LS0008400)  
Hamizah Abidin (LS0007096)  
Zaiton Ahmad (MAICSA 7011681)  
Secretaries

Kuala Lumpur  
4 April 2016

**NOTES:**

**Proxy and/or Authorised Representatives**

1. A Member entitled to attend, speak and vote at the Meeting is entitled to appoint a proxy to attend, speak and vote in his/her stead. A proxy or representative may but need not be a Member of the Company. A Member may appoint any person to be his/her proxy without restriction to the proxy’s qualification and the provisions of Section 149(1)(a) and (b) of the CA 1965 shall not apply to the Company.
2. A Member shall not be entitled to appoint more than two (2) proxies to attend, speak and vote at the Meeting provided that where a Member of the Company is an authorised nominee as defined in accordance with the provisions of SICDA, it may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account it holds with ordinary shares in the Company standing to the credit of the said securities account. Where a Member is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account (omnibus account), there shall be no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
3. Where a Member appoints two (2) proxies, the appointments shall be invalid unless the proportions of the holdings to be represented by each proxy are specified.
4. The instrument appointing a proxy shall be in writing under the hand of the appointer or his attorney duly appointed under a Power of Attorney or if such appointer is a corporation, either under its common seal or under the hand of an officer or attorney duly appointed under a Power of Attorney. If the proxy form is signed under the hand of an officer duly



authorised, it should be accompanied by a statement reading "signed as authorised officer under an Authorisation Document which is still in force, and no notice of revocation has been received". If the proxy form is signed under the attorney duly appointed under a Power of Attorney, it should be accompanied by a statement reading "signed under a Power of Attorney which is still in force, and no notice of revocation has been received". A copy of the Authorisation Document or the Power of Attorney, which should be valid in accordance with the laws of the jurisdiction in which it was created and is exercised, should be enclosed with the proxy form.

5. A corporation which is a Member, may by resolution of its Directors or other governing body authorises such person as it thinks fit to act as its representative at the Meeting, in accordance with Article 92 of the Company's AA.
6. The instrument appointing the proxy together with the duly registered Power of Attorney referred to in Note 4 above, if any, must be deposited at the office of the Share Registrar, Symphony Share Registrars Sdn Bhd (378993-D) at Level 6, Symphony House, Pusat Dagangan Dana 1, Jalan PJU 1A/46, 47301 Petaling Jaya, Selangor, Malaysia not less than 48 hours before the time appointed for holding the Meeting or any adjournment thereof. The Share Registrar will also provide a box at the ground floor of its office building for drop-in of proxy forms.
7. **Explanatory Note A**  
The audited financial statements are laid before the shareholders for discussion only as it does not require approval pursuant to Section 169(1) and (3) of the CA 1965. Hence, it will not be put forward for voting.
8. **Explanatory Notes B and C**  
Dato' Sri Dr Mohamad Isa Hussain, Datuk Bazlan Osman, Tunku Dato' Mahmood Fawzy Tunku Muhiyiddin and Davide Giacomo Federico Benello are standing for re-elections as Directors of the Company and being eligible, have offered themselves for re-elections at this 31<sup>st</sup> AGM.

Datuk Bazlan, being a director and shareholder of the Company will abstain from voting on the resolution in respect of his re-election at the 31<sup>st</sup> AGM of the Company.

Dato' Sri Dr Mohamad Isa has successfully completed his Mandatory Accreditation Program (MAP) pursuant to the provision of the Main Market Listing Requirements (Main LR) of Bursa Malaysia Securities Berhad (Bursa Securities).

The Board has conducted an assessment on the independence of the independent director who is seeking re-election at this 31<sup>st</sup> AGM of the Company and is satisfied that the incumbent has complied with the independence criteria applied by the Company.

As stated in the Statement Accompanying the Notice of the AGM, the profiles of the retiring Directors are set out in the profile of the Board of Directors on pages 78 to 81 inclusive, of the Annual Report.

Details of the assessment of all directors standing for re-elections are provided on pages 132 and 133 inclusive, of the Nomination and Remuneration Committee Report in the 2015 Annual Report.

#### 9. Retirement of Directors under Section 129(2) of the CA 1965

Dato' Danapalan T.P Vinggrasalam and Dato' Ir Abdul Rahim Abu Bakar, who have attained the age of 73 years and 70 years respectively, have indicated in writing that they do not wish to seek re-appointments pursuant to Section 129(6) of the CA 1965. Hence, they will retire upon the conclusion of the 31<sup>st</sup> AGM in accordance with Section 129(2) of the CA 1965.

#### 10. Explanatory Note D

The Board Audit Committee and the Board have considered the re-appointment of PwC as Auditors of the Company and collectively agreed that PwC has met the relevant criteria prescribed by Paragraph 15.21 of the Main LR of Bursa Securities.

#### 11. Explanatory Note E

The shareholders, at the 28<sup>th</sup> AGM of the Company held on 7 May 2013, has approved the Directors' fee of RM276,000 per annum for the NEC, RM180,000 per annum for the NED and SID's fee of RM27,000 per annum effective from 1 January 2012.

There is no proposed revision to the existing Directors' fees and the resolution for payment of fees from the date of the 31<sup>st</sup> AGM until the conclusion of the next AGM are tabled herewith in the interests of good corporate governance, ensuring full disclosure and for administrative efficiency.

Details of the fees and remuneration paid to the Directors for the financial year ended 31 December 2015 are enumerated on page 108 of the Statement on Corporate Governance in the 2015 Annual Report.

#### EXPLANATORY NOTES ON SPECIAL BUSINESS

12. The Company has not issued any new shares under the general mandate for issuance and allotment of shares up to 10% of the issued and paid-up capital of the Company, which was approved at the 30<sup>th</sup> AGM held on 30 April 2015. This mandate shall lapse at the conclusion of the 31<sup>st</sup> AGM to be held on 28 April 2016.

The proposed Ordinary Resolution 7 is a renewal of the general mandate pursuant to Section 132D of CA 1965 obtained from the shareholders of the Company at the previous AGM. The renewal is sought from shareholders for Directors to issue and allot new shares in the Company of up to an amount not exceeding 10% of the issued and paid up share capital of the Company for such purposes as the directors may deem fit in the best interest of the Company including for any possible fund raising activities for the Company's working capital requirements and strategic investments.

This resolution if approved, will give the Company and its Directors the mandate and flexibility to issue and allot new shares in the Company for possible fund raising activities without the need to seek shareholders' approval via a general meeting subsequent to this 31<sup>st</sup> AGM, which may delay the capital raising initiatives and incur relevant cost in organising the general meeting.

The authorisation, unless revoked or varied by the Company at a general meeting, will be valid until the next AGM of the Company.

13. The proposed Ordinary Resolution 8 is for the proposed renewal of the authority for Directors to allot and issue new ordinary shares of RM0.70 each in the Company in respect of dividends to be declared, if any, under the DRS, until the conclusion of the next AGM.

# Statement Accompanying Notice of the 31<sup>st</sup> Annual General Meeting

Pursuant to Paragraph 8.27(2) and Appendix 8A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad

1. The Directors who are retiring pursuant to Articles 98(2) and 103 of the Company's Articles of Association are:

- a) Article 98(2): Retirement after appointment to fill casual vacancy
  - (i) Dato' Sri Dr Mohmad Isa Hussain
- b) Article 103: Retirement by rotation
  - (i) Datuk Bazlan Osman
  - (ii) Tunku Dato' Mahmood Fawzy Tunku Muhiyiddin
  - (iii) Davide Giacomo Federico Benello

The profiles of the abovenamed Directors who are standing for re-elections (as per Ordinary Resolutions 1 to 4), as stated in the Notice of the 31<sup>st</sup> AGM, are set out in the Profiles of the Board of Directors on pages 78 to 81 inclusive, of this annual report.

None of the abovenamed Directors, save for Datuk Bazlan Osman, has any interest in the securities of the Company. The securities' holdings of Datuk Bazlan are disclosed on page 386 of this annual report.

2. Dato' Danapalan T.P Vinggrasalam and Dato' Ir Abdul Rahim Abu Bakar, who have reached the age of 70 and above, have indicated in writing that they are not seeking re-appointments pursuant to Section 129(6) of the Companies Act, 1965 at the forthcoming 31<sup>st</sup> AGM. Thus, both Directors shall retire upon the conclusion of the 31<sup>st</sup> AGM.

# Proxy Form



**TELEKOM MALAYSIA BERHAD**  
(Company No. 128740-P)  
(Incorporated in Malaysia)

(Before completing the form, please refer to the notes overleaf)

**“A”**

I/We \_\_\_\_\_  
(NAME AS PER NRIC/PASSPORT/CERTIFICATE OF INCORPORATION IN CAPITAL LETTERS)

with (NEW NRIC NO.) \_\_\_\_\_ (OLD NRIC NO.) \_\_\_\_\_

(PASSPORT NO.) \_\_\_\_\_ (COMPANY NO.) \_\_\_\_\_

of \_\_\_\_\_  
(FULL ADDRESS)

being a Member/Members of **TELEKOM MALAYSIA BERHAD** (128740-P) [Company] hereby appoint \_\_\_\_\_

\_\_\_\_\_ (NAME AS PER NRIC/PASSPORT IN CAPITAL LETTERS)

with (NEW NRIC NO.) \_\_\_\_\_ (OLD NRIC NO.) \_\_\_\_\_ (PASSPORT NO.) \_\_\_\_\_

of \_\_\_\_\_  
(FULL ADDRESS)

or failing him/her \_\_\_\_\_

\_\_\_\_\_ (NAME AS PER NRIC/PASSPORT IN CAPITAL LETTERS)

with (NEW NRIC NO.) \_\_\_\_\_ (OLD NRIC NO.) \_\_\_\_\_ (PASSPORT NO.) \_\_\_\_\_

of \_\_\_\_\_  
(FULL ADDRESS)

or failing him/her, the Chairman of the Meeting, as my/our **first** proxy/proxies to vote for me/us on my/our behalf at the Thirty-first Annual General Meeting (31<sup>st</sup> AGM) of the Company to be held at Kristal Hall, TM Convention Centre, Menara TM, Jalan Pantai Baharu, 50672 Kuala Lumpur, Malaysia on Thursday, 28 April 2016 at 10:00 a.m. and at any adjournment thereof.

**“B”** If you wish to appoint a second proxy, please complete this section.

I/We \_\_\_\_\_  
(NAME AS PER NRIC/PASSPORT/CERTIFICATE OF INCORPORATION IN CAPITAL LETTERS)

with (NEW NRIC NO.) \_\_\_\_\_ (OLD NRIC NO.) \_\_\_\_\_

(PASSPORT NO.) \_\_\_\_\_ (COMPANY NO.) \_\_\_\_\_

of \_\_\_\_\_  
(FULL ADDRESS)

being a Member/Members of **TELEKOM MALAYSIA BERHAD** (128740-P) [Company] hereby appoint \_\_\_\_\_

\_\_\_\_\_ (NAME AS PER NRIC/PASSPORT IN CAPITAL LETTERS)

with (NEW NRIC NO.) \_\_\_\_\_ (OLD NRIC NO.) \_\_\_\_\_ (PASSPORT NO.) \_\_\_\_\_

of \_\_\_\_\_  
(FULL ADDRESS)

or failing him/her \_\_\_\_\_

\_\_\_\_\_ (NAME AS PER NRIC/PASSPORT IN CAPITAL LETTERS)

with (NEW NRIC NO.) \_\_\_\_\_ (OLD NRIC NO.) \_\_\_\_\_ (PASSPORT NO.) \_\_\_\_\_

of \_\_\_\_\_  
(FULL ADDRESS)

or failing him/her, the Chairman of the Meeting, as my/our **second** proxy/proxies to vote for me/us on my/our behalf at the 31<sup>st</sup> AGM of the Company to be held at Kristal Hall, TM Convention Centre, Menara TM, Jalan Pantai Baharu, 50672 Kuala Lumpur, Malaysia on Thursday, 28 April 2016 at 10:00 a.m. and at any adjournment thereof.

For appointment of two proxies, percentage of shareholdings to be represented by the respective proxies must be indicated below:	
	<b>Percentage (%)</b>
Proxy “A”	
Proxy “B”	
<b>Total</b>	<b>100%</b>

I/We direct my/our proxy to vote on the following resolutions as I/we have indicated by marking the appropriate box with an ‘X’. If no indication is given, my/our proxy will vote or abstain from voting at his or her discretion and I/we authorise my/our proxy to vote (or abstain from voting) as he or she thinks fit in relation to any other matter which is put before the meeting.

No.	Resolutions	Proxy “A”		Proxy “B”	
		For	Against	For	Against
	<b>Ordinary Business:</b>				
1.	Re-election of Dato’ Dr Mohamad Isa Hussain pursuant to Article 98(2)				
2.	Re-election of Datuk Bazlan Osman pursuant to Article 103				
3.	Re-election of Tunku Dato’ Mahmood Fawzy Tunku Muhiyiddin pursuant to Article 103				
4.	Re-election of Davide Giacomo Federico Benello pursuant to Article 103				
5.	Re-appointment of Messrs. PricewaterhouseCoopers as Auditors of the Company and authorisation to Directors to fix their remuneration				
6.	Payment of Directors’ fees from the 31 <sup>st</sup> AGM until the next Annual General Meeting				
	<b>Special Business:</b>				
7.	(i) Authority to Allot and Issue Shares under Section 132D of the Companies Act, 1965				
	(ii) Proposed Renewal of the Authority for Directors to Issue Shares in relation to the Dividend Reinvestment Scheme				

Signed this \_\_\_\_\_ day of \_\_\_\_\_ 2016.

No. of Ordinary Shares Held	
CDS Account No. of the Authorised Nominee*	
Telephone No.	

*\*Applicable to shares held under nominee account only*

\_\_\_\_\_  
Signature(s)/Common Seal of Member(s)

**Notes:**

**Proxy and/or Authorised Representatives**

- A member entitled to attend, speak and vote at the meeting is entitled to appoint a proxy to attend, speak and vote in his/her stead. A proxy or representative may but need not be a member of the Company. A member may appoint any person to be his proxy without restriction to the proxy’s qualification and the provisions of Section 149(1)(a) and (b) of the Companies Act, 1965 shall not apply to the Company.
- Where a member of the Company is an authorised nominee as defined by the Securities Industry (Central Depositories) Act 1991 (SICDA), it may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account it holds with ordinary shares in the Company standing to the credit of the said securities account. Where a member is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account (omnibus account), there shall be no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
- Where a member appoints two (2) proxies, the appointments shall be invalid unless the proportions of the holdings to be represented by each proxy are specified.
- The instrument appointing a proxy shall be in writing under the hand of the appointer or his attorney duly appointed under a Power of Attorney or if such appointer is a corporation, either under its common seal or under the hand of an officer or attorney duly appointed under a Power of Attorney. If the proxy form is signed under the hand of an officer duly authorised, it should be accompanied by a statement reading “signed as authorised officer under an Authorisation Document which is still in force, and no notice of revocation has been received”. A copy of the Authorisation Document or the Power of Attorney, which should be valid in accordance with the laws of the jurisdiction in which it was created and is exercised, should be enclosed with the proxy form.
- A corporation which is a member may, by resolution of its Directors or some other governing body, authorise such person as it thinks fit to act as its representative at the meeting, in accordance with Article 92 of the Company’s Articles of Association.
- The instrument appointing the proxy together with the duly registered Power of Attorney referred to in Note 4 above, if any, must be deposited at the office of the Share Registrar, Symphony Share Registrars Sdn Bhd (378993-D) at Level 6, Symphony House, Pusat Dagangan Dana 1, Jalan PJU 1A/46, 47301 Petaling Jaya, Selangor, Malaysia not less than 48 hours before the time appointed for holding the meeting or any adjournment thereof. The Share Registrar will also provide a box on the ground floor of its office building for drop-in of proxy forms.

**Members entitled to Attend**

- For the purpose of determining a member who shall be entitled to attend the 31<sup>st</sup> AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd in accordance with Article 74(3) of the Company’s Articles of Association and Section 34(1) of SICDA, to issue a General Meeting Record of Depositors (ROD) as at 20 April 2016. Only a depositor whose name appears on the Register of Members/ROD as at 20 April 2016 shall be entitled to attend, speak and vote at the said meeting or appoint proxy/proxies to attend, speak and/or vote on his/her behalf.

**Personal Data Privacy**

- By submitting the duly executed proxy form, the member and his/her proxy consent to the Company (and/or its agents/service providers) collecting, using and disclosing the personal data therein in accordance with the Personal Data Protection Act 2010, for the purpose of the AGM, and any adjournment thereof.

2. Fold this flap to seal

AFFIX  
STAMP  
RM0.80 HERE

**The Share Registrar**  
**Symphony Share Registrars Sdn Bhd**  
Level 6, Symphony House  
Pusat Dagangan Dana 1  
Jalan PJU 1A/46  
47301 Petaling Jaya  
Selangor  
Malaysia

1. Fold here



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