



TOWARDS A SUSTAINABLE U

2023–2024 SUSTAINABILITY REPORT

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ABOUT THIS REPORT

[GRI 2-2, 2-3, 2-5]

This is U Mobile Sdn Bhd's second sustainability report, detailing our performance for the 2023 and 2024 calendar years.

FRAMEWORKS AND STANDARDS

This report has been prepared in accordance with the 2021 Global Reporting Initiative (GRI) Standards. GRI disclosures are included throughout the document and referenced under headings or subheadings as GRI XXX-XX. In developing this document, we have also referenced the Bursa Malaysia Sustainability Reporting Guide (3rd edition), the 2022 Global System for Mobile Communications Association (GSMA) ESG Metrics for Mobile, and the CDP Climate Change assessment indicators. Additionally, our material topics and focus areas are mapped to the United Nations Sustainable Development Goals (SDGs).

SCOPE, BOUNDARIES, AND REPORTING PERIOD

The scope of this report covers all operations within our control, namely U Mobile Sdn Bhd and our subsidiaries: U Mobile Services Sdn Bhd and U Mobile Multimedia Sdn Bhd. The report also includes employment and fatality data for third-party contractors. It excludes joint ventures or management units in which we hold less than a 51% stake. Unless stated otherwise, performance data is from 1 January 2023 to 31 December 2024, including relevant historical data.

RESPONSIVENESS AND ENGAGEMENT

To ensure we remain responsive to relevant themes and topics for our stakeholders, we consulted our Management and Operations teams, representatives from our network partner, an independent auditing firm, and a second-party opinion (SPO) provider who reviewed our sustainability performance targets (SPTs) and key performance indicators (KPIs) for sustainability-linked financing (SLF).

We are a member of the GSMA and actively participate in various industry dialogues and working groups, including those convened by the Malaysian Communications and Multimedia Commission (MCMC), to share best practices and ensure alignment with the latest standards and regulations.

ASSURANCE

We have not sought third-party assurance for this report, but we will explore the possibility of incorporating an external audit in future reports based on stakeholder feedback.

2023–2024 HIGHLIGHTS

As of December 2024, unless otherwise stated:

GOVERNANCE AND PARTNERSHIPS



Secured CIMB and UOB sustainability-linked loan in 2023

Rolled out quarterly 2024 employee e-newsletters to promote sustainability awareness

100% of vendors signed ESG commitments

Initiated mandatory whistleblowing and sustainability training in 2024

Signed MOUs with 70+ partners to accelerate second 5G network deployment

Set a new record for Malaysia's fastest mobile internet speed at 30.88Gbps, in collaboration with CelcomDigi and ZTE

ENVIRONMENTAL RESPONSIBILITY



Completed solar panel installation at Johor Bahru and Penang telecommunication operation centres (TOCs)

Converted 26 off-grid cell sites to solar hybrid system, reducing diesel consumption by 86%

Collected and responsibly disposed of 183,377 kg of network and consumer e-waste

Improved energy efficiency of power cabinets across 423 sites

Submitted 3 e-waste disposal via eSWIS platform in 2024

Introduced an e-waste collection bin at our Berjaya Times Square flagship store in 2024

Officially halved the size of our sim cards in 2024 — saving approximately 10.5 tonnes of plastic



SUPPORTING WORKFORCE AND COMMUNITIES

42% women workforce	Enhanced employee benefits	Introduced dual-career track growth opportunities for employees in 2023
Launched Ulympics employee engagement programme	Customer complaints: <ul style="list-style-type: none"> Resolved 100% received on U Mobile-managed platforms Resolved 99.3% received via MCMC portal 	>RM3.5 million donated for flood relief efforts in East Malaysia and East Coast of Peninsular Malaysia in 2024
Official sponsor of 2023 Special Olympics Team Malaysia; continued collaboration for 2024 National Unified Badminton Championship	Continued supporting national agenda on scam awareness and flood safety; launched 5G Rahmah package with industry partners	Official Telco Partner for the Youth Economic Forum (YEF) 2024



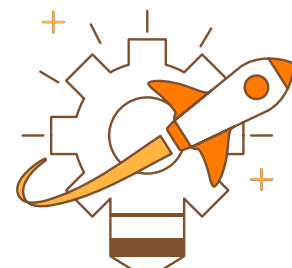
DIGITALISATION AND INNOVATION



Appointed as Malaysia's second 5G network provider by MCMC in 2024	Pioneered Malaysia's first 5G-Advanced (5G-A) live broadcast at SUKMA 2024	First telco in Malaysia to launch GSMA Open API portal
Promoting digital inclusivity: <ul style="list-style-type: none"> Launched U Mobile Digital School in 2024 Increased population coverage to 82.7% in East Malaysia Launch of U Borneo plans in 2023 Supported Bengkel Teknologi Senior, a digital inclusion workshop for seniors in 2024 		



AWARDS AND RECOGNITION



2023 & 2024 Frost and Sullivan Best Practices Awards for Malaysian Mobile Services Provider of the Year (seven-time winner)	2023: PC.com Best Prepaid Plan 2024: SoyaCincau Award: Gold for Postpaid Plan of the Year and Gold for Broadband Plan of the Year
Silver in Communication Networks for 2024 Putra Brand Awards	Recognised by Opensignal for fastest download and upload speeds and best 5G Availability in Malaysia in 2023; 5G Game Experience, 5G Voice App Experience, and 5G Availability in 2024

TARGETS AND PROGRESS

Our updated sustainability targets have been revised based on the initial objectives as outlined in our [Sustainability Report 2022](#), based on our newly developed Sustainability Roadmap. These updated targets, formalised during a target-setting workshop in January 2024, have now been integrated into our data and report tracking systems for progress monitoring and evaluation.

RESPONSIBLE BUSINESS AND GOOD GOVERNANCE

Focus Area	Target	Target Year	Status as of December 2024, Unless Otherwise Stated
Sustainability Roadmap	Develop a sustainability roadmap	2023	Delayed but achieved in Q1 2024 , following a HOD training workshop in January 2024
Governance and Business Ethics	Establish a dedicated Sustainability Committee	2023	Delayed but achieved in Q1 2024
	New: 100% of new hires to sign the U Mobile Code of Conduct, Integrity Pledge, and Conflict of Interest Declaration	Year-on-year	Achieved in 2023 and 2024
	New: Ensure ≥97% of the workforce receives annual anti-bribery and anti-corruption (ABAC) training	2024 onwards	Not achieved in 2024: 94.8% of employees received ABAC training
	New: Provide annual ABAC training materials to business partners	2025 onwards	In progress
	New: Ensure 90% of employees receive annual Enterprise Risk Management (ERM) training	2025	Achieved: 97% of employees attended the first training sessions from August to September 2024
	New: Respond to whistleblowing cases within 24 hours and close concerns raised within 40 days	2023 onwards	On track: Updating the Audit Committee with quarterly reports on whistleblowing case statistics and progress
	New: Ensure 100% of new hires receive whistleblowing training	2024 onwards	Achieved in 2024
	New: Launch whistleblowing awareness material for all employees	2024 onwards	On track: In 2024, we included whistleblowing awareness in new hire induction training. Starting in 2025 onwards, we will issue quarterly awareness bulletins for all new and existing employees

RESPONSIBLE BUSINESS AND GOOD GOVERNANCE

Focus Area	Target	Target Year	Status as of December 2024, Unless Otherwise Stated
Transparency and Communication	Increase employee awareness of sustainability-related initiatives	2023–2024	Achieved: Communications and Sustainability department training was held in November 2023. This was followed by HOD training in January 2024. Other activities include the distribution of newsletters, webinars, and company-wide sustainability employee training
Supply Chain Management	New: Ensure 100% of vendors have signed ESG commitments based on the existing Code of Conduct and Anti-Corruption policy	Year-on-year	Achieved in 2023 and 2024
Data Privacy and Cybersecurity	Workforce is required to pass the Quarterly Cybersecurity Awareness Training (SAT) and Annual Information Security Management Systems (ISMS). Targets set in 2023 are 70% for SAT and 80% for ISMS; targets set in 2024 are 80% for SAT and 90% for ISMS	2023 onwards	<p>Achieved: In 2023, an average of 88% of the workforce successfully completed the SAT each quarter, while 97% completed the ISMS training</p> <p>In 2024, SAT completion rose to an average of 91% per quarter, with 99% of employees completing the ISMS training</p>
	New: Rollout of vendor self-assessment on security measures/practices to manage third-party cybersecurity risks	Q1 2025	Achieved in Q1 2025: A third-party self-assessment was distributed to vendors supporting critical systems. The results are actively monitored and the questionnaire will be further refined to enhance alignment with our security and MCMC's standards and practices

ENVIRONMENTAL RESPONSIBILITY

Focus Area	Target	Target Year	Status as of December 2024, Unless Otherwise Stated
Energy and Emissions	Reduce GHG emissions intensity by 7.7% against 2021 baseline	2023	Not achieved in 2023 and 2024: 0.075 tCO ₂ e/TB Please see more in SLL targets with CIMB and UOB Malaysia
	Reduce GHG emissions intensity by 11.4% against 2021 baseline	2024	
	New: Maintain power usage efficiency (PUE) to <1.8 kWh power load/kWh used at telecommunication operation centres (TOCs)	Year-on-year	Achieved in 2023 and 2024: PUE 1.71 in 2023; 1.74 in 2024
	Submit CDP Climate Change assessment to receive a baseline score	2023	Achieved: A 2023 baseline score of C- was given for our 2022 CDP Climate Change assessment
	Improve CDP Climate Change assessment score compared to the 2022 score	2024	In progress: 2023 CDP Climate Change assessment score pending finalisation

WORKFORCE AND COMMUNITIES

Focus Area	Target	Target Year	Status as of December 2024, Unless Otherwise Stated
Talent Development	Conduct sustainability training for selected department heads	2023	Delayed but achieved in January 2024
	New: 90% of employees to complete mandatory training	2024 & 2025	Achieved in 2024: 97% employees completed mandatory training
	100% of employees to complete mandatory training	2026 onwards	
	New: 100% of employees to receive 24 hours of learning and development training	2024 onwards	Achieved in 2024: 44 training hours per employee
	New: Include annual ESG training as part of mandatory human resource training	2025 onwards	Achieved: First session was carried out in November 2024 – 96% of employees completed the training
Community Investment	Revised target: Develop U Mobile's CSR strategy	2025	In progress

WORKFORCE AND COMMUNITIES

Focus Area	Target	Target Year	Status as of December 2024, Unless Otherwise Stated
Employee Health, Safety, and Well-being	New: Establish a platform for employees to access healthcare-related information	2025	In progress: We are currently developing an online platform for our UTakeCharge initiative
Customer Experience	New: Resolve customer complaints: <ul style="list-style-type: none"> 70% of MCMC cases resolved within 3 working days 90% of MCMC cases within 10 working days 100% of KK cases resolved within 7 working days 100% of NCCC & KPDNHEP/Tribunal cases within 15 working days 	Year-on-year	Achieved in 2023 and 2024
	New: Achieve customer satisfaction score as below:	Year-on-year	Achieved in 2023 and 2024:
	<ul style="list-style-type: none"> Contact Centre services: $\geq 84\%$ in 2023; $\geq 86\%$ in 2024 		87% in 2023; 86% in 2024
	<ul style="list-style-type: none"> UM Centres: $\geq 90\%$ in 2023 and 2024 		95% in 2023; 96% in 2024
	<ul style="list-style-type: none"> Premier Dealer: $\geq 80\%$ in 2023 and 2024 		88% in 2023; 90% in 2024

DIGITALISATION AND INNOVATION

Focus Area	Target	Target Year	Status as of December 2024, Unless Otherwise Stated
Network Quality and Connectivity	Meet Jalinan Digital Negara (JENDELA) targets	2024	Achieved: Completed 64 new base station sites and upgraded 313 sites
	Support the government's objective to achieve 80% 5G coverage of populated areas (COPA) through Digital Nasional Bhd to enable the transition to a 5G dual network	2023	Achieved

MESSAGE FROM THE CEO

Dear stakeholders,

I am delighted to present U Mobile's second sustainability report, which documents the achievements and progress we have made in advancing our sustainability agenda from 2023 to 2024.

Over the past two years, we have made great strides in formalising our sustainability journey. The development of our inaugural Sustainability Roadmap in early 2024 marked a key milestone that enabled us to cohesively incorporate sustainability into our core business strategies. This process has the strong support from senior leadership, establishing formal environmental, social, and governance (ESG) targets, and creating cross-functional working groups to integrate sustainability into our day-to-day in areas such as network, human resources, customer experience, information services, procurement, and more. This shows that U Mobile no longer views sustainability in isolation but as a joint responsibility throughout the company.

DRIVING MALAYSIA'S DIGITAL FUTURE

Our appointment as the nation's second 5G network provider has positioned U Mobile at the forefront of Malaysia's digital transformation. This is a unique opportunity for us to foster digital inclusion, empower communities, and help propel the nation towards a high-income, digitally oriented economy. By deploying our Next Gen 5G network and participating in initiatives such as *Jalinan Digital Negara* (JENDELA), Sarawak Multimedia Authority Rural Telecommunication 600 (SMART600), and the 6-Way multi-operator core network (MOCN) sharing framework, U Mobile is upholding our reputation as an innovative technology solutions pioneer while ensuring that connectivity remains accessible and affordable for all Malaysians. We are also proactive when it comes to online safety and have heightened our commitment to anti-scam measures in 2023 and 2024.

One of our key areas of focus in 2023 and 2024 was



East Malaysia. I am proud to report that we have also achieved that goal. We have grown our population coverage significantly in East Malaysia — we grew to 82.7% at the end of 2024, compared to 49.5% in 2020. Now more East Malaysians have access to our high quality and accessible connectivity.

BUILDING SUSTAINABLE INFRASTRUCTURE AND OPERATIONAL EXCELLENCE

We have made considerable advances in growing our network across Malaysia, with national coverage of populated areas reaching 95.1% at the end of 2024. The upcoming rollout of our Next Gen 5G network will inevitably lead to increased energy consumption and greenhouse gas (GHG) emissions. We remain acutely aware of our environmental impact and are taking proactive measures by continuously investing in energy-efficient infrastructure. In the last two years, we upgraded our radio equipment, installed solar panels at our telecommunication operation centres (TOCs), and converted off-grid sites to solar hybrid systems, which

has already resulted in an average of 86% reduction in diesel use per site. Despite infrastructure upgrades leading to a 23% rise in energy consumption, our overall intensity improved by 9.3% compared to 2022.

Managing emissions continues to pose a significant challenge for the industry. Although we did not achieve our original GHG emissions intensity targets, which were set during a time when it was difficult to predict growth, we take our commitment to reduce emissions seriously. As a result, we are revising our approach with new, more adaptable goals, using energy utilisation intensity (EUI) as a benchmark metric.

Nevertheless, I am particularly proud of our e-waste management progress. In 2024, we refreshed our e-waste recycling initiative at our Berjaya Times Square flagship store and have since expanded the programme to our new flagship store at Sunway Pyramid Mall and also at IOI City Mall Putrajaya, on top of in-office efforts to encourage e-waste recycling. Additionally in 2024, we also switched to half-sized SIM cards to reduce plastic. This not only lowers material costs but is also projected to improve our footprint by decreasing each SIM's plastic content by 3 grams.

STRENGTHENING GOVERNANCE AND PARTNERSHIPS

As part of our sustainability formalisation initiatives, we have integrated ESG considerations into our procurement processes, requiring that all our vendors sign ESG commitments. To stay ahead of evolving ESG requirements, we continue to strengthen our engagement with regulators, industry associations, and sustainability benchmarks. Because of our many partnerships, our ability to rapidly deploy a 5G network is at the core of our growth efforts and outreach. These collaborations are crucial for helping us to deliver a superior 5G experience that supports the digitalisation objectives of consumers, enterprises, and the public sector in Malaysia.

We have also made notable progress in sustainable financing. I am proud to announce that we were the first Malaysian telco to convert our banking services into sustainability-linked financing (SLF), securing up to RM1.4 billion from CIMB Malaysia and United Overseas Bank (UOB) Berhad. This was followed by a second SLF tranche of RM200 million from AmBank

in 2024. This not only helps fund our 5G deployment but also ensures we remain accountable for our ESG performance targets.

EMPOWERING OUR PEOPLE AND COMMUNITIES

U Mobile is nothing without its people. Internally, we are fostering a culture that embraces sustainability through mandatory ESG and whistleblowing training, sustainability newsletters, and employee engagement programmes like Ulympics and Customer Service Week. In 2024, we surpassed our goal for training hours per employee, achieving an average of 44 hours. Additionally, we have launched a dual-career track programme to offer diverse professional growth opportunities and support our employees with enhanced benefits such as increased paternity leave and flexible working arrangements.

In the broader community, we have always advocated for digital inclusion and community development. Our initiatives include the U Mobile Digital School, *Bengkel Teknologi Senior*, flood relief contributions of over RM3.5 million, and our advocacy for national scam awareness. These efforts demonstrate that our motivation extends beyond business. I was especially gratified by our sponsorship of Team Malaysia at the 2023 Special Olympics and our role as the Official Telco Partner for the 2024 Youth Economic Forum (YEF), both of which reflect our dedication to inclusivity and youth empowerment.

CONCLUDING REMARKS

Although we are only at the beginning of our sustainability journey, I am immensely proud of what we have achieved over the past two years. There is still much to accomplish, but we remain committed to our sustainability promise: Towards a Sustainable U. We will continue to monitor our progress, adapt to new challenges, and capitalise on opportunities to create meaningful impact for our people, our communities, and our planet. Thank you for your continued trust and support as we work together to help shape Malaysia's sustainable, inclusive, and digitally connected future.

Wong Heang Tuck
Chief Executive Officer

ALL ABOUT

[GRI 2-1, 2-6, 3-3, 201-1]

WHO WE ARE

Founded in 2007 and headquartered in Kuala Lumpur, U Mobile Sdn Bhd ('U Mobile' or 'the Group') is Malaysia's youngest telecommunications ('telco') provider. Our mission is to empower our customers with unbeatable connectivity and converged solutions that help unleash their full personal and business potential. We are committed to delivering exceptional connectivity through best-in-class products and services, which include mobile data plans, broadband services, digital services, and customised business solutions.

OUR PRIORITY

We strive with passion to make a sustainable future possible for our people and planet.

OUR PURSUIT

We are considerate of the environment and communities that our business impacts, while encouraging and empowering others to be a part of our sustainable journey.

TOWARDS A SUSTAINABLE 

“Our vision is to be Malaysia’s favourite digital services partner through innovations that constantly make things possible.”

WHAT WE DO

DIGITAL TELECOMMUNICATIONS

As Malaysia's newest 5G network provider, we aim to drive innovation and adoption by delivering 5G and 5G-Advanced (5G-A)¹ solutions to support the digital ambitions of consumers, businesses, and public sectors in Malaysia. We are committed to playing a bigger role in advancing Malaysia's goal of becoming a digitally enabled high-income nation. Guided by our vision and mission, we have earned widespread recognition, including Frost & Sullivan's Mobile Services Company of the Year award for seven consecutive years.

Recognised for our innovative mindset, U Mobile has pioneered several industry firsts such as unlimited data, free data roaming, and — for the first time — harnessing

live 5G-A technology for Malaysia's largest sporting event, the 2024 SUKMA Games. We continue to leverage our strengths to propel enterprises to thrive in the digital age.

Beyond adopting next-generation technology, we are focused on expanding our national presence. Our network capacity has increased across Peninsular Malaysia, with enhanced coverage in East Malaysia. We believe that our accessible connectivity, products, and services are crucial to driving Malaysia towards becoming a high-income digital economy. Quality connectivity will be key to bridging the digital divide.

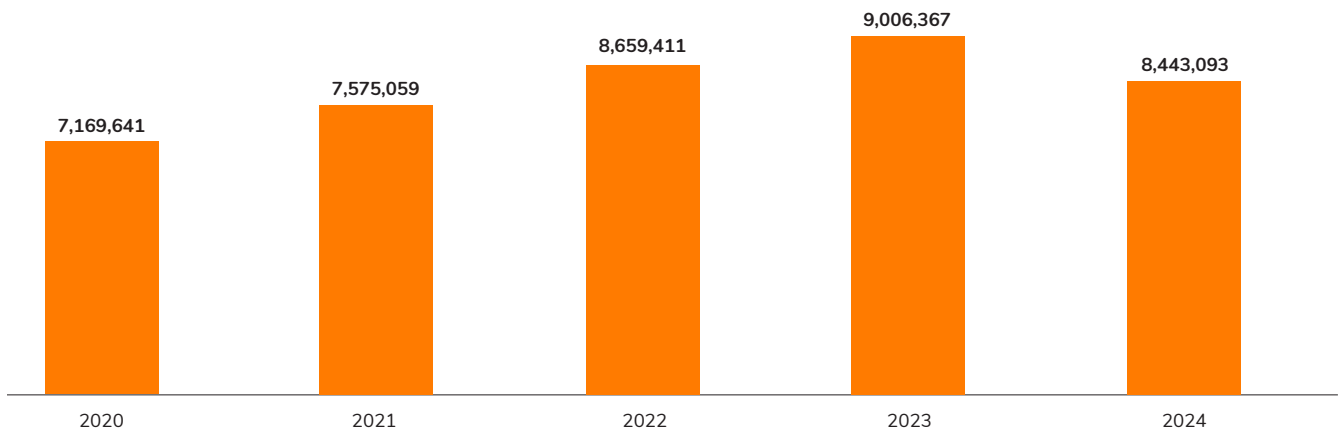
¹ 5G-A is an evolution of 5G, offering improved performance, enhanced mobility, AI integration, and better energy efficiency to support advanced applications and use cases.

Key highlights as of 2024:

- Network reach: **10,666 base station sites**
- Mobile cellular signal coverage: **95.1% of the national population on average (97.9% of Peninsular Malaysia and 82.7% of East Malaysia)**
- Prepaid and postpaid plan subscriber base: **~8.4 million**

In 2024, we completed a database review of our existing customers, resulting in the removal of inactive subscribers.

SUBSCRIBERS 2020–2024 (NO.)

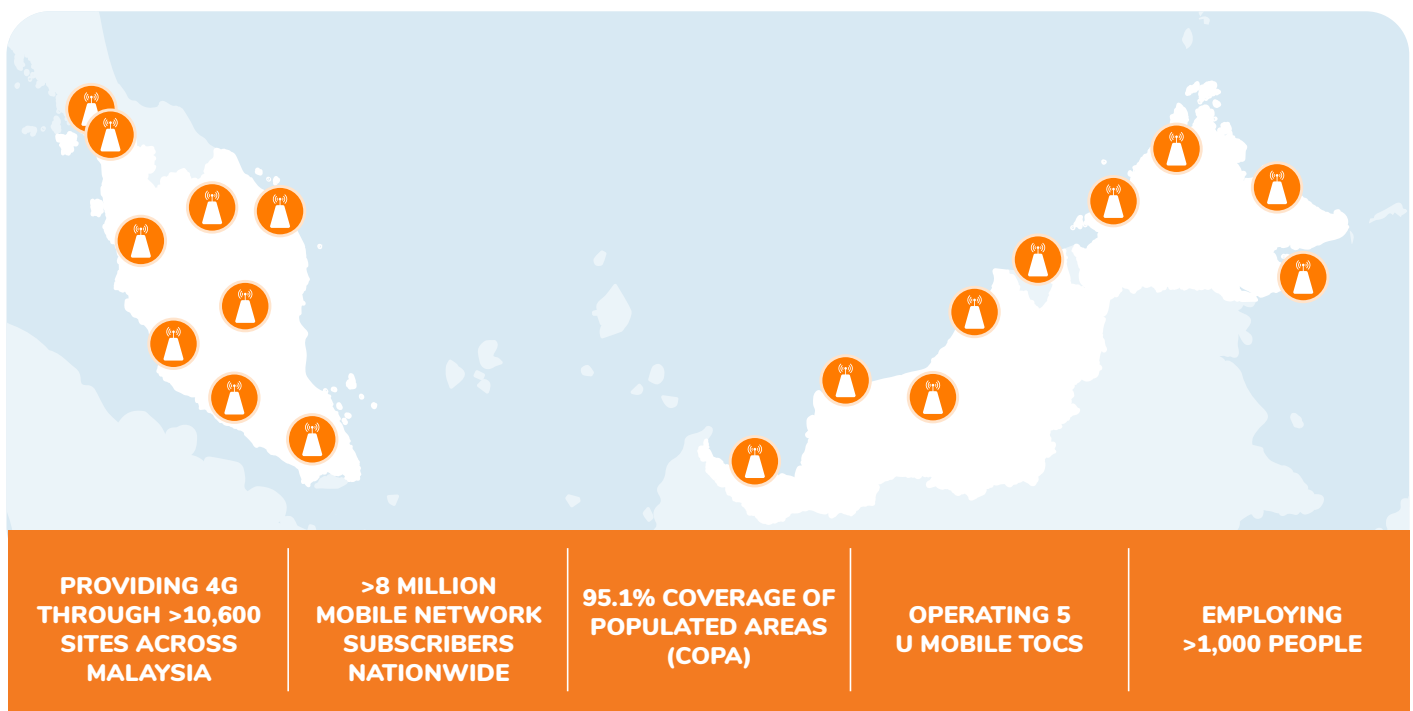


Note: The decrease in subscribers for 2024 was due to a database clean-up.

DATA CENTRES

Our operations are supported by five telecommunication operation centres (TOCs) equipped with cloud computing, data storage facilities, and managed service solutions.

OUR REACH



Note: as of December 2024



[See our interactive coverage map for more information](#)

OUR SUSTAINABILITY APPROACH

[GRI 2-23, 2-24]

U Mobile believes that sustainability is essential for achieving our long-term value-creation goals. It enables us to pursue commercially viable digital aspirations while addressing the sustainability challenges faced by the community. This commitment is reflected in our ongoing initiatives such as enhancing operational energy efficiency, providing disaster response support, and improving digital access for marginalised communities, including B40 groups and people with disabilities. Additionally, we prioritise youth empowerment, support enterprises, and ensure our employees receive fair and competitive benefits.

To enhance our sustainability strategy and adopt a comprehensive approach to address all aspects of sustainability, we conducted our first materiality assessment and carbon baseline assessment in 2023. These efforts enabled us to map our materiality topics across four sustainability pillars that align with the United Nations Sustainable Development Goals (SDGs).

→ [Contributing to the SDGs](#)



OUR FOUR SUSTAINABILITY PILLARS



LAUNCHING OF U MOBILE'S INAUGURAL SUSTAINABILITY ROADMAP



To further integrate sustainability into our business objectives, we held a series of internal training sessions and workshops, culminating in the completion of our inaugural Sustainability Roadmap in Q1 2024. Following a workshop in January 2024 and a consultation process, the updated targets were formalised in collaboration with the respective department heads and their teams. These targets have been integrated into our data and reporting systems to facilitate effective progress monitoring and evaluation.

Moving forward, we will report on these targets in our sustainability reports and communicate with external stakeholders, as appropriate.

SUSTAINABLE FINANCING

SUSTAINABILITY-LINKED FINANCING WITH CIMB AND UOB MALAYSIA

In 2023, we achieved a significant milestone by becoming the first Malaysian telco service provider to convert our existing banking facility with CIMB Bank Berhad Malaysia and United Overseas Bank (UOB) Malaysia into sustainability-linked financing (SLF) of up to RM1.4 billion. This initiative demonstrates our commitment to further embedding sustainability into our corporate strategy.



[U Mobile is First Malaysian-Focused Telco Service Provider to Align Its Banking Facility to a Sustainability-Linked Financing](#)

SECURING AMBANK FINANCING FOR 5G NETWORK DEPLOYMENT

In 2024, we secured a second SLF upon signing a memorandum of understanding (MoU) with AmBank Group to secure RM200 million in SLF to support our 5G network deployment. The partnership will further strengthen our ability to roll out Malaysia's second 5G network in a cost-effective, efficient, and timely manner.



[U Mobile Inks MOU with AmBank to Provide Financial Solutions for 5G Deployment](#)



MATERIALITY MATTERS

[GRI 2-29, 3-1, 3-2]

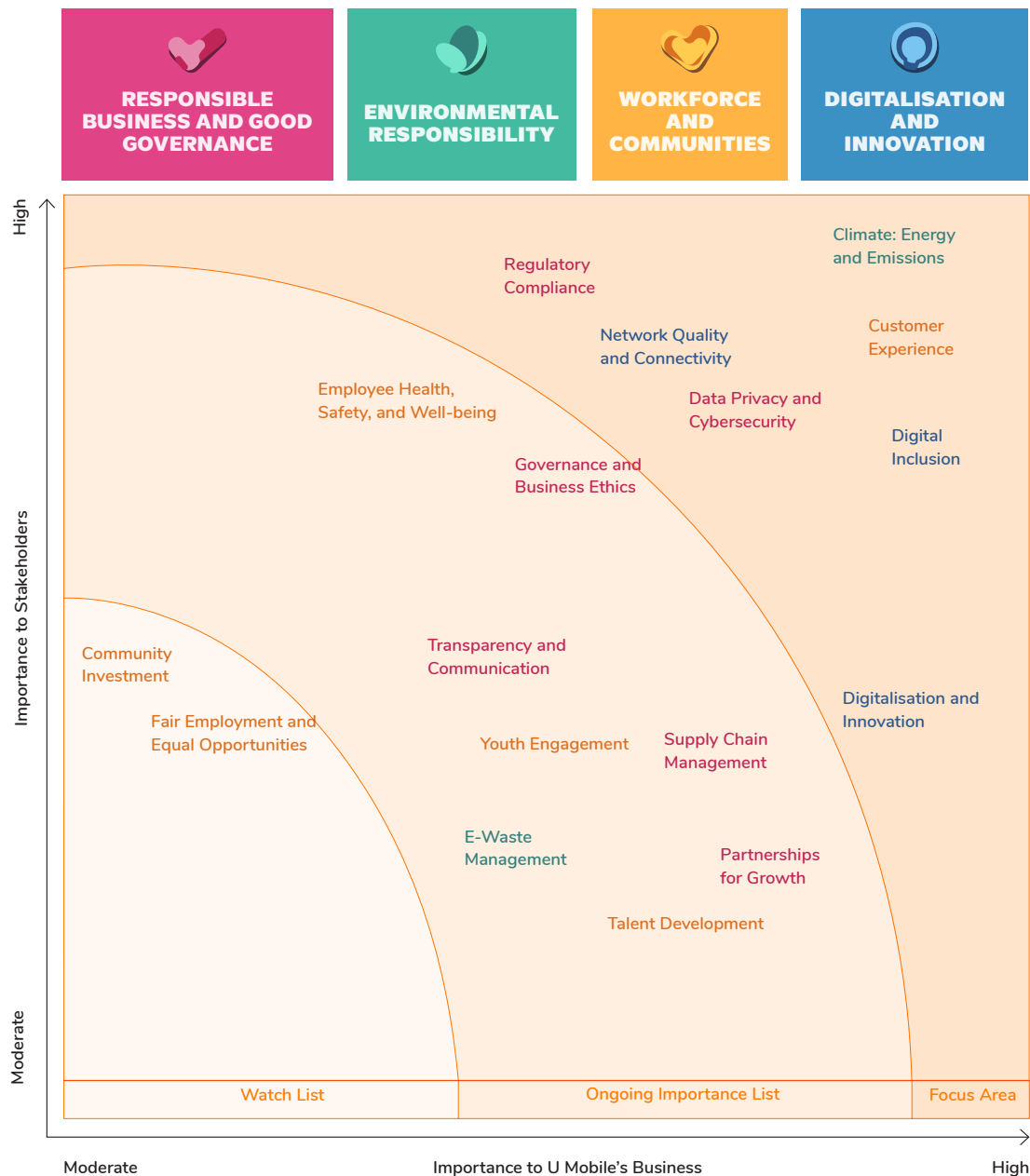
This report covers the 17 environmental, social, and governance (ESG)-related topics identified as material to U Mobile in our 2022–2023 materiality assessment. These issues align with our four sustainability pillars, eight SDGs, and 12 targets to which we contribute.



[For an Overview of the Materiality Process, Please See our Sustainability Report 2022, p.15](#)

2023–2024 MATERIALITY MATRIX

Our materiality matrix outlines topics according to their relative significance to both internal and external stakeholders. It helps to guide the prioritisation and development of our sustainability strategies and reporting. We conduct periodic reviews and updates of our material issues to ensure they accurately represent our evolving priorities and focus areas.



[For a Complete List and Description of our Material Topics, Please See Description of Material Topics](#)

RESPONSIBLE BUSINESS AND GOOD GOVERNANCE

U Mobile is dedicated to maintaining accountability, operating with integrity, and building enduring trust with our stakeholders. These commitments are outlined in our governance policies, which apply to all individuals company-wide, including directors and employees, and extend to our business partners. We have implemented measures across the Group to consistently uphold our commitments.



[U Mobile Policies](#)





GOVERNANCE AND OVERSIGHT

[GRI 2-9, 2-11, 2-12, 2-13, 2-14, 2-24, 3-3, 405-1]

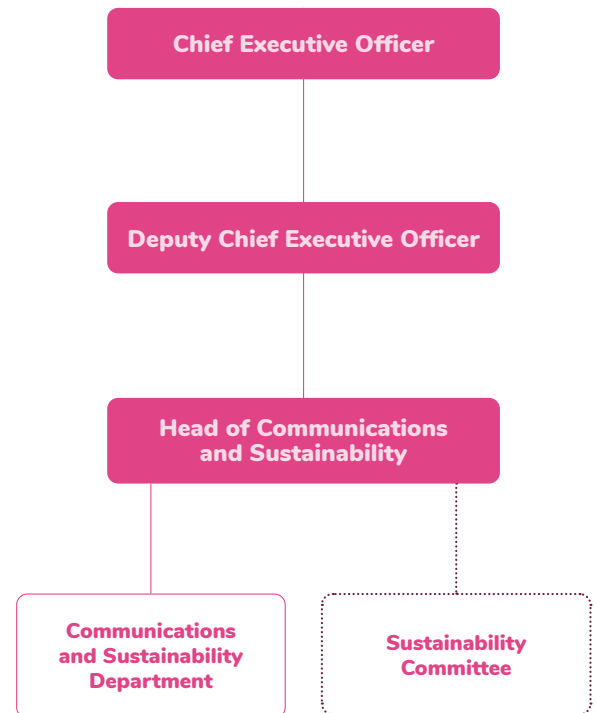
We maintain a robust corporate governance framework enforced through effective leadership and business oversight. Our [Board of Directors](#) — chaired by Tan Sri Dato' Seri Vincent Tan Chee Yioun and comprising eight members and three alternates — manages the business's strategic direction and policies. The Board is supported by an executive committee, a remuneration committee, and an audit committee.

Our Senior Management team reports to the Board and oversees the implementation of company strategies and policies. The team is responsible for reviewing sustainability-related measures, plans, targets and reports, including those concerning our carbon emissions and climate goals. It is led by our Chief Executive Officer (CEO), who is also part of the Board, and comprises five men and two women. Day-to-day strategic management and the implementation of sustainability initiatives are overseen by our Communications and Sustainability department, led by the Head of Communications and Sustainability. Since March 2025, the sustainability department directly reports to the Deputy CEO, who reports to the CEO.

In January 2024, we conducted a workshop and training session with Senior Management and Heads of Departments (HODs) to define new sustainability targets and develop U Mobile's inaugural Sustainability Roadmap. As part of this initiative, we established new governance targets to uphold the highest standards of business ethics. This same group represents the Sustainability Committee, which supports the Communications and Sustainability team with target oversight, data collation, and deliberating challenges.



SUSTAINABILITY GOVERNANCE STRUCTURE



RISK MITIGATION

Effective risk management is central to our operations. Our Enterprise Risk Management (ERM) framework complies with ISO:31000 2018 standards and includes a risk escalation structure to ensure the timely communication of risks for our management team. We maintain a comprehensive risk register to identify risks and assign qualified individuals to manage them. This register is reviewed and updated quarterly to anticipate and address potential issues, including selected environmental-related matters that are also discussed in our quarterly Board meetings. In 2024, we set a new target to ensure that 90% of employees receive annual ERM training by 2025 as part of our mandatory training. To support this, we launched ERM and Business Continuity Management (BCM) online training with mandatory quizzes in August and September 2024. With over 95% employees successfully completing the training, we are pleased to report that we met this target ahead of schedule. A second round of ERM and BCM online trainings will be launched in 2025.



BUSINESS ETHICS AND INTEGRITY

[GRI 2-15, 2-23, 2-24, 2-27, 3-3, 205-2, 205-3]

Our Code of Conduct prioritises professionalism, ethics, integrity, and adherence to all applicable laws, including anti-corruption regulations. Our [Anti-Corruption Policy](#) underscores our zero-tolerance stance against any form of bribery and corruption. All our directors, employees, business partners, sponsors, and other persons associated with the company are made aware of this policy and are expected to comply with it. We uphold the principles of the 2022 Malaysian Communications and Multimedia Commission (MCMC) General Consumer Code of Practice (Second Edition), which promotes the highest standards of business ethics and consumer conduct.

Upon onboarding, all employees receive our Code of Conduct and are required to attend annual anti-bribery and anti-corruption (ABAC) training. **For 2023 and 2024, 100% of new hires have signed the U Mobile Code of Conduct, Integrity Pledge, and Conflict of Interest declaration.**

Additionally, **96% and 95% of employees completed ABAC training in 2023 and 2024**, respectively. We will continuously enhance training accessibility and engagement with an aim to meet our target of 97% ABAC training completion. Each year, employees must sign and submit integrity pledges and declarations of

potential conflicts of interest related to their business dealings. Our ERM department oversees corruption risk assessments and reports to Senior Management and the Board. There were no reported cases of corruption in 2023 and 2024.

Aside from our own employees, our [Business Partner Code of Conduct](#) mandates our business partners to uphold our integrity and anti-corruption standards and commitments. They must submit annual integrity pledges, and we have implemented procedures to evaluate their anti-corruption efforts. We also provide selected business partners with training materials to further promote ABAC and plan to expand our ABAC roadshows using these training materials.

NEW FIT AND PROPER POLICY

In 2023, we introduced a new Fit and Proper Policy to uphold the highest standards of competence, accountability, and responsibility among individuals in Key Responsible Person (KRP)² roles within our subsidiary, U Mobile Services Sdn Bhd. If a KRP no longer satisfies the criteria, appropriate actions will be taken, including removal and subsequently notifying Bank Negara Malaysia (BNM).



² KRP refers to any individual who is accountable for or responsible for managing or overseeing the digital financial services business of U Mobile Services Sdn Bhd, including Directors and members of Senior Management.

WHISTLEBLOWING AND REPORTING CHANNELS

[GRI 2-25, 2-26]

Our [Whistleblower Policy](#), available for all employees and members of the public, guides reporting actual or suspected breaches of business ethics, integrity, irregularities or misconduct.

Our secure and confidential whistleblowing channels protect the whistleblower's identity and disclosure details to the fullest extent possible. This allows them to raise grievances or concerns in good faith without fear of retaliation or reprisal. The channels of communication are listed on the right column.

Oversight of the whistleblowing process is provided by a dedicated Whistleblowing Committee comprising senior management, operating under the overarching supervision of the Audit Committee. To preserve independence and prevent conflicts of interest, cases involving senior personnel may be escalated directly to the Audit Committee or investigated by independent parties, as appropriate.

Whistleblowers can contact us anonymously through the dedicated whistleblowing channels or submit reports directly to our IA department. The IA team may appoint an independent third party to investigate cases when necessary.

As part of our commitment to ethical business practices, whistleblowing awareness is a key component of our mandatory anti-corruption training. In 2024, we strengthened this initiative by conducting 12 dedicated whistleblowing awareness sessions for all new hires and in 2025 introduced whistleblowing awareness bulletins for all employees. As a result, we achieved our target of ensuring that 100% of new hires completed whistleblowing training. To further enhance understanding of the whistleblowing process, we plan to introduce standalone Whistleblowing Awareness training for all employees. For our vendors, information about the whistleblowing mechanisms was shared through U Mobile's Business Partner Code of Conduct.

We are committed to acknowledging all reports within 24 hours (during business days) and aim to resolve cases within 40 working days, subject to complexity. Our audit committee receives regular updates with quarterly reports on case statistics and progress. We received and resolved six reports in 2023 and 16 in 2024, mainly concerning product or service inquiries, payments, and workplace grievances. Each case

was carefully reviewed, investigated by the relevant departments, and resolved, along with any required follow-up actions.

CHANNELS OF COMMUNICATION FOR WHISTLEBLOWING



EMAIL

whistleblower_um@u.com.my



MAIL

(SEALED ENVELOPE MARKED "CONFIDENTIAL")

Internal Audit

U Mobile Sdn Bhd

Lot 11.1, Berjaya Times Square,

No. 1, Jalan Imbi, 55100

Kuala Lumpur, Malaysia



WEBSITE

[Online form](#)



REGULATORY COMPLIANCE

[GRI 2-27, 3-3, 206-1]



As we continue to pursue growth and maintain our competitiveness in the telco sector, we ensure compliance with all regulatory requirements and adhere to industry standards. These values encompass quality service, network security, misinformation, personal data protection, and digital services. **There were no cases of non-compliance or legal action concerning the organisation in 2023 or 2024.**

We maintain an ongoing dialogue with the MCMC and actively engage in regular discussions on industry-driven initiatives such as the National Digital Infrastructure Plan or *Jalan Digital Negara* (JENDELA) and regulatory meetings convened by the MCMC. We have successfully achieved all targets for Phase 1 of JENDELA and are fully prepared to support the implementation and objectives of Phase 2. Additionally, we promptly address any U Mobile-related complaints submitted through the MCMC portal.

- [Aligning with National Priorities](#)
- [Network Quality and Connectivity](#)
- [Customer Experience](#)

DATA PRIVACY AND CYBERSECURITY

[GRI 3-3, 418-1]

We remain committed to safeguarding our systems and fostering a secure digital environment amid constantly evolving cyberthreats, recognising the critical importance of maintaining trust while continuing

to deliver value for all our stakeholders. We adhere to all applicable regulations and requirements, including those set out by the MCMC and the Personal Data Protection Act (PDPA) 2010. We also follow industry-standard frameworks like the NIST Cybersecurity Framework (CSF). We are certified against the ISO/IEC 27001 for Information Security Management Systems (ISMS) and undergo annual external audits to ensure ongoing compliance.

U Mobile adopts a comprehensive, proactive approach to cybersecurity and data privacy, encompassing the following:



Identifying and mitigating potential system-wide vulnerabilities and risks arising from people, processes, technology, or a combination of the three



Establishing an incident response plan to minimise the impact of potential breaches and facilitate timely recovery



Using virtual private network (VPN) technology within our operations to encrypt data traffic, ensuring secure access while safeguarding the integrity and confidentiality of cloud-based data

Our Information Services division is essential for ensuring the resilience and integrity of our digital infrastructure while preserving the confidentiality of our data. The division collaborates with our network and ERM teams to escalate cyber incidents to Senior Management and our Regulatory department, ensuring prompt remedial action is taken.

All employees are required to attend mandatory cybersecurity and ISMS training to increase their awareness of information technology (IT) security best practices aimed at protecting our systems and data. **In 2023 and 2024, an average of 88% and 91% of our workforce, respectively, participated in quarterly cybersecurity training, while 97% and 99% received annual ISMS training.** Additionally, we conduct other exercises such as phishing simulations to assess preparedness and improve employee awareness.

In 2023, there were no reports or complaints of material breaches or cybersecurity incidents. While data breach was reported in 2024, further investigations confirmed that no breach took place. We remain confident in the security of our data and are committed to continually improving our cybersecurity practices. Our policies and procedures are reviewed annually and updated as needed. To ensure adequate protection, we maintain vigilance through threat intelligence, leveraging

advanced technologies and industry best practices.

Recognising risks that may arise from third parties, U Mobile launched their vendor third-party assessment security programme in Q1 2025. Results received from vendors supporting critical systems will be actively monitored and self-assessments further refined to enhance alignment with our security and MCMC's standards and practices.

COMMENTARY FROM KENT NG, CYBERSECURITY EXPERT AND INDEPENDENT ISO AUDITOR

Since 2010, Malaysia mandated that all critical national information infrastructure, including the telecommunications sector, be certified against ISO/IEC 27001. This globally recognised benchmark outlines a structured and holistic approach for organisations to identify threats, assess risks, and implement controls to manage information security, cybersecurity, and privacy protection. Established recovery procedures also help organisations to swiftly recover from cyberattacks.

U Mobile achieved ISO/IEC 27001 certification in November 2013. It has since broadened its certification scope to encompass core IT systems, business support systems, data centres, call centres, and customer service centres across

West Malaysia. This commendable expansion demonstrates the company's dedication to cybersecurity and data protection.

Nevertheless, there are no future-proof solutions for tackling constantly evolving cybersecurity threats. Data breaches, malware, social engineering, and ransomware attacks can result in substantial financial losses, reputational damage, and legal repercussions for affected entities. Therefore, prioritising cybersecurity is essential, and U Mobile must continue implementing, monitoring, analysing, evaluating, and improving its measures to effectively safeguard its operations against ongoing cybersecurity threats.

About: Kent Ng is a cybersecurity expert and an independent ISO auditor with over 20 years of experience in the IT industry, including 15 years specialising in ISO/IEC 27001 certification auditing, consulting, and training. He has worked with U Mobile since 2021 on ISMS engagements, ISMS Internal Audit, Risk assessment facilitation, ISMS-related training, and advisory for External audit findings closure remediation.



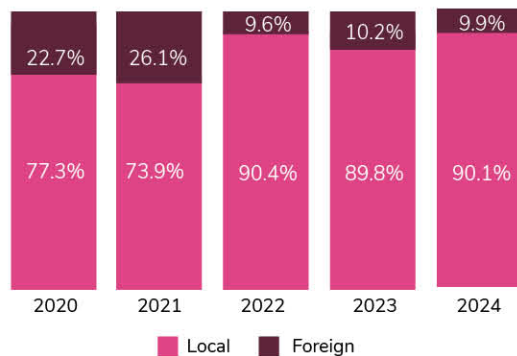
VENDOR MANAGEMENT

[GRI 2-6, 3-3, 204-1]

To deliver quality products and services that meet our business needs, U Mobile procures a range of systems, products, and services from multiple vendors. While we always prioritise local merchants, we occasionally collaborate with foreign vendors so that we can continue to meet our specific technical, functional, and commercial requirements.

In 2024, we engaged 305 vendors, of which 284 (93%) were local. The remaining 21 were from China, Singapore, the United States, Hong Kong, Canada, Australia, India, France, and Portugal. Between 2023 and 2024, approximately **90.1%** of our total expenditure was allocated to local vendors.

PROPORTION OF SPENDING ON VENDORS
2020–2024 (%)



Note: Some entities categorised as vendors are also our long-term partners.

A total of 152 and 154 vendors were onboarded in 2023 and 2024, respectively. Each one was required to undergo a due diligence assessment that required them to self-report on legal and regulatory compliance and anti-corruption requirements. As part of their commitment to uphold robust environmental, social, and governance (ESG) practices, our vendors are also provided with, and must sign, our Business Partner Code of Conduct. The code establishes clear expectations regarding ESG commitments, ensuring compliance with environmental regulations, safety standards, and ethical business practices. By implementing this process, we uphold the highest standards of integrity and sustainability throughout our supply chain. We are pleased to report that, **as of December 2024, 100% of our vendors have signed our Business Partner Code of Conduct and Anti-Corruption policy.** In the future, our aim is to develop a supplier due diligence process and we will explore assessing suppliers against our ESG commitments.

TRANSPARENCY AND COMMUNICATION

[GRI 2-29, 3-3]

U Mobile regularly engages with key stakeholders to understand their expectations and concerns, ensuring we respond to them through a continuous feedback mechanism. In addition to our sustainability report, which outlines our sustainability commitments, initiatives, and data for our stakeholders, we also voluntarily disclose our climate-related data and measures to external stakeholders through the CDP Climate Change questionnaire.

To increase internal stakeholder engagement and awareness of our sustainability-related initiatives, we conducted training sessions for our Communications and Sustainability department members in November 2023. In December 2023, we launched quarterly newsletters featuring updates on our progress and highlights across various sustainability initiatives. Building on these efforts, we introduced workshops and company-wide sustainability training sessions in 2024 to further support employee development and involvement.



[Stakeholder Engagement](#)



[Employee Engagement and Development](#)

TRANSPARENCY WITH CUSTOMERS

We strive to maintain transparency in our services and products, empowering customers to make informed decisions based on their budgets and needs. We offer detailed information on the scope, pricing, and any relevant terms or limitations of our offerings. Customers can reach us through several channels as below:



[U Mobile website](#)



Customer service hotline



[MyUMobile app](#)



[Facebook](#)



[X](#)



[Customer Experience](#)

PARTNERSHIPS FOR GROWTH

[GRI 2-28, 3-3]

Strategic partnerships drive new opportunities and help U Mobile build stakeholder value. Memberships in industry associations and collaborations across multiple platforms allow us to align with industry objectives and stay informed about regulatory changes.

NOTABLE 2023–2024 PARTNERSHIPS

ACCELERATING THE SECOND 5G NETWORK ROLLOUT

Partnering with multiple network facility providers (NFPs) to leverage tower infrastructure for efficient site acquisition and cost-effective solutions



→ [U Mobile and EDOTCO Ink MoU to Accelerate Second 5G Network Rollout in Malaysia](#)



→ [U Mobile Collaborates with Eight State-Backed Network Facility Providers with Aim to Leverage Local Talent and Expertise for Deployment of Second 5G Network](#)



→ [U Mobile to Accelerate Second 5G Network Rollout Together with Multiple Strategic Partners](#)

Collaborating with TIME dotCom, using their fibre backhaul network to optimise network compatibility



→ [U Mobile and Time Wholesale Form Strategic Partnership in Anticipation of Accelerated 5G Deployment Across Malaysia](#)



Memorandum of Understanding (MoU) signed with AmBank to provide financial solutions for 5G deployment

→ [Full Story in Securing AmBank Financing for 5G Network Development](#)

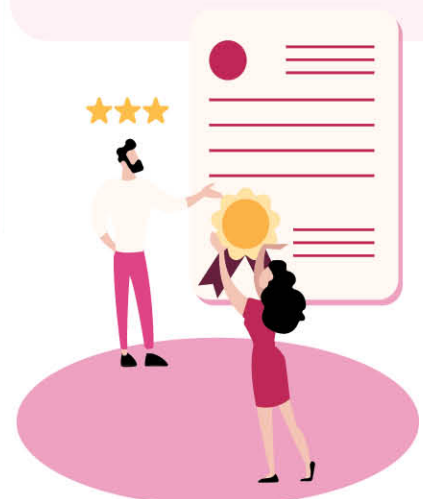
Working with ZTE and Huawei to accelerate 5G deployment and future network innovations

→ [U Mobile and ZTE to Accelerate Deployment of 5G, 5G-Advanced and Future Technologies for Consumers & Enterprises Through Latest Partnership](#)

→ [U Mobile Inks Latest MOU with Huawei to Enhance Experience and Accelerate Deployment of 5G and Future Technologies for Consumers & Enterprises](#)

Collaborating with China Mobile International to exchange 5G deployment insights and explore business-to-business (B2B) solutions

→ [U Mobile Inks MOU with China Mobile International to Accelerate 5G Deployment, Innovation, and Adoption](#)





NOTABLE 2023–2024 PARTNERSHIPS

DIGITALISATION AND INNOVATION

U Mobile and Enfrasys Solutions completed a successful proof-of-concept (PoC), integrating private 5G with AI for automated container inspections



→ [More Details of the 5G PoC](#)

Partnering with Amazon Web Services (AWS) to integrate AWS generative AI-powered contact centre intelligence (CCI) solutions



→ [More Info on Smart Contact Centres](#)

ST Telemedia Global Data Centres selected U Mobile to harness 5G technology to enhance the efficiency of their data centres in Malaysia

→ [U Mobile Signs MOU with ST Telemedia Global Data Centres to Explore and Leverage 5G Technology to Enhance the Efficiency of Its Data Centres in Malaysia](#)

Enhancing FGV Prodata's connectivity and digital infrastructure by deploying digital solutions such as smart agriculture, building, and surveillance systems



→ [U Mobile and FGV Prodata Announce Strategic Collaboration to Spur 5G-Driven Digital Transformation Across FGV Group of Companies](#)

Working with Berjaya Rail Sdn Bhd to integrate 5G solutions and connectivity into upcoming rail infrastructure projects

→ [U Mobile and Berjaya Rail Ink MOU to Collaborate on 5G Solutions & Connectivity for Upcoming Initiatives](#)

Collaborating with Huawei to facilitate the adoption of 5G for businesses (5G-to-B) and the expansion of 5G-powered applications and business solutions (X2B)



→ [U Mobile and Huawei Ink MOU For Strategic Cooperation In 5G Innovation Technology & 5G Business Adoption](#)

→ [U Mobile and Huawei Sign MOU to Accelerate Adoption and Commercialisation of 5G-Powered Applications and Solutions by Businesses in Malaysia](#)

An alliance with ZTE to develop 5G-powered intelligent agriculture solutions to help accelerate Malaysia's agricultural digital transformation



→ [U Mobile Signs MOU with ZTE to Co-develop Solutions to Enhance Connectivity and Drive Digital Transformation of Malaysian Agricultural Sector](#)

NETWORK QUALITY AND CONNECTIVITY

Partnering with CelcomDigi to enhance mobile connectivity by sharing 100 sites via multi-operator core network (MOCN) technology across Malaysia



[CelcomDigi & U Mobile Collaborate to Enhance Mobile Connectivity Via MOCN](#)

DIGITAL INCLUSION

The first phase of U Mobile's digital school, Projek Rintis, includes a cashless payment ecosystem developed by U Mobile's technology partner, Vircle



[U Mobile to Play Active Role in Driving Digital Transformation in Education Institutions with Its Digital School Focus](#)

INDUSTRY MEMBERSHIPS AND PARTICIPATION

GSMA Member

In June 2023, we participated in a stakeholder dialogue event, *Why ESG Matters for Advancing the Sustainability of The Mobile Industry*



We are active in several MCMC working groups, including the Fixed Number Portability (FNP) Industry Working Group



We participate in industry discussions such as anti-scam roundtables and the biannual ESG Forum, organised by ST Telemedia

ENVIRONMENTAL RESPONSIBILITY

Telco operators are making significant progress in reducing their global carbon emissions.³ However, the increasing demand for telco services continues to drive energy consumption, posing challenges for reaching net-zero targets. Moreover, with the growing adoption of technology and the use of devices, managing e-waste is an even more pressing concern for end-of-life products, necessitating greater industry involvement in the circular economy.

We are aware of our industry's environmental impacts and remain dedicated to sustainability. To evaluate our footprint, U Mobile has established baselines, developed targets, and is actively exploring ways to reduce greenhouse gas (GHG) emissions, optimise energy consumption, and improve e-waste management.



³ Friedrich, R., Ullrich, S., Kuroki, M., & Ueda, M. (2023, December 18). Telcos show modest gains in curbing emissions and helping customers curb theirs. Boston Consulting Group. <https://www.bcg.com/publications/2023/telcos-modest-emission-reduction-progress>.

ENERGY AND EMISSIONS

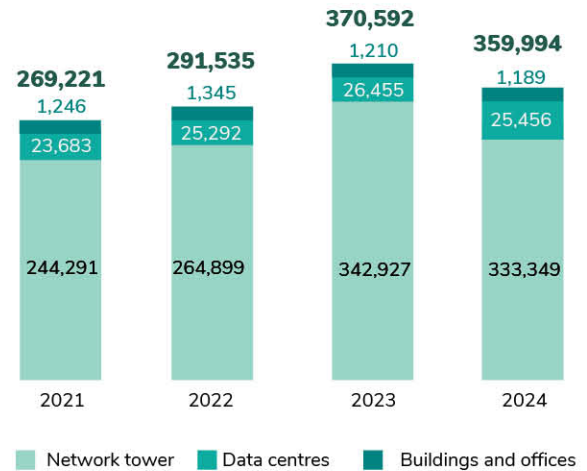
ENERGY CONSUMPTION

[GRI 3-3, 302-1, 302-3, 302-4]

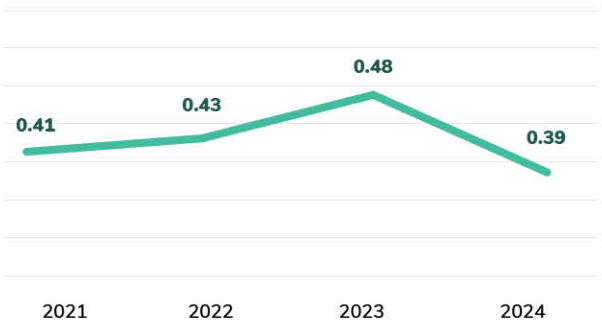
A total of 99.9%⁴ of our operations are primarily powered by electricity. The remaining 0.1% comes from diesel and petrol to fuel our off-grid infrastructure and service vehicles. Our total 2023 electricity consumption was 370,592 megawatt hours (MWh), which dropped to 359,994 MWh in 2024. Most of this usage originated from our network base stations, data centres, and offices.

In 2024, our total energy consumption increased by 23% from 2022 levels, driven mainly by ongoing infrastructure upgrades. Despite the rise in consumption, our overall energy intensity has improved by 9.3%, reaching 0.39 GJ/TB in 2024 compared to 2022, thanks to the adoption of latest technology. We are constantly exploring opportunities to boost our energy efficiency, which include upgrading outdated equipment. Furthermore, we established a new target to maintain power usage efficiency (PUE) below 1.8 at our telecommunication operation centres (TOCs). Driven by our energy efficiency initiatives, we achieved a PUE of 1.71 in 2023 and 1.74 in 2024, successfully meeting the target.

ELECTRICITY CONSUMPTION BY DIVISION 2021–2024 (MWh)



TOTAL ENERGY INTENSITY 2021–2024 (GJ/TB)



⁴ Solar energy accounted for 0.05% of U Mobile's overall energy consumption of 99.9%.

CARBON FOOTPRINT

[GRI 3-3, 305-1, 305-2, 305-4]

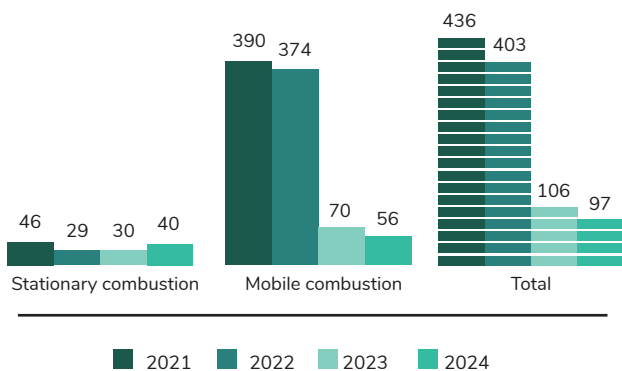
Reducing our emissions is a key pillar of our efforts to safeguard the environment. Building on the methodology used in our February 2023 carbon baseline assessment, we monitor and measure our GHG emissions across our operations and consistently aim to enhance our data collection process.

Our total emissions for 2023 amounted to 237,285 tonnes of carbon dioxide equivalent (tCO₂e) and 230,493 tCO₂e in 2024. Encouragingly, our Scope 1 emissions declined by 75.9% from 403 tCO₂e in 2022

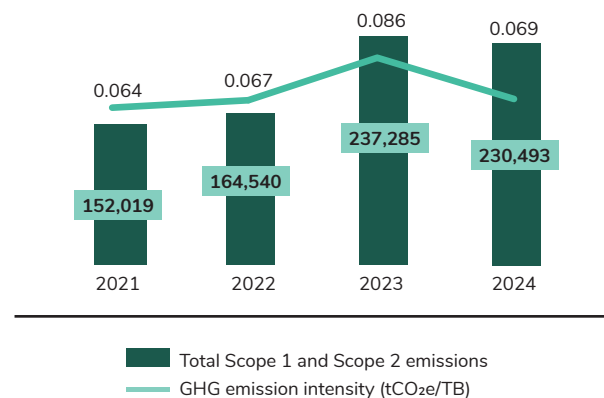
to 97 tCO₂e due to the decommissioning of our diesel network cars since 2023. However, Scope 2 emissions form the primary contributor to our carbon footprint, and due to the power required for infrastructure upgrades, our total emission intensity increased by 2% compared to 2022 — totalling 0.069 tCO₂e per terabyte of data (tCO₂e/TB).

We aim to develop methodologies for tracking our Scope 3 emissions throughout our value chain, and we will share updates on our progress in future reporting.

GHG SCOPE 1 EMISSIONS 2021–2024 (tCO₂e)



TOTAL SCOPE 1 AND SCOPE 2 ABSOLUTE EMISSIONS (tCO₂e) AND EMISSION INTENSITY 2021–2024 (tCO₂e/TB)



SLL TARGETS WITH CIMB AND UOB MALAYSIA

In 2023, we secured a sustainability-linked loan (SLL) with CIMB Bank and United Overseas Bank (UOB) Malaysia. This SLL offers interest rate rebates based on achieving sustainability performance targets (SPTs). Provision of the loan requires bank approval and verification by an independent third party. As part of our SPT commitments, we aimed to reduce our GHG intensity by 7.7% by 2023 and 11.4% by 2024 against our 2021 baseline.

Although ongoing business expansion meant we were unable to meet our original emissions targets for 2023

and 2024, we acknowledged the need to reassess our approach. During the data collection process, we identified inconsistencies in the collection methods, which presented challenges in the assurance process. After discussing this with the banks — and given that our emissions are primarily tied to electricity usage — all parties agreed to adopt energy utilisation intensity (EUI) as an alternative indicator. As a result, we are currently reviewing the present-day landscape to set new, more adaptable targets that will reflect EUI-based metrics.

CDP REPORTING

To support our investors' carbon inventory and reporting, U Mobile reports our GHG emissions yearly. We have also participated in the CDP Climate Change assessment since 2022 and received a C- baseline score. We submitted our 2023 assessment in July 2024⁵ and plan to address the gaps in our CDP score to improve our performance in future assessments.



OUR CARBON AND ENERGY REDUCTION MEASURES



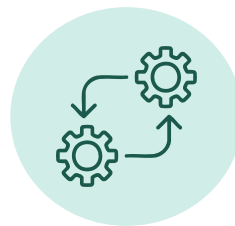
Solar panels installations

- We installed solar panels at Johor Bahru and Penang TOCs
- We are proposing to install solar panels at two additional TOCs in the coming years, pending government authority approval



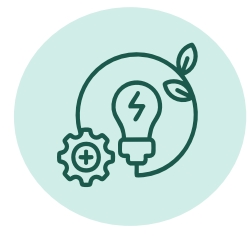
Off-grid cell sites: solar hybrid solutions

- 26 out of 62 planned cell sites were converted to solar hybrid systems in 2023 and 2024
- This conversion led to an average reduction of 86% in diesel consumption per site
- U Mobile will continue this rollout in the remaining 36 sites (out of 62 planned) in 2025



Replacing legacy equipment

- 423 sites have been modernised: 199 in 2023 and 224 in 2024—surpassing our annual target of upgrading 200 sites



Other energy efficiency initiatives

- Upgrading TOCs air conditioning units by using more environmentally friendly gases or changing over to green refrigerants
- Raising air conditioning temperatures by an average of 2°C at switches and data centres
- Exploring the conversion of air conditioning to exhaust or ventilation fans at end sites
- Developing plans to monitor and report on the repair and reuse of network equipment

Note: U Mobile has stopped purchasing renewable energy from TNBX since July 2023.

⁵ At the time of this report's publication, our 2023 CDP Climate Change assessment score is still pending finalisation. The final outcome will be published in future sustainability reports.

NAVIGATING SUSTAINABILITY: U MOBILE'S PATH FORWARD

COMMENTARY BY ANDY YAP, PARTNER | ENVIRONMENTAL RESOURCES MANAGEMENT (S) PTE LTD (ERM)

In the rapidly evolving telco sector, establishing accurate baselines and assumptions for operational emissions is critical for risking misleading reduction claims. Through our assessment of U Mobile's SLL framework, we see that U Mobile has demonstrated a commitment to sustainability through its initial efforts. We commend their credible sustainability strategy while identifying areas for improvement.

For a more comprehensive impact, U Mobile can implement clear offset strategies and refining GHG reduction commitments that would further enhance its industry standing. A key focus area is U Mobile's 5G rollout. This presents both sustainability challenges and opportunities. Although AI and Internet of Things (IoT) can optimise network efficiency and reduce emissions, increased electricity demand could negate these benefits, particularly for high-data activities like streaming. To address this, ERM recommends that U Mobile develop a monitoring framework to assess 5G-related emissions, refine strategies for greater

reductions in GHG intensity, and collaborate with academic institutions to better grasp long-term sustainability impacts. Understanding customer usage patterns and implementing policies or incentives for more sustainable 5G use could further mitigate environmental risks.

U Mobile may also consider broadening future sustainability financing, moving beyond environmental key performance indicators (KPIs) to also integrate social and governance. Expanding future SLL tranches to include digital inclusion, data privacy, cybersecurity, and network quality would strengthen U Mobile's credibility and align it with evolving regulatory expectations.

Although challenges remain, U Mobile's sustained efforts will be crucial to maintaining leadership in sustainable telcom practices. These actions will resonate positively with stakeholders who prioritise environmental, social, and governance (ESG) issues.

About: Andy Yap is based in Singapore and leads ERM's sustainable finance initiatives in the region. In 2024, U Mobile engaged ERM as its second-party opinion (SPO) provider to evaluate the credibility and alignment of its SLL framework with industry best practices.

MANAGING E-WASTE

[GRI 3-3, 306-1, 306-2, 306-3, 306-4, 306-5]

We handle all e-waste in accordance with industry regulations and guidelines. This includes our operational network waste (decommissioned network equipment), consumer handsets, and customer-premises equipment (CPE). We collaborate closely with our network vendors, partners, and suppliers to prioritise repairing and reusing any malfunctioning equipment (excluding force majeure), and we only recycle or dispose of obsolete equipment through a government-licensed vendor.

MANAGING NETWORK WASTE RESPONSIBLY

We manage our e-waste disposal process for network waste according to Malaysia's Department of Environment (DOE) standards. In 2024, we successfully

used the Electronic Scheduled Waste Information System (eSWIS) platform for the first time to submit and track e-waste disposal. Developed by the DOE in 2015, eSWIS is an online portal designed to record, monitor, and report scheduled waste, thus ensuring compliance with environmental regulations.

In 2023 and 2024, we disposed of 33,120 kg and 148,663 kg of network waste, respectively, primarily battery blocks. All network waste in 2023 was disposed of through our standard procurement process in compliance with DOE regulations. In 2024, we managed five disposal batches: the first two followed our standard procurement process, while the remaining three were fully handled through the eSWIS platform, thereby ensuring the responsible and transparent disposal of network materials in line with regulatory requirements.

CONSUMER E-WASTE INITIATIVES

In 2023 and 2024, we collected 144 kg and 1,450 kg of consumer e-waste, respectively, which were responsibly recycled and disposed of by a government-licensed facility. To further bolster our efforts, we installed an e-waste collection bin at our Berjaya Times Square flagship store in Kuala Lumpur and plan to expand this initiative to additional retail locations in the future. Concurrently, we launched an internal e-waste recycling drive for employees and successfully collected over 1.3 tonnes of e-waste such as used handsets, household electronics, and office printers.

Following the rollout of our CPE bundles in 2024, we are working with our product team to responsibly manage faulty CPE units reported by consumers. The first batch of units is scheduled for disposal in 2025.



HALF-SIZED SIM CARD INITIATIVE

In September 2024, we officially completed our launch of half-sized SIM cards, supplying 3.5 million in 2024 and planning to distribute a further 13.6 million in 2025. The programme is expected to decrease waste by 3 grams of plastic for each SIM, resulting in an average saving of RM0.05. Cumulatively, this initiative will approximately reduce 10.5 tonnes of plastic. Moreover, based on a benchmark of a 200,000 SIM card batch and vendor packing lists, we anticipate a 60% reduction in shipment volumetric weight. As part of our ongoing efforts to promote widespread eSIM adoption, our branch staff actively encourage customers to opt for eSIMs over physical SIM cards at the time of purchase.



WORKFORCE AND COMMUNITIES

While U Mobile connects people, it is our people who keep us connected. Guided by our core values, we aim to make a lasting, positive impact on our employees, communities, and customers.





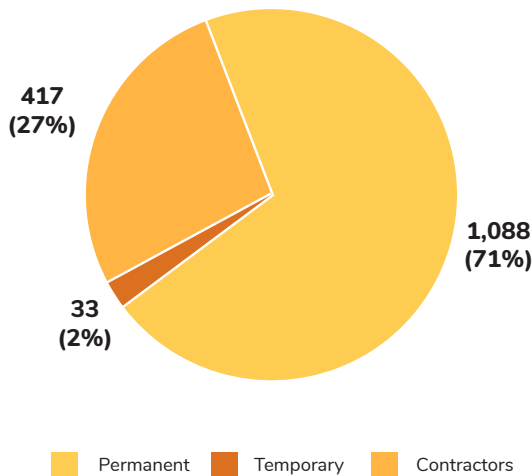
OUR WORKFORCE

[GRI 2-7, 2-8, 3-3]

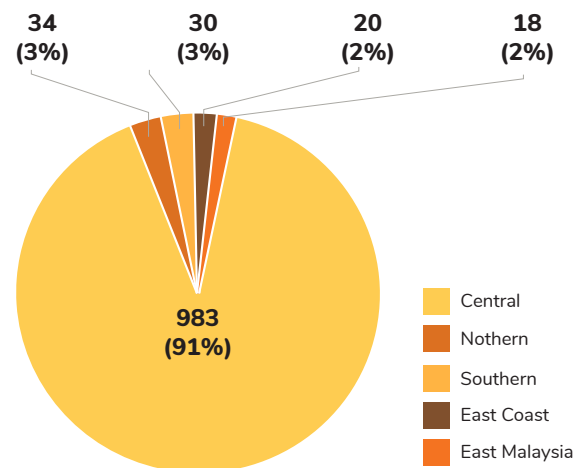
As of December 2024, we employ 1,088 full-time, permanent staff, with over 90% based at our Central Malaysia operations. We have also hired 33 full-time temporary employees on short-term contracts to support various divisions, typically to cover employees on maternity leave, during periods of heavy workload, or to assist with specific project needs.

Additionally, we have engaged 417 third-party contractors throughout our operations. These include contractors employed through approved and qualified companies to manage and service cell-base station sites, contract staff for our contact centres and branches, and interns to support various business functions.

EMPLOYEES AND CONTRACTORS 2024 (NO. (%))
TOTAL: 1,538



EMPLOYEES BY REGION 2024 (NO. (%))
TOTAL: 1,212



Note on states according to region:

- Northern: Kedah, Penang, and Perak
- Central: Kuala Lumpur, Selangor, and Negeri Sembilan
- Southern: Melaka and Johor
- East Coast: Pahang, Terengganu, and Kelantan
- East Malaysia: Sabah and Sarawak





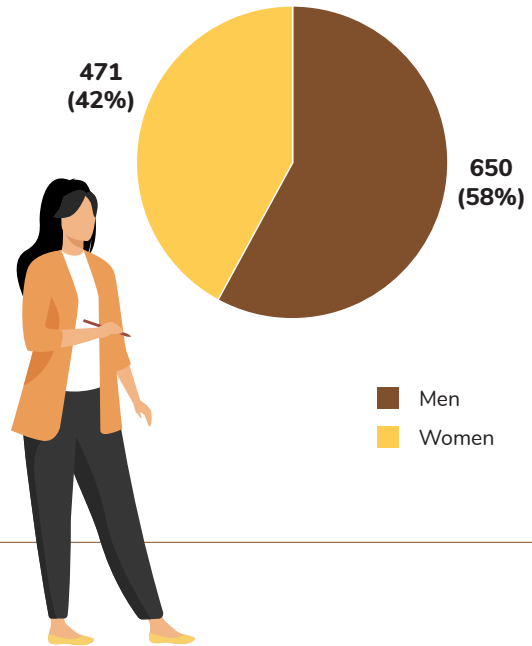
FAIR EMPLOYMENT AND EQUAL OPPORTUNITIES

[GRI 3-3, 2-23, 2-24, 401-2, 401-3, 405-1, 406-1]

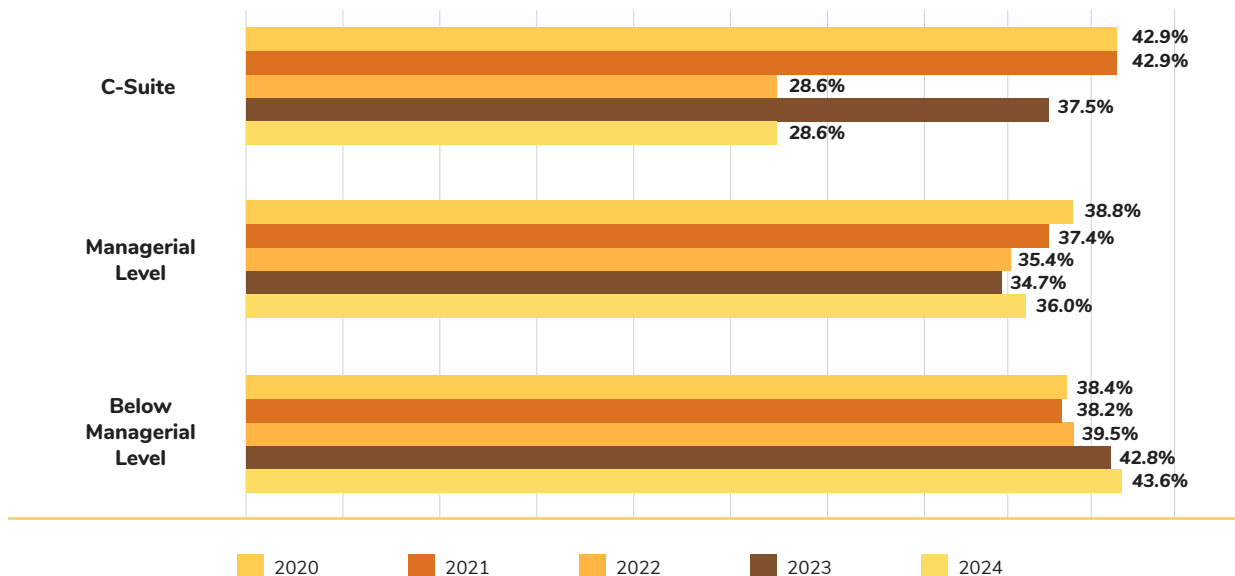
We aim to maintain an inclusive and diverse workplace by providing equal opportunities for all our employees. Everyone is treated fairly and respectfully, with career advancement and remuneration based solely on merit, regardless of gender, race, religion, marital status, or physical ability. We uphold a zero-tolerance policy against discrimination and all forms of harassment. Any alleged incidents should be reported to a department head or the Chief Corporate Services Officer through our secure and confidential whistleblowing channel. **In 2023 and 2024, there were no reported cases of discrimination or harassment.**

We are pleased to report that women account for 42% of our total workforce. This reflects an increase from 40% in 2022, with over 44% holding positions below managerial level and 36% occupying management positions. In 2023, there were three women C-suite executives. However, following a retirement in July 2024, the year concluded with two women occupying C-suite roles (29%).

EMPLOYEES BY GENDER 2024 (NO. (%))
TOTAL: 1,121




WOMEN REPRESENTATIVE BY CATERGORY 2020–2024 (%)

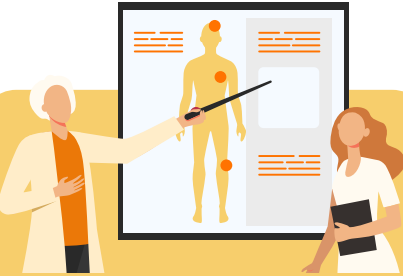


EMPLOYEE REWARDS AND BENEFITS


We offer competitive remuneration and additional benefits for both permanent and temporary employees. In 2023, we enhanced our employee benefits to include expanded health and wellness provisions, better flexibility in work arrangements, improved parental leave, and increased Employees Provident Fund (EPF) contributions to 15%—exceeding the statutory requirements of the Employment Act (Amendment) 2022. Our employee benefits include the following:



Staff line and device subsidy




Comprehensive medical benefits, including an elevated health screening limit




Paternity and maternity leave:
Increased paternity leave to seven calendar days and maternity leave to 98 days, with an optional 82 days of half-pay leave. Additionally, employees are also entitled to total of 5 days parental and/or child care leave

7 Days	Paternity Leave
98 Days	Maternity Leave
82 Days (optional)	Half-Pay Maternity Leave
5 Days	Parental / Child Care Leave





Hybrid and flexible working hours arrangements:
Flexible working hours and one weekly work-from-home day



Employee discounts

EPF contributions:
Increased from 11% to 15%, exceeding statutory requirements





Wellness programme:
Enhanced benefits for gym, optical, and dental claims, with an increased entitlement of RM1,200

Employees can access information about their benefits as well as any updates to the Employment Act through our company intranet. We also support returning mothers by providing on-site nursing facilities. In 2023 and 2024, 39 employees (13 women and 26 men) took maternity and paternity leave respectively, 92% of whom returned to work after their leave and are still employed with us at the time of this report's publication.



HEALTH AND SAFETY

[GRI 2-23, 2-24, 3-3, 403-1, 403-2, 403-4, 403-5, 403-8, 403-9]

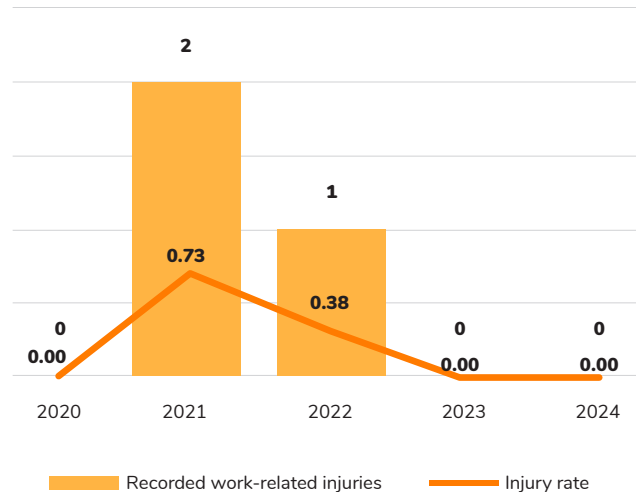
We prioritise the health and safety of our employees and uphold our Health, Safety, and Environment (HSE) Policy commitments while ensuring compliance with national health and safety regulations. Our HSE management system, overseen by our dedicated HSE department, covers all U Mobile employees.

U Mobile provides employees with appropriate personal protective equipment (PPE) for workplace hazards. Additionally, these employees must participate in regular health and safety training programmes according to their roles, industry, regulatory standards, or a combination of the three. These include the National Institute of Occupational Safety and Health (NIOSH) Safety Passport, Expressway Operations Safety Passport, Working at Height, Construction Industry Development Board (CIDB) Green Card, and Coldwell Banker Richard Ellis (CBRE) Safety Passport.

We actively monitor workplace-related accidents and aim to prevent them by identifying hazards and conducting risk assessments. This includes regular inspections of sites and machinery. In the unlikely event of an incident, we initiate an investigation and implement corrective actions to ensure the safety of our employees and guard against future occurrences.

U Mobile employee accident rates are relatively low and seldom result in lost workdays. **We are pleased to report that there were no reported injuries in 2023 and 2024, and there have been no U Mobile employee fatalities since our inception.** Nevertheless, we remain committed to maintaining this achievement by continuously improving workplace health and safety practices.

**RECORDED INJURIES AND RATE 2020–2024
(PER MILLION HOURS WORKED)**



Note:

- Data covers U Mobile employees only.
- Injury rates are calculated as follows; number of recordable injuries divided by the total hours worked, multiplied by 1,000,000.

Although our HSE management system does not extend to contractors, we only work with qualified providers who pledge to adhere to our HSE terms and procedures. Additionally, we monitor and maintain records of all contractor accidents involving U Mobile site installation activities. While we do not currently monitor contractor lost-time injury rates, we keep track of contractor accidents, and no accidents were reported in 2023 and 2024.





HEALTH AND SAFETY WEEK

In June 2023, we organised a Health and Safety Week to prioritise well-being and promote health awareness and self-care for our workforce. During the event, expert speakers were invited to deliver insightful talks on themes such as scam awareness, home safety, mental health, eye care, and nutrition. Additionally, employees were able to access comprehensive health assessments, including eyesight checks, sugar and cholesterol tests, body mass index calculations, dental consultations, and therapeutic hand massages.

EMPLOYEE WELL-BEING

Besides ensuring our employees' physical safety, we strive to enhance their overall well-being. Our UTakeCharge programme was launched in 2020 and encourages employees to participate in health-related activities covering four pillars: physical, emotional, social, and financial. As part of this initiative, we are developing an online platform to enable employees to access health-related information. Further details will be provided in future reporting.

PROMOTING FINANCIAL WELL-BEING

In March 2023, U Mobile organised a Financial Day to bolster our employees' financial well-being. Representatives from several financial institutions were invited to conduct informative seminars on topics such as private retirement schemes, medical top-ups, life insurance options, zakat contributions, retirement, and financial planning strategies. These workshops were designed to empower our employees with knowledge and resources to make informed decisions for their long-term economic health and security.





EMPLOYEE ENGAGEMENT AND DEVELOPMENT

TALENT DEVELOPMENT

[GRI 3-3, 404-1, 404-2]

We are dedicated to equipping our employees with the necessary skills and knowledge for them to excel in their roles. This approach fosters organisational growth and a positive work culture while enhancing overall employee engagement and satisfaction.

EXAMPLES OF OUR TRAINING PROGRAMMES:



Mandatory Training Programmes

- Information Security Management System (ISMS)
- Anti-Corruption
- HR Compliance (Code of Conduct, Gift & Entertainment Policy, Sexual Harassment)
- Personal Data Protection Act (PDPA)
- Business Continuity Plan (BCP)
- Enterprise Risk Management (ERM)
- Anti Money Laundering (AML)
- Sustainability
- Security Awareness Training
- Training on any new policies introduced
- Whistleblowing



Culture Training

CultureLivelit creates and strengthens awareness of U Mobile's core values, organisational culture, and behaviours. All employees, particularly new hires, must attend this training at least once. (As of December 2024, the training was completed by about 84% of our employees)



Leadership Programmes

To nurture high-quality leadership capabilities, e.g.

- Leading by Influence
- Empowerment Through Effective Delegation
- Psychology of People Management



Technical/Functional Training

Tailored to the specific needs of each division, department, or role, these courses ensure that employees have the functional knowledge and skills to perform their duties. This includes areas such as finance, network, information services, sales, and HR



Digital Training

Focuses on technology-related knowledge and skills, covering topics such as 5G, Generative AI, ChatGPT, and Power BI, to empower employees to effectively leverage technology

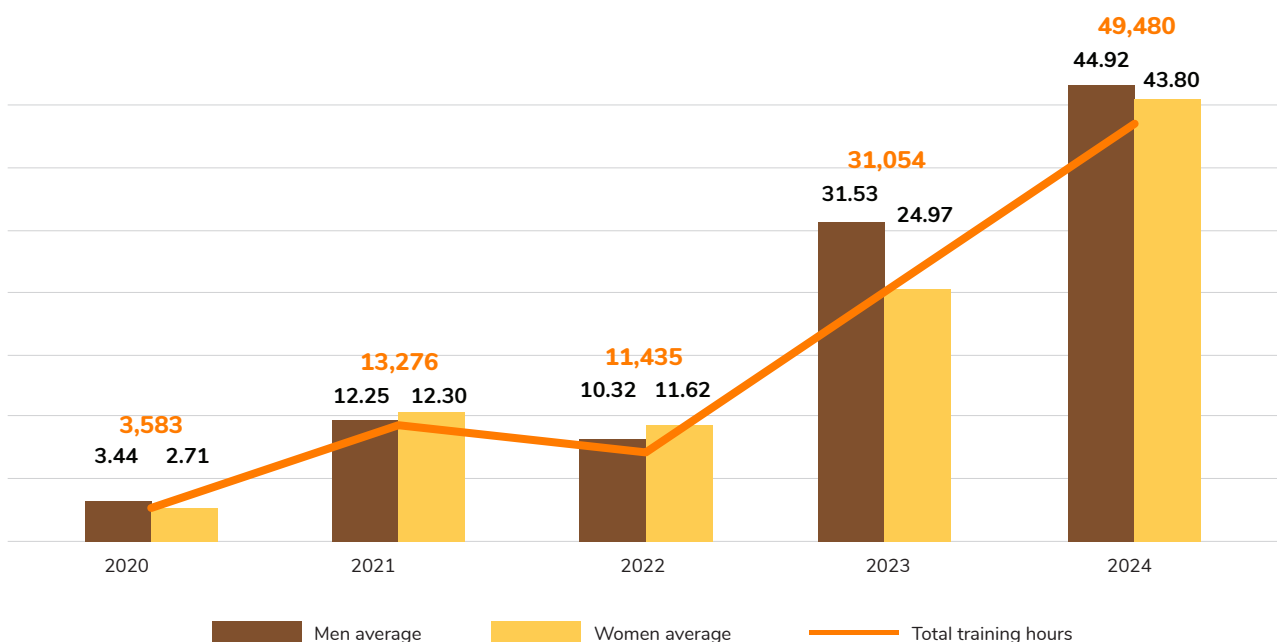
To further support learning and development and ensure our training materials are readily accessible to our employees, we subscribe to several e-learning applications. These platforms integrate AI with a skills benchmarking feature that customises content for individual users. Moreover, we have established a buddy mentoring programme to guide new employees and help them seamlessly integrate into the company.

In 2023, we set a target for all employees to complete at least 24 hours of annual training. Thanks to this target and the implementation programmes designed to achieve — and exceed — this goal, employees have received an increased number of training hours: 29 hours per employee in 2023 and 44 in 2024. The increase in hours is due to a more robust training catalogue, successfully driving higher employee participation.

In addition, we established a target for 90% of employees to complete mandatory training in 2024, with a goal to achieve 100% completion annually, beginning in 2026. As of December 2024, 97% of our employees have completed their mandatory training, exceeding our 90% target. We remain committed to monitoring training completion rates to further enhance employees' skills and performance.



**AVERAGE TRAINING HOURS BY GENDER AND TOTAL EMPLOYEE
TRAINING HOURS 2020–2024**



Note: 2023 and 2024 include mandatory training sessions that were not previously recorded.

SUSTAINABILITY TRAINING FOR ALL EMPLOYEES

Building on the sustainability workshop and training sessions for selected department heads and Senior Management in January 2024, we expanded our efforts in November 2024 by launching a mandatory sustainability training programme for all employees. We collaborated with a sustainability consultant to ensure the training material is high-quality and targeted to the needs of our employees.

This initiative provides a comprehensive introduction to sustainability and environmental, social, and governance (ESG) principles, specifically focusing on its significance to the telecommunications sector and U Mobile's sustainability agenda.

Key topics covered include the following:

- An overview of U Mobile's sustainability commitments, including our roadmap, key material topics, highlights, and objectives
- Sustainability focus areas, supported by practical examples and their significance to employees' roles

The training was delivered through our online learning platform, resulting in a **96% completion rate**.



SUPPORTING PROFESSIONAL GROWTH

[GRI 404-3]

All employees participate in a comprehensive annual performance review process, which includes initial goal-setting, a mid-year check-in to ensure alignment and provide support, and a year-end review to assess accomplishments and plan for future development.

Throughout this process, employees meet with their managers to discuss various topics, including performance expectations, progress assessments, areas for improvement, and professional development opportunities. This is designed to support their performance in their current roles as well as to identify opportunities for career growth and advancement within U Mobile.

In 2023, we launched a dual-career track system designed to provide growth opportunities for technical experts and field specialists beyond conventional managerial or supervisory roles.

As part of this initiative, every employee in our existing workforce was designated as either a people manager or an individual contributor. This approach broadens career advancement opportunities by addressing the limitations of traditional promotion pathways that often necessitate managing teams. The dual-career track allows technical experts to be recognised for their

expertise and experience without needing to take on people management responsibilities, thereby ensuring their contributions are valued and rewarded.

Furthermore, 70% of our People Managers completed the Gallup Strengths Assessment, thus gaining valuable insights into their talents. This enables them and their teams to leverage specific strengths and drive performance.

We also welcomed university students into our internship programme, offering them valuable hands-on experiences in a professional environment. In October 2024, U Mobile partnered with Heriot-Watt University Malaysia to provide students and graduates with internship programmes and industrial training opportunities. This delivers valuable real-world experience to galvanise future talent.



EMPLOYEE SATISFACTION AND RETENTION

EMPLOYEE SATISFACTION

Each year, U Mobile conducts an employee pulse survey to measure satisfaction rates and gather feedback. In early 2023, we also held 10 focus group sessions to gain insights on further improving employee relations. We have seen a notable improvement in survey completion rates, with more than 96% of employees completing the survey in 2023 and over 98% in 2024, compared to 85% in 2022. Our net promoter score (NPS) has risen yearly from 11.43 points in 2022 to

14.53 in 2023 and 25.98 in 2024, indicating greater employee satisfaction.

We internally recruit ‘UMBassadors’—employee representatives from different divisions—to serve as liaisons between employees and management. UMBassadors identify and report on-the-ground issues to our UMBassador Committee while supporting company-wide employee events and change initiatives.

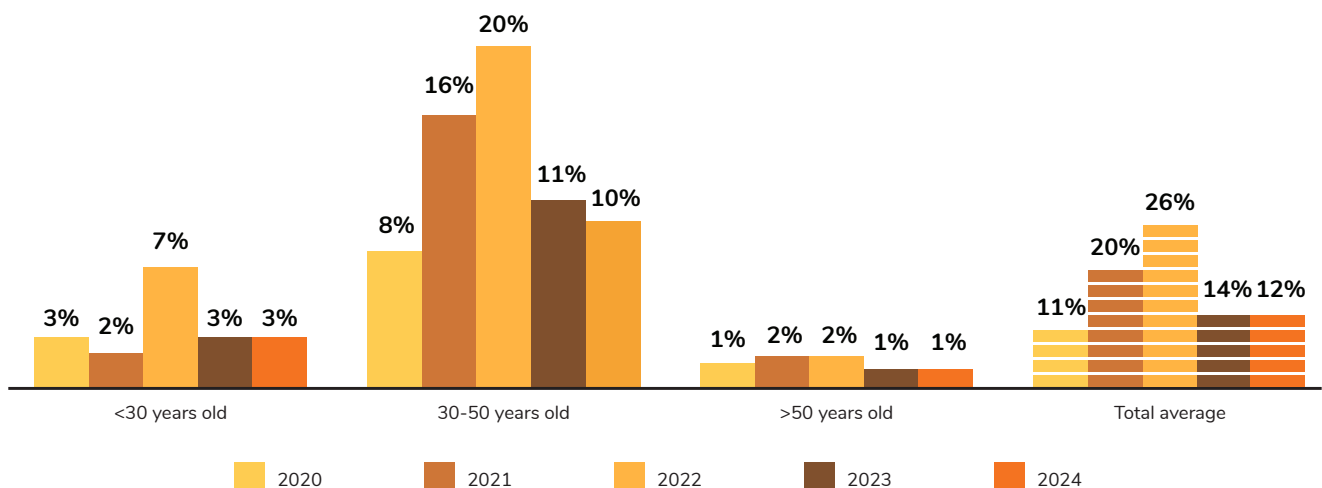
TURNOVER RATES

[GRI 401-1]

From 2020 to 2022, U Mobile’s overall turnover rates increased due to a restructuring of our network operations. To tackle this issue, we bolstered our employee engagement initiatives and enhanced our staff benefits. These efforts have yielded positive

results, and we have observed a **significant reduction in turnover rates by 54% in 2024, reducing the average to 12%**. This indicates that our employees are satisfied with U Mobile as an employer, and we can effectively meet their needs.

TOTAL AVERAGE TURNOVER RATE AND BREAKDOWN BY AGE GROUP 2020–2024 (%)



We highly value our employees and are dedicated to creating a supportive environment where they feel motivated to work for the long term.



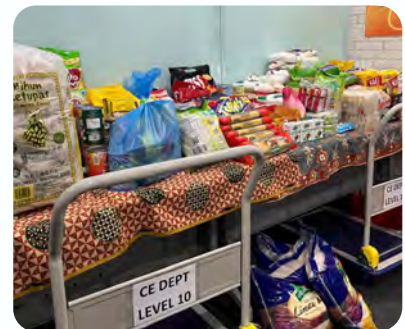
U MOBILE'S 2023–2024 EMPLOYEE ENGAGEMENT INITIATIVES INCLUDE THE FOLLOWING:

GET TO KNOW U

A monthly virtual programme comprising brief sessions of less than 30 minutes. The programme aims to foster better interdepartmental communication and understanding. Each session includes employees from various departments sharing insights into their roles and processes. Employees are encouraged to register as speakers to help cultivate a more interconnected and supportive workplace.

U MOBILE'S 2024 CUSTOMER SERVICE TEAM WEEK

In conjunction with Customer Service Week, U Mobile's customer service team invited Kechara Soup Kitchen and KakiDIY for sharing sessions with employees. Employees took part in a food drive with Kechara Soup Kitchen while learning about the organisation's outreach efforts. KakiDIY led a repair and upcycling workshop, teaching participants how to fix small devices and minimise e-waste. These activities encouraged employees to give back, support local communities, and embrace sustainable practices.



ULYMPICS

This dynamic internal engagement programme was designed to foster camaraderie and collaboration through teamwork and friendly competition. Held in the second half of each year, the event featured activities ranging from bowling and go-karting to badminton, treasure hunts, and laser tagging. The initiative helps to break down divisional silos and promote a vibrant and inclusive workplace culture.



SUPPORTING COMMUNITIES

[GRI 2-23,2-24,3-3,203-1,203-2]

Guided by our Sponsorship and Donation Policy, U Mobile is dedicated to positively impacting the communities we serve and contributing to the nation's development. To further bolster these efforts, we are currently developing our first-ever corporate social responsibility (CSR) strategy, which aligns with national development plans and our sustainability agenda. In 2024, we further expanded our reach and impact by supporting 12 beneficiaries—up from five in 2023. We also plan to update our Sponsorship and Donation Policy. More details will be provided in future reporting.

U MOBILE SPONSORED SEVEN EVENTS IN 2023 AND 2024:

2023

2023 SPECIAL OLYMPICS

Sponsored the Special Olympics Malaysia team to compete at the 2023 Special Olympics World Games in Berlin; also equipped them with U Postpaid subscriptions and new 5G devices



OPS SELAMAT

Sponsored a road safety campaign during the Raya festive season, in collaboration with the Kuala Lumpur police





2024

INTERNATIONAL DIGITAL ECONOMY CONFERENCE SARAWAK (IDECS)

Sponsored IDECS 2024, a platform for global leaders, innovators, and stakeholders to explore the transformative role of AI in sustainable development



8TH YOUTH ECONOMIC FORUM (YEF)

Sponsored a programme by the Perdana Fellows Alumni Association (PFAA), an alum group affiliated with the Ministry of Youth and Sports



BENGKEL TEKNOLOGI SENIOR

Sponsored a free workshop to help senior citizens become more adept at using mobile applications



HARI PENEROKA FELDA

Sponsored the event and introduced attendees to activities powered by 5G



NATIONAL UNIFIED BADMINTON CHAMPIONSHIP 2024

Sponsored a badminton tournament organised by the Special Olympics Malaysia



SUKMA 2024

Platinum sponsor of SUKMA 2024, a multi-sport event held in Sarawak



ALIGNING WITH NATIONAL PRIORITIES

HEALTH AND SAFETY

We have consistently contributed to and supported various public health and safety initiatives. U Mobile's efforts include assisting communities affected by floods and sharing awareness and safety tips through public service announcements.

FLOOD RELIEF EFFORTS

U Mobile remains steadfast in its commitment to supporting flood relief efforts and assisting communities in times of need. In 2024, U Mobile contributed over RM3.5 million through various channels and organisations to help flood-hit communities. We also provided free internet at temporary evacuation centres (*pusat pemindahan sementara [PPS]*) to aid workers in coordinating relief and rescue efforts and help those affected by floods to stay connected. Additionally, we worked with the National Disaster Management Agency (*Agensi Pengurusan Bencana Negara [NADMA]*) to support the agency's early flood warning SMS system and partnered with the Malaysian Medical Relief Society (*MERCY Malaysia*) to provide flood relief kits to affected regions in Penampang, Sabah.



→ [U Mobile Contributes RM3 Million to Malaysian Government's Dana Ihsan MADANI](#)



→ [U Mobile Reaffirms Commitment to Flood Efforts with an Additional RM500,000 Contribution](#)



→ [U Mobile Collaborates with MERCY Malaysia to Distribute Recovery Kits to Penampang Flood Victims](#)

ONLINE SAFETY

We heightened our commitment to support national campaigns on online safety and scam awareness. These included:

Participating in various workshops and meetings with the MCMC, PDRM, and Bank Negara Malaysia (BNM) to explore strategies to prevent, mitigate, and reduce fraud



Collaborating with MCMC and industry partners to develop a terms of reference, including blocking policies, outlining how service providers can combat scams



Providing resources to support the NSRC in assisting fraud victims (some of whom are our subscribers). For instance, for fraudulent calls, we trace the origin to identify the internet service provider or international carrier and subsequently request that these calls be blocked



Preventing fraud

We suspended 1,580 and 2,325 subscribers in 2023 and 2024 who were suspected of involvement in fraudulent activities. We also implemented a system to block suspicious incoming calls from international gateways. We successfully blocked over 17.6 million calls in 2023 and a further 27.3 million in 2024



Protecting the safety and security of our subscribers by remaining vigilant against scams and continuously monitoring scam-related issues

Assisting PDRM fraudulent activity investigations by promptly providing requested data



Consistently raising scam awareness through our platforms, including our website and the U Mobile sustainability Instagram account



Deployed voice and SMS firewalls in the live network to reduce hoax calls and phishing messages



EKONOMI MADANI

We support the government's Ekonomi MADANI framework by offering affordable products and services to further bridge the digital divide. In 2023, as part of Malaysia's Merdeka celebration (National Month), we introduced a 5G Rahmah package for civil servants and e-hailing riders. The packages include the following:

U Mobile upgraded our U Postpaid 68 plan, providing 200GB of 5G/4G data at a discounted monthly rate of RM58. The data can also be used for hotspots and roaming in three destinations. Additionally, the plan includes up to two UFamilyShare lines and a free device

- Telecommunication Service Providers in Support of Pakej 5G Rahmah and Insentif Postpaid RAHMAH Penjawat Awam

New or existing Malaysian civil servants who subscribe to U Postpaid 68 or U Postpaid 98 are eligible for a rebate of RM10, reducing their monthly subscription fee to RM58

- Upgraded U Postpaid 68 as part of the government's Pakej 5G Rahmah and Insentif Pascabayar RAHMAH Penjawat Awam

CHAMPIONING YOUTH

[GRI 3-3]

U Mobile has a proud history of championing young people, recognising them as society's future leaders, innovators, and changemakers as well as a key target demographic. We actively support the interests and talents of youth through various initiatives such as

e-sports, sports, and music events. Additionally, we have invested in refurbishing community spaces that cater to young people. This helps enable a safe space that enhances their well-being and encourages positive community social interactions.

POWERING THE 2024 YOUTH ECONOMIC FORUM

As part of U Mobile's commitment to sustainability and youth empowerment, we proudly supported Youth Economic Forum (YEF) 2024 as the Official Telco Partner. This dynamic platform brought together young professionals and industry pioneers to explore Malaysia's path towards a new economy, with a strong focus on digital inclusion and green growth. Under the theme 'A Second Economic Takeoff: Malaysia's Path to the New Economy', YEF 2024 empowered Malaysian youth to seize opportunities in the evolving digital and green economy landscape.



[U Mobile Powered the Youth Economic Forum \(YEF\) 2024](#)

SUPPORTING TEAM MALAYSIA AT THE 2023 SPECIAL OLYMPICS

As the principal sponsor of Malaysia's Special Olympics Team, we supported Team Malaysia at the 2023 Special Olympics. We helped facilitate the participation of 39 delegates for the Special Olympics World Games in Berlin, held from 17–25 June 2023. To ensure that team members stayed connected during training or competitions, U Mobile provided them with U Mobile postpaid subscriptions and brand-new 5G devices. In addition, we continued our support for the Special Olympics community by sponsoring a badminton tournament in December 2024, further strengthening our support for athletes and promoting inclusivity through sports. These

sponsorships formed part of our Unbeatable campaign, which celebrates individuals who demonstrate an unbeatable mindset in the face of adversity.



[U Mobile Proudly Supports Team Malaysia to Special Olympics World Games Berlin 2023](#)



[U Mobile Sponsors the National Unified Badminton Championship 2024 by Special Olympics Malaysia](#)



CUSTOMER EXPERIENCE

[GRI 3-3]

U Mobile is dedicated to providing exceptional customer service, a core business component. We offer high-quality products and solutions and invest in advanced technologies and infrastructure to provide convenience and improve the customer experience. These initiatives include a fully digitalised customer relationship management and billing system and our MyUMobile app. The app allows customers to access several self-service functions without the need to visit a physical location. These include prepaid self-registration, bill payment, top-ups, roaming activation, international direct dialling (IDD), and add-on purchases.

We take all customer complaints seriously and strive to resolve them promptly. Our robust complaint-handling process supports multiple channels to ensure accessibility and convenience. Customers can reach out to our dedicated Customer Service team

through our careline, email, website, service centres, MyUMobile app, and social media platforms such as Facebook and X. Clients can also opt to lodge complaints through the Malaysian Communications and Multimedia Commission (MCMC) Consumer Redress Portal, which is an integrated platform between the MCMC and the Consumer Forum of Malaysia (CFM).

Our objective is to ensure that 100% of Kementerian Komunikasi (KK) cases are settled within seven working days and that 100% of National Consumer Complaints Centre (NCCC) and Kementerian Perdagangan Dalam Negeri dan Hal Ehwal Pengguna (KPDNHEP)/ tribunal cases are resolved within 15 working days. **We successfully met these targets in 2023 and 2024.** Moreover, we aim to achieve an over 95% customer satisfaction survey score (for non-network cases) each year.



DIGITALISATION AND INNOVATION

[GRI 3-3]

As the youngest telecommunications provider in Malaysia, U Mobile leverages our agility and adaptability to integrate the latest technological advancements into our operations. We are committed to innovating and continuously developing new products and solutions to meet our customers' constantly evolving needs. Our efforts are bolstered by state-of-the-art infrastructure that ensures optimal network quality and connectivity.



NETWORK QUALITY AND CONNECTIVITY

[GRI 3-3]

As we continue to expand our network capacity, U Mobile remains dedicated to maintaining network quality by meeting mandatory standards for quality-of-service requirements and promptly resolving customer network complaints.

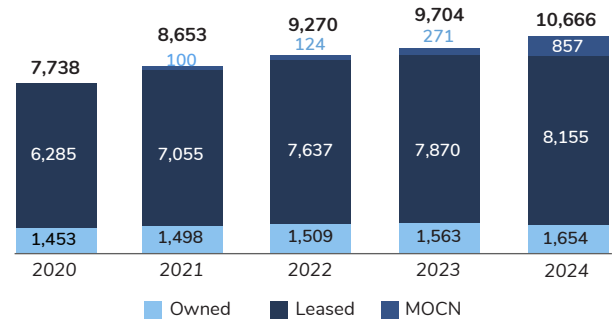
In February 2024, we partnered with CelcomDigi Berhad to enhance mobile connectivity by sharing 100 sites through multi-operator core network (MOCN)⁶ technology across Malaysia, with U Mobile committing to 50 of them. This collaboration enables us to expand 4G Long-Term Evolution (LTE) coverage, improve customer connectivity, and achieve operational and cost efficiencies by leveraging shared infrastructure.

Our network currently comprises 10,666 base station sites — which increased from 9,270 sites in 2022. Of these, 1,654 are owned by our group, 8,155 are leased from tower owners, and 857 MOCN sites.

In 2022⁷, under Phase 1 of the *Jalanan Digital Negara* (JENDELA) initiative, we exceeded our commitment by upgrading 100.2% of our targeted 4G base stations. In 2023 and 2024, we continued to deliver strong results, achieving 100% of our respective targets. In 2023, we successfully upgraded 303 base stations, further strengthening 4G network stability in high-density areas, while in 2024, we built 64 new base stations and upgraded 313 existing sites. These accomplishments ensure our preparedness to support Phase 2 of the JENDELA programme and build a solid foundation for our 5G rollout.

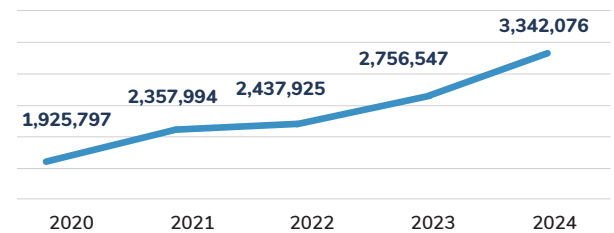
With these advancements, our mobile cellular signal now reaches 97.9% of the population in Peninsular Malaysia and 82.7% in East Malaysia, achieving a nationwide coverage of populated areas (COPA) of 95.1%. This represents a significant improvement from 2020, when COPA was 91.8% and 49.5%, respectively. Additionally, our data transmission has significantly increased from 2020, peaking at 3.3 exabytes (EB) in 2024.

NETWORK TOWERS 2020–2024 (NO.)

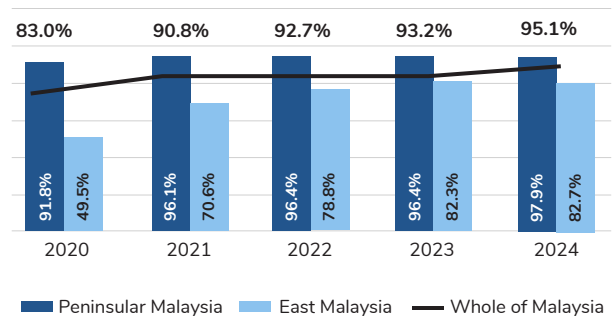


Note: MOCN sites came into operations 2021 onwards.

DATA TRANSMISSION (TB) 2020–2024



U MOBILE'S MOBILE CELLULAR SIGNAL COVERAGE (%) 2020–2024



⁶ MOCN is an advanced sharing mechanism through which multiple operators share the same network infrastructure while maintaining their independent core networks.

⁷ MCMC launched the JENDELA programme (also referred to as the National Digital Infrastructure Plan) in 2020. Phase 1 was completed in 2022 and focused on optimising existing resources and infrastructure for mobile and fixed broadband services.



In November 2024, U Mobile was appointed by the Malaysian Communications and Multimedia Commission (MCMC) as Malaysia's second 5G network provider. With this milestone, the company aims to play an even greater role in closing the digital divide by increasing 5G adoption and galvanising the digital economy. Our commitment to remaining at the forefront of technological advancements has meant that our products have been 5G-enabled since 2022, allowing our customers to be future-ready and seamlessly transition to 5G as coverage expands.

- ➔ [U Mobile Thanks the Malaysian Government, Ready to Roll Out Second 5G Network](#)
- ➔ [U Mobile Supports Government's Decision to Shift to Dual 5G Networks Model](#)
- ➔ [Malaysian Communications and Multimedia Commission \(MCMC\) | Suruhanjaya Komunikasi dan Multimedia Malaysia \(SKMM\) - Selection of U Mobile Sdn Bhd as The Second 5G Network Provider](#)

To help transition to a 5G dual network model, we actively supported the government's goal of achieving 80% 5G COPA by the end of 2023. Our efforts have consistently aligned with national objectives. With this appointment, we are poised to propel Malaysia's digital ambitions by delivering even faster speeds, lower latency, and more reliable connectivity.

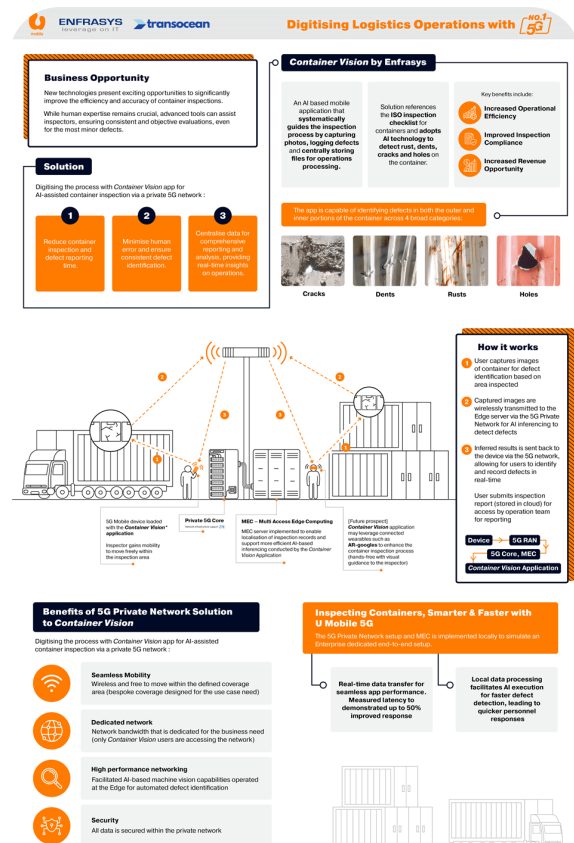


NOTABLE NETWORK ACHIEVEMENTS

5G USE CASE

U Mobile and Enfrasys Solutions successfully completed a first-of-its-kind proof-of-concept (PoC) in Malaysia. This initiative integrates our private 5G network with Enfrasys' Container Vision AI application to automate Transocean Logistics' container inspection process. The collaboration showcases the benefits of using 5G's low latency and high bandwidth to enhance real-time defect detection, thereby reducing inspection times by 70%. The PoC further demonstrated improved data processing and response times through multi-access edge computing (MEC), streamlining the supply chain, and improving inspection accuracy and governance. This innovative project signifies a significant advancement in leveraging 5G and AI to modernise logistics operations in Malaysia.

- ➔ [U Mobile and Enfrasys Conduct Pioneer PoC to Digitise Logistics Operations Using Private 5G Network](#)





U MOBILE, CELCOMDIGI, AND ZTE SET A NEW WORLD RECORD FOR THE FASTEST MOBILE INTERNET SPEED AT 30.88GBPS

The Malaysian Book of Records recognised this record-breaking speed during a live trial in Kuching, Sarawak, using 5G-Advanced (5G-A). The collaboration also brought 5G-A to SUKMA 2024 in Kuching, Sarawak, powering the nation's first 5G-A-powered live broadcast via Radio Televisyen Malaysia (RTM) and TV Sarawak, featuring high-resolution and real-time streaming.



→ [CelcomDigi, U Mobile and ZTE Set New Record for Fastest Mobile Speed at 30.88Gbps, Powered by 5G-Advanced](#)



→ [CelcomDigi, U Mobile, and ZTE to Demonstrate Malaysia's First 5G-Advanced Live Broadcast at SUKMA 2024](#)

FIRST TELCO IN MALAYSIA TO LAUNCH THE GSMA OPEN API PORTAL

After joining the GSMA Open Gateway in February 2024, **U Mobile became the first telco in Malaysia to launch the GSMA Open API portal.** This industry-wide initiative provides a framework of universal network application programmable interfaces (APIs) to enable developers, partners, and businesses to access operator networks, harness 5G services, and drive operational transformation.

→ [U Mobile Joins GSMA Open Gateway Initiative to Further Drive Innovation](#)

→ [U Mobile is The First Telco in Malaysia to Launch GSMA Open API Portal, Aligned with Its Drive to Boost Innovation Across the Industry](#)

FASTEST DOWNLOAD AND UPLOAD SPEEDS AND THE BEST 5G AVAILABILITY IN MALAYSIA

In September 2023, U Mobile was recognised by Opensignal for having the fastest download and upload speeds and the best 5G availability in Malaysia.⁸ In line with this achievement, we successfully tested 8T8R⁹ with Blade AAU¹⁰, in collaboration with Huawei Technologies (Malaysia) Sdn Bhd (Huawei Malaysia), to further increase network capacity and coverage, thereby offering an elevated user experience. The live test was conducted at two sites in Penang and Johor from August to September 2023. The resulting data demonstrated that the 8T8R feature improved the downlink user experience by up to 41% compared to existing 4G coverage and traffic. **U Mobile continued to lead in 5G game experience, 5G voice app experience, and 5G availability, earning further accolades from Opensignal in November 2024.**¹¹ Our ongoing network enhancements, supported by multiple MoUs with Huawei and ZTE, reaffirm our commitment to delivering an exceptional mobile experience.

→ [Huawei and U Mobile Successfully Complete First Live Test of 8T8R](#)

⁸ Bapty, R. (2023, September). Mobile network experience report. Opensignal. <https://www.opensignal.com/reports/2023/09/malaysia/mobile-network-experience>

⁹ 8 Transmit 8 Receive, commonly known as 8T8R, is a configuration of cellular antennas used in 4G LTE and 5G networks. It enhances capacity and coverage by allowing each antenna to transmit and receive signals, thereby improving data rates and network performance in high-demand areas.

¹⁰ Blade AAU (Active Antenna Unit) is a compact and advanced 5G antenna unit that integrates radio transceivers, antennas, and signal processing functions into a single device. It enhances network performance, coverage, and capacity by supporting multiple frequency bands, thereby reducing infrastructure size and enabling flexible deployment options.

¹¹ Iannazzi, M. (2024, November). Mobile network experience report. Opensignal. <https://www.opensignal.com/reports/2024/11/malaysia/mobile-network-experience>

FOCUSING ON DIGITAL INCLUSION

[GRI 3-3]

In an increasingly digital world, we recognise our role as a universal service provider (USP) to ensure equal access. Therefore, we remain committed to helping close the digital divide by extending our services to underserved populations in key areas.

To achieve this objective, we have developed dedicated schemes that align with national agendas and calls to

action to provide affordable and reliable communication services for all, regardless of geographic location or socioeconomic background. These include lifetime rebates on selected U Mobile plans for people with disabilities, affordable and accessible connectivity plans, and initiatives to facilitate digital payments in underserved communities.

2023–2024 DIGITAL INCLUSION INITIATIVES

U MOBILE DIGITAL SCHOOL: PROJEK RINTIS WITH VIRCLE

In July 2024, we launched the U Mobile Digital School initiative, commencing with Projek Rintis, a one-year pilot programme in selected Malaysian government schools, featuring a cashless payment solution for students, parents, teachers, and school operators. Fully sponsored and implemented by U Mobile in collaboration with Vircle (the fintech application and platform developer), the initiative aims to enhance financial literacy by facilitating students to make cashless transactions for meals and school purchases. To help encourage student financial responsibility, parents can also simultaneously monitor spending.



[U Mobile Digital School](#)



[Digital School | Financial Literacy Tool for Kids | U Mobile](#)

IMPROVING HEALTHCARE ACCESSIBILITY

Aimed at demonstrating how improved connectivity can significantly enhance healthcare accessibility, our Sistem Integrasi KeHidupan Antara Teknologi (SIHAT) programme, in collaboration with DoctorOnCall and with support from the Qualcomm® Wireless Reach™ initiative, achieved its target of 100 participants in 2023. These attendees are currently undergoing an 18-month telemedicine programme to help manage their diabetes and hypertension.



[SIHAT Programme](#)



EMPOWERING SENIORS THROUGH DIGITAL LITERACY

In November 2024, we collaborated with Bengkel Teknologi Senior on a digital literacy initiative that helps adults aged 55 and above to learn to use applications such as online shopping, e-hailing, e-banking, and e-wallets. This initiative serves as an intergenerational learning platform where people of all ages can share knowledge, thereby fostering connections and mutual learning. By bridging the digital divide that sometimes exists between technology and senior citizens, the programme aims to create a more inclusive and tech-savvy community.



[U Mobile Powers Bengkel Teknologi Senior](#)



ENHANCING CONNECTIVITY IN EAST MALAYSIA

In December 2023, we launched our new 5G Borneo (U Borneo) mobile plans. They are designed to meet the specific needs of East Malaysians and include accessible pricing, comprehensive features, and seamless 5G connectivity. One example includes the U Prepaid Borneo 20, offering 2000GB of 5G data for RM15. As we continue to expand our network coverage in East Malaysia, we aim to offer our subscribers an unparalleled customer experience.

To further expand our capacity and enhance customer engagement in the region, in December 2023, we opened our first store in East Malaysia, located at Imago Shopping Mall, Sabah, and our first full-service store in Sarawak at Viva City Mall in July 2024. We continued to expand our coverage with initiatives such as the Sarawak Multimedia Authority Rural Telecommunication 600 (SMART600) project. Through SMART600, we are expediting coverage for Sarawak's rural areas by utilising MOCN technology.



[U Mobile Opens First Store in East Malaysia to Further Strengthen Presence in the Region](#)



[U Mobile Launches New 5G Postpaid and Prepaid Plans Specifically for East Malaysians, from As Low As RM15](#)



[U Mobile's Latest Investments in Sarawak Highlight Telco's Commitment to Increase Presence and Promote 5G Usage in East Malaysian State](#)

ALWAYS INNOVATING

[GRI 3-3]

U Mobile strives to meet and surpass our customers' evolving needs and everyday challenges by offering innovative, accessible, and affordable products and services. Examples of these innovations include the following:

ENHANCING VALUE FOR CUSTOMERS

In addition to our U Borneo initiatives, in 2023, we bolstered our Unbeatable 5G U Postpaid Plans with significant enhancements to deliver exceptional value and convenience. New and existing U Postpaid 38 subscribers benefited from a double allowance of 60GB high-speed 4G/5G data for life, complemented by unlimited calls to all networks, for only RM38 per month. Moreover, as part of our limited-time Ultra Hotspot 5G promotion, we activated hotspot capabilities across our U Postpaid 38, 68, and 98 plans. This allowed subscribers to use up to 1000GB (or 1TB) of high-speed 4G/5G data from their main quota for hotspot usage, thus eliminating the need for a separate hotspot data allocation.

→ [U Mobile Doubles the Data for U Postpaid 38 and Unlocks Hotspot Across All 5G U Postpaid Plans, Making Them More Unbeatable!](#)



INTRODUCING 5G FOR HOMES

In June 2023, we launched U Home 5G — Malaysia's first contract-free 5G home broadband plan with unlimited fibre-like speeds. The U Home 5G SIM card is compatible with any 5G-ready modem or router, offering plug-and-play convenience that is ideal for areas without fibre access. Customers can immediately begin using the service without requiring an installation appointment. In March 2024, U Mobile introduced a customer-premises equipment (CPE) bundle as part of the U Home 5G plan, enabling customers to instantly access high-speed networks without needing to purchase a modem or router beforehand.

→ [U Mobile's U Home 5G Brings Broadband with Fibre-Like Speeds to More Malaysian Homes](#)



→ [U Mobile Marks Success of U Home 5G By Introducing a CPE Bundle, Making It Even Easier for Customers to Enjoy Its Broadband Plans](#)



→ [U Home 5G](#)



EXPANDING OUR FIBRE BROADBAND REACH

In December 2023, as part of our ongoing partnership with TIME dotCom, we launched our U Home Fibre home broadband plan (formerly known as Ultra Unlimited Home Fibre Broadband). The plan is now available to 1.3 million households, especially those in high-rise buildings along the Western coast of Peninsular Malaysia. This reflects the initiative's initial target of achieving a sevenfold increase in household reach.



[U Mobile's U Home Fibre is Now Available to Over 1 Million More Households Through Latest Time Partnership, with Plans Starting from RM79](#)



OFFERING 10GBPS FIBRE INTERNET: U BIZ FIBRE 10GBPS

U Mobile has launched a 10Gbps fibre internet plan — U Biz Fibre 10Gbps — making it one of the first in Malaysia to offer this type of high-speed service for businesses. This ultra-fast plan provides speeds up to 10 times faster than standard business fibre plans (which typically range from 100Mbps to 2Gbps), catering to data-intensive tasks and technologies like AI and high-definition media. It also includes added security features such as a secure domain name system (DNS) for no additional cost.



[U Mobile Drives Business Digitalisation by Being One of the First in the Country to Offer 10Gbps Fibre Internet](#)



MEET U FAMILY 128

U Mobile launched its first postpaid family plan, U Family 128. The plan costs RM128 per month and offers families flexibility, value, and seamless connectivity, both at home and abroad. It offers 1000GB of shareable 5G data and 15GB of free global roaming data across 63 destinations for up to four lines. Customers can activate the additional three lines as needed for no extra fee. The plan also includes a complimentary 5G device from various brands.



[U Mobile Launches First Postpaid Family Plan Offering Unbeatable Value with 1000GB Data & Free Global Roaming, Shareable Between 4 Lines for Just RM128](#)



We continue to maintain and explore new strategic partnerships that offer our customers innovative solutions. These include partnering with Qualcomm® in smart retail innovations and Amazon Web Services on smart contact centres.

SMART RETAIL SOLUTIONS

In September 2023, in partnership with Qualcomm®, we launched the TROLLEE P1 smart retail solution proof-of-concept (PoC) with The Food Merchant (TFM). TROLLEE P1 uses augmented reality (AR) technology that allows shoppers to manage shopping lists and budgets, search for products, receive targeted recommendations and advertisements based on their store location, and access a self-checkout option offering convenient and contactless payments through a user-friendly and immersive interface.

→ [U Mobile Expands Digital Focus Via Smart Retail PoC with Qualcomm & The Food Merchant](#)



SMART CONTACT CENTRES

In July 2024, U Mobile and Amazon Web Services (AWS) began incorporating AWS generative AI-powered contact centre intelligence (CCI) solutions to enhance agent productivity and call quality. With AI-generated responses sourced from U Mobile's knowledge bases, customer service agents are able to provide quicker, more accurate, and more reliable resolution times. Enhanced operational efficiency allows agents to concentrate on high-value interactions, including strategic promotional outreach. The technology also improved our quality management by automating post-call analytics, offering real-time feedback to agents, and providing deeper insights into customer behaviour. Following these promising results, the complete rollout of AI-powered solutions is slated for Q1 2025, with plans to explore additional innovation opportunities.

→ [U Mobile Collaborates with AWS to Transform Customer Experience with AWS Generative AI-Powered Contact Centre Intelligence](#)



APPENDIX

Description of Material Topics

RESPONSIBLE BUSINESS AND GOOD GOVERNANCE	
Governance and Business Ethics	Ensure effective governance framework and internal controls; establish a sustainability governance structure to implement sustainability initiatives; incorporate environmental, social, and governance (ESG) risk management system to identify, assess, and mitigate related risks
Regulatory Compliance	Maintain robust controls to comply with existing and changing regulatory landscapes
Data Privacy and Cybersecurity	Provide a reliable network for a secure online experience, including safeguarding personal information and consumer data and guarding against cybersecurity breaches
Supply Chain Management	Consideration of ESG factors across supply chain management, processes, and engagement
Transparency and Communication	Publish transparent and clear disclosures in line with sustainability frameworks and stakeholder expectations; engage stakeholders on sustainability measures, programmes, and progress
Partnerships for Growth	Collaborate with other corporations and specialists to support common goals

ENVIRONMENTAL RESPONSIBILITY	
Climate: Energy and Emissions	Identify and reduce our climate change impact, primarily through energy efficiency, low-carbon energy generation, and exploring the use of renewable energy; understand and ensure infrastructure resilience/network adaptation to climate-related risks
E-Waste Management	Responsibly collecting, managing, and disposing of e-waste at U Mobile operations; advocating for responsible end-of-life e-waste management

WORKFORCE AND COMMUNITIES

Fair Employment and Equal Opportunity	Foster equitable recruitment practices, offer fair compensation and benefits, embrace workforce diversity and inclusion
Employee Health, Safety, and Well-Being	Ensure the health, safety, and mental well-being of our employees and contractors
Talent Development	Foster an environment that attracts, retains, and develops a high-performance talent pool
Community Investment	Contribute to and support local communities, underprivileged and underserved groups; implement CSR activities; assist communities during natural disasters
Youth Engagement	Empower youth with the necessary tools and/or facilities; collaborate with partners and government stakeholders to realise our shared objective of helping young people reach their full potential through digitalisation potential
Customer Experience	Exceed our customer needs and overall satisfaction, provide a differentiated user experience

DIGITALISATION AND INNOVATION

Network Quality and Connectivity	Provide a quality, consistent customer network experience through investment in infrastructure, technology, 4G, and future-ready projects
Digital Inclusion	Ensure that everyone in society, including the underserved and elderly, has access to our products and services; provide affordable, competitive solutions; support our consumers through digital literacy initiatives
Digitalisation and Innovation	Strive to provide our customers with innovative products and services, offer digital solutions, and streamline our operations through digitalisation

Contributing to the SDGs



SDG	SDG target	2022–2023 Material issue
SDG 1: No Poverty	1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters	<ul style="list-style-type: none"> Community investment
SDG 4: Quality Education	4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	<ul style="list-style-type: none"> Youth engagement
SDG 8: Decent Work and Economic Growth	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	<ul style="list-style-type: none"> Fair employment and equal opportunities Talent development
	8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular, women migrants and those in precarious employment	<ul style="list-style-type: none"> Employee health, safety, and well-being
SDG 9: Industry, Innovation and Infrastructure	9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all	<ul style="list-style-type: none"> Digitalisation and innovation Network quality and connectivity Customer experience Data privacy and cybersecurity
	9.c Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least-developed countries by 2020	<ul style="list-style-type: none"> Digital inclusion
SDG 10: Reduce Inequalities	10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average	<ul style="list-style-type: none"> Community investment
SDG 12: Responsible Consumption and Production	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	<ul style="list-style-type: none"> E-Waste management
	12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle	<ul style="list-style-type: none"> Supply chain management Transparency and communication

SDG	SDG target	2022–2023 Material issue
SDG 13: Climate Action	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	<ul style="list-style-type: none"> Climate: energy and emissions
SDG 17: Partnerships for the Goals	17.14 Enhance policy coherence for sustainable development	<ul style="list-style-type: none"> Governance and business ethics Regulatory compliance
	17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilise and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries	<ul style="list-style-type: none"> Partnerships for growth

Stakeholder Engagement

Stakeholder group	Focus of engagement	Method of engagement	Frequency
Board of Directors	Oversee the company's overall performance and operations; support sustainability strategies and integrity	<ul style="list-style-type: none"> Annual general meetings (AGMs) Board evaluation 	<ul style="list-style-type: none"> Annually
Business Partners and Vendors	Impact operational cost-effectiveness, product value and services to customers, network tower leasing, and management	<ul style="list-style-type: none"> Briefings and training Product launches Audits Strategic partnerships (JENDELA) 	<ul style="list-style-type: none"> When required Annually
Employees	Vital to our operations and business expansion is ensuring our employees' health and safety, well-being, fair employment, and equal opportunities	<ul style="list-style-type: none"> Intranet Sustainability newsletters Performance reviews and appraisals Events and engagement activities Training programmes 	<ul style="list-style-type: none"> When required Quarterly Annually
Individual Consumers	Long-term performance, essential services, value for money, competitive packages, business expansion	<ul style="list-style-type: none"> Consumer service and support Satisfaction surveys Loyalty programmes Social media Roadshows 	<ul style="list-style-type: none"> Daily Annually When required

Stakeholder group	Focus of engagement	Method of engagement	Frequency
Enterprise Consumers	Business-to-business opportunities, company expansion, meeting digital and marketing needs	<ul style="list-style-type: none"> • Consumer service and support • Market research • In-person service • Direct engagement 	<ul style="list-style-type: none"> • Daily • Annually • When required
Financial Institutions	Assign fair value to the company, potential investment	<ul style="list-style-type: none"> • Direct engagement • Analyst briefings 	<ul style="list-style-type: none"> • When required • Annually
Investors and Shareholders	Provide continuous capital for business growth, generate optimum financial gains and returns	<ul style="list-style-type: none"> • Media and websites • Conferences • Annual reports • Annual general meetings (AGMs) 	<ul style="list-style-type: none"> • When required • Annually
Media	Crucial information bridge to the public, positive reputation, share platform	<ul style="list-style-type: none"> • Press/news releases • Media engagement and visits 	<ul style="list-style-type: none"> • When required • Annually
Peers	Partnership, optimise costs, complement products, and customer solutions	<ul style="list-style-type: none"> • Partner engagement days • Business review • Strategic alliances (JENDELA) 	<ul style="list-style-type: none"> • When required • Annually
Regulators and Government Bodies	Comply with regulatory requirements and legislation, contribute to JENDELA and national aspirations, MCMC engagement	<ul style="list-style-type: none"> • Media and websites • Direct engagement • MCMC industry communication meetings 	<ul style="list-style-type: none"> • When required • Weekly
Retailers	Connect company and consumers, company branding	<ul style="list-style-type: none"> • Website • Product launching and roadshows • Branding 	<ul style="list-style-type: none"> • When required

Base Data

Description	UoM	FY2024	FY2023	FY2022	FY2021
Business Ethics [GRI 205-1, 205-2, 205-3]					
Operations assessed for risks related to corruption	%	100%	100%	100%	100%
Communication and training about anti-corruption policies and procedures					
Directors communicated about anti-corruption policies	no.	8	8	8	8
	%	100%	100%	100%	100%
Directors who received anti-corruption training	no.	8	0	8	8
	%	100%	0%	100%	100%
Employees who were briefed on anti-corruption policies	no.	1,075	1,103	1,066	1,107
	%	100%	100%	100%	100%
Employees who received anti-corruption training	no.	1,019	1,062	962	947
	%	95%	96%	90%	86%
Employees whistleblowing training attendance	no.	1,019	878	N/A	N/A
	%	91%	81%	N/A	N/A
Business partners briefed on anti-corruption policies	no.	67%	65%	60%	71%
Internal cases	no.	14	6	0	0
Corruption	no.	0	0	0	0
Abuse of power	no.	0	0	0	0
People / workplace	no.	2	0	0	0
Code of Conduct violations	no.	0	0	0	0
Malpractices	no.	0	1	0	0
External cases	no.	0	1	0	0
Customer complaints	no.	0	1	0	0
Supply chain management					
Total new vendors	no.	154	152	N/A	N/A
Domestic	no.	135	133	N/A	N/A
International	no.	19	19	N/A	N/A

Environment [GRI 302-1, 305-1, 305-2]					
Total energy consumption	GJ	1,297,936	1,335,810	1,055,387	975,550
Total electricity consumption	GJ	1,296,626	1,334,461	1,049,527	969,194
	MWh	360,174	370,684	291,535	269,221

Environment [GRI 302-1, 305-1, 305-2]

Solar energy	GJ	646	332	N/A	N/A
	MWh	180	92	N/A	N/A
On-grid electricity	GJ	1,295,979	1,334,129	1,049,527	969,194
	MWh	359,994	370,592	291,535	269,221
Total fuel consumption	GJ	1,310	1,348	5,860	6,356
Diesel (stationary)	GJ	542	397	433	683
Diesel (mobile)	GJ	579	681	5,025	5,347
Petrol	GJ	190	270	402	326
Total GHG emissions	tCO ₂ e	230,493	237,285	164,540	152,019
Scope 1 emissions	tCO ₂ e	97	106	403	436
Stationary combustion	tCO ₂ e	40	30	29	46
Mobile combustion	tCO ₂ e	56	70	374	390
Scope 2 emissions	tCO ₂ e	230,396	237,179	164,137	151,583
Network towers	tCO ₂ e	213,343	219,473	148,555	136,999
Data centres	tCO ₂ e	16,292	16,931	14,796	13,855
Buildings and offices	tCO ₂ e	761	774	787	729

Employees Overview [GRI 2-7, 2-8, 401-1, 401-3, 405-1, 405-2]

Total employees	no.	1,121	1,085	1,065	1,093
Men	no.	650	638	653	677
Women	no.	471	447	412	416
Permanent employees	no.	1,088	1,054	1,038	1,065
Men	no.	625	616	634	660
Women	no.	463	438	404	405
Temporary employees	no.	33	31	27	28
Men	no.	25	22	19	17
Women	no.	8	9	8	11
Workers who are not employees	no.	417	412	444	591
Gender diversity by employee category					
Senior Management					
Men	no.	5	5	5	4
Women	no.	2	3	2	3

Employees Overview [GRI 2-7, 2-8, 401-1, 401-3, 405-1, 405-2]

Management

Men	no.	142	139	128	122
Women	no.	80	74	70	73

Below managerial level

Men	no.	503	494	520	551
Women	no.	389	370	340	340

Age group diversity of governance bodies

<30 years old	no.	0	N/A	N/A	N/A
30–50 years old	no.	1	N/A	N/A	N/A
>50 years old	no.	10	N/A	N/A	N/A

Age group diversity by employee category

Senior Management

<30 years old	no.	0	0	N/A	N/A
30–50 years old	no.	4	4	N/A	N/A
>50 years old	no.	3	4	N/A	N/A

Management

<30 years old	no.	0	0	N/A	N/A
30–50 years old	no.	141	136	N/A	N/A
>50 years old	no.	81	78	N/A	N/A

Below managerial level

<30 years old	no.	143	146	N/A	N/A
30–50 years old	no.	680	660	N/A	N/A
>50 years old	no.	69	57	N/A	N/A

Notes:

Senior management refers to several c-levels

Management refers to senior general manager levels

Below managerial levels refers to others (including temporary employees)

Total new hires	no.	167	217	171	136
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New hires by age group

<30 years old	no.	57	72	55	53
30–50 years old	no.	104	142	109	81
>50 years old	no.	6	3	7	2

New hires by gender

Men	no.	92	119	103	85
Women	no.	75	98	68	51
Total employees who left	no.	129	156	272	221

Employees Overview [GRI 2-7, 2-8, 401-1, 401-3, 405-1, 405-2]

Employee turnover by category

C-suite	no.	1	0	1	1
Senior Management	no.	10	8	12	8
Management	no.	48	61	96	109
Below managerial level	no.	70	87	172	105

Training hours by employee category

Total: C-suite	hrs	31	20	8	N/A
Total: Senior Management	hrs	3,353	3,209	2,820	N/A
Total: Management	hrs	18,358	17,095	9,182	N/A
Total: Below managerial level	hrs	17,178	12,614	4,475	N/A

Notes:

Senior Management refers to assistant general manager level and above

Management refers to assistant manager and manager levels

Below managerial level refers to senior executives and below

Employees entitled to parental leave	no.	105	105	92	92
Men	no.	7	7	2	2
Women	no.	98	98	90	90
Employees who took parental leave	no.	39	53	41	38
Men	no.	26	32	23	27
Women	no.	13	21	18	11
Employees who returned to work after parental leave	no.	39	53	41	38
Men	no.	26	32	23	27
Women	no.	13	21	18	11
Employees still employed 12 months after returning to work from parental leave	no.	36	47	41	38
Men	no.	23	30	23	27
Women	no.	13	17	18	11

Basic salary and remuneration of women to men

Men	RM	11,565.00	11,929.00	10,711.04	9,751.49
Women	RM	10,070.00	10,329.00	9,680.64	9,385.39
Number of substantiated complaints regarding human rights violations	no.	0	0	0	0

Occupational Health and Safety [GRI 403-8, 403-9]

Total employees covered by OSH management system	no.	1,115	1,073	1,049	1,103
	%	99%	99%	98%	101%
Employees trained in health and safety	no.	226	359	N/A	N/A
Per employee					
Fatalities from work-related injuries	no.	0	0	0	0
High-consequence injuries (excluding fatalities)	no.	0	0	0	0
	rate	0.00	0.00	0.00	0.00
Recordable work-related injuries	no.	0	0	1	2
	rate	0	0	0.38	0.73
Total hours worked	hrs	2,783,040	2,678,208	2,618,304	2,753,088
Total days lost from work-related injuries	days	0	0	0	0
Total recordable injury rate (TRIFR)	rate	0	0	0.38	0.73

GRI Content Index

The Global Reporting Initiative (GRI) is a widely adopted multi-stakeholder standard for sustainability reporting, guiding, and determining report content and indicators. It was designed to enhance the global comparability and the quality of information on environmental and social impacts, thereby enabling greater organisational transparency and accountability. Our 2023–2024 Sustainability Report has been prepared in accordance with the 2021 GRI Standards. Our GRI Content Index references our 2023–2024 Sustainability Report.

Statement of use	U Mobile is reporting the period from period 1 January 2023 to 31 December 2024 in accordance with the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard/ Other source	Disclosure	Location/ Reason of omission
1. The organisation and its reporting practices		
GRI 2: General Disclosures 2021	2-1 Organisational details	All about U, p12
	2-2 Entities included in the organisation's sustainability reporting	About this report, p3
	2-3 Reporting period, frequency, and contact point	About this report, p3 Contact, p78
	2-4 Restatements of information	Available throughout, where relevant
	2-5 External assurance	About this report, p3

2. Activities and workers

GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	All about U, p12 Vendor management, p24
	2-7 Employees	Our workforce, p35 Base data, p66
	2-8 Workers who are not employees	Our workforce, p35 Base data, p66

3. Governance

GRI 2: General Disclosures 2021	2-9 Governance structure and composition	Governance and oversight, p19 U Mobile Board of Directors
	2-10 Nomination and selection of the highest governance body	Information unavailable
	2-11 Chair of the highest governance body	Governance and oversight, p19
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance and oversight, p19
	2-13 Delegation of responsibility for managing impacts	Governance and oversight, p19
	2-14 Role of the highest governance body in sustainability reporting	Governance and oversight, p19
	2-15 Conflicts of interest	Business ethics and integrity, p20
	2-16 Communication of critical concerns	Information unavailable
	2-17 Collective knowledge of the highest governance body	Information unavailable
	2-18 Evaluation of the performance of the highest governance body	Information unavailable
	2-19 Remuneration policies	Information unavailable
	2-20 Process to determine remuneration	Information unavailable
	2-21 Annual total compensation ratio	Information unavailable

4. Strategy, policies and practices

GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Message from the CEO, p10
	2-23 Policy commitments	Our sustainability approach, p14 Business ethics and integrity, p20 Fair employment and equal opportunity, p36 Health and safety, p38 Supporting communities, p45 U Mobile website: Corporate governance
	2-24 Embedding policy commitments	Our sustainability approach, p14 Business ethics and integrity, p20 Fair employment and equal opportunity, p36 Health and safety, p38 Supporting communities, p45 U Mobile website: Corporate governance
	2-25 Processes to remediate negative impacts	Whistleblowing and reporting channels, p21
	2-26 Mechanisms for seeking advice and raising concerns	Whistleblowing and reporting channels, p21
	2-27 Compliance with laws and regulations	Business ethics and integrity, p20 Regulatory compliance, p22
	2-28 Membership associations	Partnerships for growth, p25
5. Stakeholder engagement		
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	Materiality matters, p17 Transparency and communication, p24
	2-30 Collective bargaining agreements	Information unavailable
Material topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality matters, p17
	3-2 List of material topics	Materiality matters, p17

Climate: emissions and energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Energy consumption, p29 Carbon footprint, p30
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Information unavailable We are considering conducting TCFD assessments in the near future
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy consumption, p29
	302-2 Energy consumption outside of the organization	Information unavailable We do not currently track this data
	302-3 Energy intensity	Energy consumption, p29
	302-4 Reduction of energy consumption	Energy consumption, p29
	302-5 Reductions in energy requirements of products and services	Information unavailable We do not currently track this data
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Carbon footprint, p30
	305-2 Energy indirect (Scope 2) GHG emissions	Carbon footprint, p30
	305-3 Other indirect (Scope 3) GHG emissions	Information unavailable We do not currently track Scope 3 emissions
	305-4 GHG emissions intensity	Carbon footprint, p30
	305-5 Reduction of GHG emissions	Information unavailable We do not currently track this data
	305-6 Emissions of ozone-depleting substances (ODS)	Not applicable Our operations emit non-material and negligible amounts of these emissions
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not applicable Our operations emit non-material and negligible amounts of these emissions
Regulatory compliance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Regulatory compliance, p22
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Regulatory compliance, p22
Customer experience		
GRI 3: Material Topics 2021	3-3 Management of material topics	Customer experience, p50

Network quality and connectivity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Network quality and connectivity, p52
Data privacy and cybersecurity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Data privacy and cybersecurity, p22
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data privacy and cybersecurity, p22
Employee health, safety and well-being		
GRI 3: Material Topics 2021	3-3 Management of material topics	Health and safety, p38
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health and safety, p38
	403-2 Hazard identification, risk assessment, and incident investigation	Health and safety, p38
	403-3 Occupational health services	Information unavailable
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health and safety, p38
	403-5 Worker training on occupational health and safety	Health and safety, p38 Base data, p69
	403-6 Promotion of worker health	Information unavailable
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Information unavailable
	403-8 Workers covered by an occupational health and safety management system	Health and safety, p38
	403-9 Work-related injuries	Health and safety, p38
	403-10 Work-related ill health	Information unavailable
Digital inclusion		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focusing on digital inclusion, p55
Governance and business ethics		
GRI 3: Material Topics 2021	3-3 Management of material topics	Business ethics and integrity, p20
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Base data, p65
	205-2 Communication and training about anti-corruption policies and procedures	Business ethics and integrity, p20 Base data, p65
	205-3 Confirmed incidents of corruption and actions taken	Business ethics and integrity, p20 Base data, p65

Transparency and communication		
GRI 3: Material Topics 2021	3-3 Management of material topics	Transparency and communication, p24
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Information unavailable
	417-2 Incidents of non-compliance concerning product and service information and labeling	Information unavailable
	417-3 Incidents of non-compliance concerning marketing communications	Information unavailable
Community investment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Supporting communities, p45
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Supporting communities, p45
	203-2 Significant indirect economic impacts	Supporting communities, p45
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Information unavailable
	413-2 Operations with significant actual and potential negative impacts on local communities	Information unavailable
Digitalisation and innovation		
GRI 3: Material Topics 2021	3-3 Management of material topics	Digitalisation and innovation, p51
Supply chain management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Vendor management, p24
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Vendor management, p24
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Information unavailable We plan to develop a due diligence environmental criteria process in the future
	308-2 Negative environmental impacts in the supply chain and actions taken	Information unavailable We plan to develop an environmental impact due diligence process in the future
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Information unavailable We plan to develop a new supplier social criteria screening due diligence process in the future
	414-2 Negative social impacts in the supply chain and actions taken	Information unavailable We plan to develop a supply chain negative social impacts due diligence process in the future

Youth engagement		
GRI 3: Material Topics 2021	3-3 Management of material topics	Championing youth, p49
Fair employment and equal opportunities		
GRI 3: Material Topics 2021	3-3 Management of material topics	Fair employment and equal opportunity, p36
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Information unavailable
	202-2 Proportion of senior management hired from the local community	Information unavailable
GRI 401: Employment 2016	401-3 Parental leave	Fair employment and equal opportunity, p36 Base data, p68
GRI 402: Labor / Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Information unavailable
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Governance and oversight, p19 Fair employment and equal opportunity, p36 Base data, p66-68
	405-2 Ratio of basic salary and remuneration of women to men	Information unavailable
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Fair employment and equal opportunity, p36
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Information unavailable U Mobile is not unionised
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Not material for U Mobile operations We do not currently assess suppliers for child labour risks
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Not material for U Mobile operations We do not currently assess suppliers for forced or compulsory labour risks
Partnerships for growth		
GRI 3: Material Topics 2021	3-3 Management of material topics	Partnerships for growth, p25

E-Waste management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Managing e-waste, p32
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Managing e-waste, p32
	306-2 Management of significant waste-related impacts	Not applicable Our operations discharge a non-material and negligible volume of these effluents
	306-3 Waste generated	Managing e-waste, p32
	306-4 Waste diverted from disposal	Managing e-waste, p32
	306-5 Waste directed to disposal	Managing e-waste, p32
Talent development		
GRI 3: Material Topics 2021	3-3 Management of material topics	Fair employment and equal opportunity, p36 Talent development, p40
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Turnover rates, p43 Base data, p67
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Fair employment and equal opportunity, p36
GRI 404: Training and Education 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Fair employment and equal opportunity, p36
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent development, p40
	404-3 Percentage of employees receiving regular performance and career development reviews	Supporting professional growth, p42

GLOSSARY

Fourth generation (4G) | The fourth major iteration of wireless mobile telecommunications technology, which provides faster data transfer speeds, improved network capacity, and lower latency compared to its 3G predecessor.

Fifth generation (5G) | The latest generation of wireless mobile telecommunications technology, which offers significantly faster data speeds, ultra-low latency, increased network capacity, and the ability to connect a massive number of devices simultaneously. 5G networks enable several advanced applications such as autonomous vehicles, smart cities, Internet of Things (IoT) devices, augmented reality, and virtual reality.

B40 | The bottom 40% of households with the lowest income in the country.

Broadband | A high-speed internet connection that provides faster data transmission rates than traditional dial-up. Broadband can be delivered through various technologies, including digital subscriber line (DSL), cable, fibre-optic, and wireless networks.

CDP (formerly Carbon Disclosure Project) | An international nonprofit organisation providing a global platform for companies, cities, states, and regions to measure, disclose, manage, and share environmental data, focusing on climate change, water security, and deforestation.

Cloud computing | The delivery of computing services over the internet without needing on-premises infrastructure or physical hardware. It involves storing and processing data and running applications on remote servers, typically provided by a third-party cloud service provider.

Greenhouse gas (GHG) | Gases that trap heat in the Earth's atmosphere, contributing to the greenhouse effect and climate change.

Global Reporting Initiative (GRI) | A multi-stakeholder standard for sustainability reporting, providing guidance on determining report content and indicators.

Global System for Mobile Communications Association (GSMA) | A trade organisation that represents the interests of mobile network operators worldwide. It organises industry events, develops technical standards, and conducts research and analysis on various aspects of the mobile industry.

International Organization for Standardization (ISO) | A body that publishes standards. The ISO 27001 series of standards provides a framework for institutions to establish, implement, maintain, and continuously improve their information security controls and practices to ensure the confidentiality, integrity,

and availability of sensitive information.

Jalanan Digital Negara (JENDELA) | A Malaysian government programme to improve digital connectivity and expand broadband coverage nationwide.

Long-Term Evolution (LTE) | A standard for high-speed wireless communication for mobile devices. It is often used as a marketing term for 4G technology. LTE provides faster data transfer rates and improved network performance compared to earlier 3G technologies. It is widely deployed and used by mobile network operators around the world.

Malaysian Communications and Multimedia Commission (MCMC) | The regulatory body overseeing and regulating Malaysia's communications and multimedia industry. It ensures compliance with relevant laws and regulations, advances fair competition, protects consumer interests, and promotes the development of the communications and multimedia sector throughout the country.

NIST Cybersecurity Framework (CSF) | A set of guidelines, standards, and best practices developed by the National Institute of Standards and Technology (NIST) in the United States to help organisations manage and mitigate cyber risks, enhance their resilience to cyber threats, and align their cybersecurity efforts with business objectives and industry standards.

Subscriber identity module (SIM) card | A small, removable smart card used in mobile devices to securely store and identify the subscriber's information such as phone number, network authorisation, and contact list.

Sustainable Development Goals (SDGs) | A United Nations plan to achieve a better, more sustainable, and inclusive future by addressing global challenges, including poverty, inequality, climate change, environmental degradation, peace, and justice.

Universal service provider (USP) | In the context of U Mobile, a USP refers to the company's role as a telecommunications service provider that aims to provide affordable and accessible connectivity services for a broad range of customers, regardless of location or socioeconomic status.

Virtual private network (VPN) | A technology that creates a secure and private internet connection, ensuring confidentiality and protecting user data.

Zakat | The obligatory Islamic practice of almsgiving – a form of wealth redistribution and religious duty for Muslims who meet certain criteria.

CONTACT

[GRI 2-3]

We welcome any questions or input regarding the information in this report or our sustainability efforts. Please contact us by email at corp.comm@u.com.my.

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