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**COMPANY
OF THE YEAR**

Driving impact across the customer value chain

*RECOGNIZED FOR BEST PRACTICES IN THE
MALAYSIAN MOBILE SERVICES INDUSTRY*

FROST & SULLIVAN

Table of Contents

Best Practices Criteria for World-class Performance	3
Addressing Unmet Needs	3
Visionary Scenarios Through Megatrends	4
Leadership Focus	5
Price/Performance Value	6
Customer Purchase and Service Experience	6
Brand Equity	7
Conclusion	8
What You Need to Know about the Company of the Year Recognition	9
Best Practices Recognition Analysis	9
Visionary Innovation & Performance	9
Customer Impact	9
Best Practices Recognition Analytics Methodology	10
Inspire the World to Support True Leaders	10
About Frost & Sullivan	11
The Growth Pipeline Generator™	11
The Innovation Generator™	11

Best Practices Criteria for World-class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each recognition category before determining the final recognition recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. U Mobile excels in many of the criteria in the Malaysian mobile services space.

RECOGNITION CRITERIA	
<i>Visionary Innovation & Performance</i>	<i>Customer Impact</i>
Addressing Unmet Needs	Price/Performance Value
Visionary Scenarios Through Megatrends	Customer Purchase Experience
Leadership Focus	Customer Ownership Experience
Best Practices Implementation	Customer Service Experience
Financial Performance	Brand Equity

Addressing Unmet Needs

U Mobile, recognized as one of the most innovative mobile operators in Malaysia, understands that a key digital transformation goal for Malaysia is to grow the digital economy to drive greater economic growth. Toward this end, it understands that the connectivity that it provides plays a critical part in fostering a digitally-skilled workforce ready to contribute to Malaysia’s digital economy from all over Malaysia, enabling the modernization of government and public services through digitalization, building a competitive and inclusive digital society where enterprises and citizens can fully participate in the digital economy and enabling Malaysia to become an AI nation by 2030.

U Mobile aligns with the MADANI Government’s 5G Dual Network model, which promotes healthy competition, increases investment in new technologies, improves service delivery, and drives innovation. This model encourages broader industry participation, ultimately benefiting consumers through improved service quality and lower long-term costs, and promotes a more robust, foundationally sound digital economy to support greater economic growth. Accordingly, the company was appointed Malaysia’s second 5G network provider by the Malaysian Communications and Multimedia Commission (MCMC) in November 2024, following Digital Nasional Berhad (DNB), the first 5G mobile network provider, achieving 80.2% population coverage in December 2023.

To help Malaysia achieve its digital ambitions, U Mobile is actively addressing unmet needs in Malaysia through several strategic initiatives focused on expanding digital connectivity and enhancing enterprise capabilities. To fulfill Malaysia's need for a second 5G network, the company’s aggressive 5G expansion plan is committed to achieving 80% population coverage by the second half of 2026 and 90% population

coverage in the following 12 months, supported by Huawei in West Malaysia and ZTE in East Malaysia as Technology Partners.

“This rapid 5G mobile network deployment aims to ensure superior indoor and outdoor connectivity, address common pain points such as poor signal coverage in buildings and help propel Malaysia’s digital economy forward. Key aspects of U Mobile’s ULTRA5G strategy include its seamless 5G in-building coverage and fit as an enterprise-grade 5G network. As a result, the company is deploying its in-building coverage with dedicated 5G solutions at more than 600 in-building sites by second half of 2029.”

– Mei Lee Quah
Senior Director, ICT Research

This rapid 5G mobile network deployment aims to ensure superior indoor and outdoor connectivity, address common pain points such as poor signal coverage in buildings and help propel Malaysia’s digital economy forward. Key aspects of U Mobile’s ULTRA5G strategy include its seamless 5G in-building coverage and fit as an enterprise-grade 5G network. As a result, the company is deploying its in-building coverage with dedicated 5G solutions at more than 600 in-building sites by second half of 2029. It is positioning itself as a digital enabler for enterprises of all sizes, from SMEs to large corporations, offering tailored 5G solutions with network slicing and advanced security features for verticals, and infrastructure support for IoT and AI-driven applications.

The growth potential in East Malaysia is tremendous, given the lower fiber penetration, which significantly impacts proceeding with 5G backhaul connectivity. The area accounts for approximately 60% of Malaysia’s landmass but serves only approximately 20% of the Malaysian population. East Malaysia has a lower population density and urbanization rate of approximately 33 pp/km² and 55% to 60% respectively (compared to approximately 200 pp/km² and 80% in West Malaysia). This makes the return on investment for mobile services infrastructure challenging to support. Despite these challenges, U Mobile is forging ahead with its plans to drive 5G adoption in East Malaysia with the understanding that mobile data usage in East Malaysia is more than 35 GB/month, which is 10-20% higher than the country’s national average and 5G will bring new use cases and business models that can help with driving monetization of 5G infrastructure and revenue upliftment.

Visionary Scenarios Through Megatrends

With about 9 million consumer segment customers on its 4G LTE and 5G mobile network, U Mobile’s subscriber growth has been accompanied by significant mobile network performance enhancements to better serve its customers. The innovation-driven mobile operator is modernizing its 4G mobile network to 4G+5G to provide its customers with a seamless 4G-5G mobile service. The modernized mobile network will benefit from intelligent operations, AI adoption, and advanced security and resilience features. As the first mobile operator in Malaysia to launch an Open API portal, U Mobile is accelerating the development of innovative services and solutions by enabling developers, partners and businesses to access its suite of APIs and co-create services that leverage 5G capabilities.

The second 5G mobile network is being built with advanced infrastructure to meet the diverse needs of enterprises, including customized 5G and 5G-Advanced capabilities. The company’s ULTRA5G deployment is targeting rollout in data centers, industrial parks, transport hubs, ports, hospitals, rail, stadiums, and

universities to drive enterprise adoption. In East Malaysia, ULTRA5G will target industrial parks and data centers, international airports and ferry terminals, commercial and government buildings, healthcare facilities (public and private), and educational institutions (universities and colleges). By modernizing its mobile network and introducing new technological capabilities as part of its transformational growth and journey, the company is strategically positioning to harness the potential of its 5G mobile network to support enterprises transform and grow.

Leadership Focus

U Mobile's 5G expansion plan goes beyond enabling nationwide accessibility. The company is making it clear in its approach that it is positioning to support consumers, enterprises, and Malaysia's digital transformation goals. With strong technology partners and a clearly defined roadmap, the company looks set to be a game-changer and catalyst for growth in the next phase of connectivity development in Malaysia. Success with 5G depends heavily on collaborative, outcome-oriented strategic partnerships. With this in mind, U Mobile has signed MOUs with 70+ partners to meet its 5G population coverage targets and accelerate the deployment of the second 5G mobile network for Malaysia to meet aggressive rollout timelines and ensure high-quality services and user experience.

U Mobile is in partnership with Telekom Malaysia (TM), Celcom Timur Sabah (CTS) and SACOFA to leverage their extensive fiber networks for fiber backhaul across nationwide, Sabah and Sarawak; Huawei Malaysia and ZTE Malaysia as technology partners with global 5G expertise and practical 5G-Advanced and AI use-case solutions; and EDOTCO, EdgePoint, and OCK Telco Infra for 5G in-building coverage, to name but a few. The company also partners with Melaka ICT Holdings (MICTH) in Malacca to enhance its network infrastructure. By leveraging strengths of strategic partners, U Mobile is building a strong foundation that is not only cost-effective but also high quality, reliable and high capacity. It is positioning itself to catch up and effectively compete with DNB's 5G mobile network, thereby enhancing its future growth potential.

U Mobile is also building a strong partnership ecosystem comprising technology partners, system integrators, industry/enterprises, government/associations, as a foundation to address vertical challenges using technological innovations. This approach will drive growth in 5G-based end-to-end solutions for vertical industries such as manufacturing, tourism, healthcare, agriculture, smart cities, transportation, education, and oil and gas. The company has begun supporting the Federal Land Development Authority (FELDA) on the group's digital transformation drive and is working with Braintree Technologies to deploy 5G smart farming solutions for Malaysia's agriculture sector. It is also driving IoT, smart mobility, and sustainable connectivity for enterprises with China Unicom, and collaborating with Qualcomm on 5G IoT for smarter supply chains.

To further support ecosystem collaboration, it has forged a strategic partnership with Huawei Malaysia as one of the strategic partners for its soon-to-be-launched Enterprise Innovation Platform (EIP) to accelerate 5G and AI innovation and adoption. EIP is a sandbox testbed facility for proof-of-concept testing in a simulated real-world environment, access to vertical, technical, and business experts to help commercialize solutions, and education and training programs to drive industry awareness and knowledge.

Price/Performance Value

With a focus on driving digital inclusion, U Mobile seeks to provide accessible, high-quality products and services, especially in urban and suburban areas in Malaysia, and for younger users and entry-level professionals. The company's approach to pricing and plan structures is undisputed for value. In Malaysia, U Mobile is the choice provider for value. By thoughtfully crafting rate plans and innovating and leveraging technological adoption, the company strives to offer the best value for money and customer experience. As such, the company emphasizes affordable plans and aggressive 5G rollout. The company offers affordable unlimited postpaid plans, and its prepaid plans are well priced to attract heavy data users, including families, who pay more on competitor networks. The company's U Prepaid plan was acknowledged at the Best Prepaid Plan at the PC.com Reader's Choice Awards 2025.

“With a solid price/performance value proposition, the company is on track to achieve steady year-on-year growth rates with its plan on anchoring its monetization strategy on simple, flexible, and resilient products and services, maintaining its momentum in the consumer segment market while driving numbers within the family, enterprise, and East Malaysian segments.”

– Mei Lee Quah
Senior Director, ICT Research

For wider reach and appeal, apart from driving enterprise segment growth with 5G, the company has also introduced its U Family 128 plan that offers 1,000 GB shareable 5G data and 15 GB global roaming across 63 destinations for up to four lines. By bringing value to family plans, which is the market leader's stronghold, the company is helping to lower expenses for families that consume large amounts of mobile data, which is a breather during the current economic climate. To further improve customer experience, the company has enhanced its U Home 5G plan by offering a game-grade router optimized for 5G-Advanced and improved Wi-Fi coverage, and it now also offers device care with a flexible monthly subscription for U Postpaid and U Biz customers that enables more options to swap devices across colors, models, and brands from RM4/month.

These minor tweaks have been well received by the consumer segment, and their impact has been acknowledged by industry participants, including Frost & Sullivan. The U Family 128 and U Home 5G plans have been cited by SoyaCincau, an industry-recognized voice, as offering the best value for money in their respective categories in 2024. Adding a game-grade router to the U Home 5G plan enables users to experience the company's niche capability in 5G gaming experience.

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Customer Purchase and Service Experience

U Mobile has been expanding its retail presence to increase nationwide accessibility to sales, support, and service offerings. In January 2025, U Mobile announced that it plans to double its store count by 2026 to

enhance customer experience, improve customer engagement, and support its 5G mobile network growth. To back up the push for greater customer growth, the company ensured, early on, that its customers enjoyed better mobile network performance. It did this by actively enabling 5G on all current plans—and most legacy plans—without additional fees since November 2022, after signing the Access Agreement with DNB and ahead of competitors that continued to charge extra for 5G for over a year, until 2024. This move has resulted in increased 5G usage among its customers. Despite not being the market leader by revenue that has the budget to invest heavily in infrastructure, the company strives to give customers the best possible mobile network experience.

The company has enhanced its retail experience at stores in Peninsular Malaysia, including its second flagship store at Sunway Pyramid, as well as outlets at IOI Mall Damansara, Pavilion Bukit Jalil in Klang Valley, Taman Lagenda in Melaka, Queensbay Mall in Penang, and KB Mall in Kelantan, to improve customer service. A unique highlight is the Sunway Pyramid flagship store, which delivers immersive retail experiences through an immersive dome featuring AR, VR and mixed reality, holographic queue management, and showcases of a smart home concept. It launched its first store in East Malaysia, in Kota Kinabalu, Sabah, in April 2024, marking a significant strategic expansion into the region to improve customer reach and engagement. This was followed by the opening of its first store in Sarawak in July 2024. U Mobile drove subscriptions among East Malaysians with its U Prepaid Borneo plan, which offers 2,200 GB of data at an affordable RM20/month with unlimited speed and hotspot. The company engaged with the community in East Malaysia through concerts and parades, including the MeleTOP TVS concert, the Cara U Kaamatan celebration, the Niti Daun Parade, and the Konsert Karnival Jom Heboh Cara U Sarawak.

In terms of mobile network performance, a superior 5G mobile network offers both high download speeds for moving massive amounts of data and low latency to ensure real-time responsiveness. According to Opensignal's November 2024 report, U Mobile excels at both metrics, with the lowest 5G latency in Malaysia and 5G download speeds 7% faster than the national average. U Mobile ranks #1 globally in 5G Games Experience among markets in the large landmass group, where well-known brand names such as SoftBank and Vodafone compete, in Opensignal's 5G Global Mobile Network Experience Awards. Its active 5G connections enjoy an average download speed of 274Mbps compared to 256Mbps observed across Malaysia's other mobile operators.

Brand Equity

U Mobile branded and launched the 5G experience on its next generation 5G network as ULTRA5G in August 2025, highlighting speed, reliability, latency, and reach aspects of its enhanced mobile network coverage. The company demonstrated seamless in-building connectivity through a crystal clear 4K livestream of a roller coaster ride on the Supersonic Odyssey, the longest indoor roller coaster in Asia, at Berjaya Times Square Theme Park, followed by ULTRA5G in-building coverage going live at Mandarin Oriental Hotel, paving the way towards 5G smart hotel applications that improve efficiency, safety, and guest experience for businesses and travelers. ULTRA5G has since expanded beyond Klang Valley. In Penang, ULTRA5G has been deployed along the entire Penang Bridge 1, paving the way for future enterprise use cases with 5G-A, including road safety services, AI-powered surveillance, and drones for

emergency situations. In Kota Kinabalu, Sabah, during the National Day and Sabah Day celebrations, ULTRA5G enabled crystal-clear video calls and smooth live streaming, even in congested areas.

The launch of ULTRA5G is seen as an important step for U Mobile to reinforce its capabilities and positioning among enterprises of all sizes, from SMEs to large corporations, to drive meaningful enterprise segment growth. The company launched U Biz Bundles Geran Madani PKS to support SMEs with digital solutions and connectivity and has won the Best Value 5G Plan for SMEs at the Business Today Industry Choice Awards, in recognition of its support for SMEs in the digital economy. In East Malaysia, it is working with the Sarawak Digital Economy Corporation (SDEC) to empower Sarawak's SMEs with advanced 5G technologies to enhance enterprise digitalisation, and is also collaborating with ZTE to drive digitalisation across East Malaysia through AI-enhanced 5G-Advanced network solutions and intelligent 5G-enabled industrial campuses.

As a responsible corporate citizen, the company supported the 42 Kuala Lumpur (42KL) Open Day, a workshop designed to introduce youths without formal computer science education to digital-based skills such as coding, AI and cybersecurity. This initiative aligns with the company's broader efforts to support digital inclusion initiatives in Malaysia. Separately, ahead of the flood season, the company partnered with UNICEF to organize an emergency go-bag packathon involving its employees, accompanied by a disaster risk reduction (DRR) awareness talk. The packed emergency go-bags were subsequently distributed to children of SK Rantau Panjang 2.

As part of its commitment to sustainability, the company initiated mandatory whistleblowing and sustainability training in 2024 and completed solar panel installations at its Johor and Penang telecommunication operation centers (ToCs) to reduce energy consumption and carbon emissions, in alignment with the company's sustainability and environmental responsibility goals. The company converted 26 off-grid sites to solar hybrid system, reducing diesel consumption by 86% per site. It promoted responsible e-waste recycling through an in-store program, resulting in the collection and responsible disposal of 183,377 kg of network and consumer e-waste. It also donated more than RM3.5 million to flood relief efforts through various channels in East Malaysia and the East Coast of Peninsular Malaysia in 2024, and championed youth empowerment as the official mobile operator partner for the Youth Economic Forum (YEF) 2024.

Conclusion

U Mobile's dedication to deploying a second 5G mobile network under such a tight timeline to support Malaysia in achieving its digital ambitions is commendable. The sheer challenge of the task and the heavy investment required is no mean feat. Indicators that the company will be successful in the future include its innovative-driven approach, reputation as the preferred provider of value, and continuous achievement of experience metrics that matter to customers.

With its strong overall performance, U Mobile earns Frost & Sullivan's 2025 Malaysia Company of the Year Recognition in the mobile services industry.

What You Need to Know about the Company of the Year Recognition

Frost & Sullivan's Company of the Year Recognition is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

Best Practices Recognition Analysis

For the Company of the Year Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Visionary Innovation & Performance

Addressing Unmet Needs: Customers' unmet or under-served needs are unearthed and addressed to create growth opportunities across the entire value chain

Visionary Scenarios Through Megatrends: Long-range scenarios are incorporated into the innovation strategy by leveraging megatrends and cutting-edge technologies, thereby accelerating the transformational growth journey

Leadership Focus: The company focuses on building a leadership position in core markets to create stiff barriers to entry for new competitors and enhance its future growth potential

Best Practices Implementation: Best-in-class implementation is characterized by processes, tools, or activities that generate consistent, repeatable, and scalable success

Financial Performance: Strong overall business performance is achieved by striking the optimal balance between investing in revenue growth and maximizing operating margin

Customer Impact

Price/Performance Value: Products or services offer the best ROI and superior value compared to similar market offerings

Customer Purchase Experience: Purchase experience with minimal friction and high transparency assures customers that they are buying the optimal solution to address both their needs and constraints

Customer Ownership Excellence: Products and solutions evolve continuously in sync with the customers' own growth journeys, engendering pride of ownership and enhanced customer experience

Customer Service Experience: Customer service is readily accessible and stress-free, and delivered with high quality, high availability, and fast response time

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty, which is regularly measured and confirmed through a high Net Promoter Score®

Best Practices Recognition Analytics Methodology

Inspire the World to Support True Leaders

This long-term process spans 12 months, beginning with the prioritization of the sector. It involves a rigorous approach that includes comprehensive scanning and analytics to identify key best practice trends. A dedicated team of analysts, advisors, coaches, and experts collaborates closely, ensuring thorough review and input. The goal is to maximize the company’s long-term value by leveraging unique perspectives to support each Best Practice Recognition and identify meaningful transformation and impact.

STEP		VALUE IMPACT	
		WHAT	WHY
1	Opportunity Universe	Identify Sectors with the Greatest Impact on the Global Economy	Value to Economic Development
2	Transformational Model	Analyze Strategic Imperatives That Drive Transformation	Understand and Create a Winning Strategy
3	Ecosystem	Map Critical Value Chains	Comprehensive Community that Shapes the Sector
4	Growth Generator	Data Foundation That Provides Decision Support System	Spark Opportunities and Accelerate Decision-making
5	Growth Opportunities	Identify Opportunities Generated by Companies	Drive the Transformation of the Industry
6	Frost Radar	Benchmark Companies on Future Growth Potential	Identify Most Powerful Companies to Action
7	Best Practices	Identify Companies Achieving Best Practices in All Critical Perspectives	Inspire the World
8	Companies to Action	Tell Your Story to the World (BICEP*)	Ecosystem Community Supporting Future Success

*Board of Directors, Investors, Customers, Employees, Partners

